
Incoming Government Brief 2025

Minister for Disability Services

DPAC Group – Policy and Reform

National Disability Insurance Scheme (NDIS) Review

Recommendation

- **Continue** with the Australian and state and territory governments, to progress the components of the National Disability Insurance Scheme (NDIS) Review, agreed at National Cabinet on 6 December 2023.
This includes legislative changes to the NDIS Act 2013, adjustments to state and territory NDIS contribution escalation rates and designing Foundational Supports.
- **Note** that all governments have also committed to releasing a joint response to the recommendations of the NDIS Review.

Key Points

- There is significant disability reform work underway at a national level to improve outcomes for people with disability. This includes work to progress the recommendations of the review of the NDIS (the Review), handed down in late 2023.
- The Review makes 26 recommendations, with 138 supporting actions.
- A key theme in the Review is that the NDIS should be one part of a strong connected 'ecosystem' of supports for all people with disability. This ecosystem should create a fairer and more inclusive Australia and help improve outcomes for all people with disability, not just NDIS participants.

Foundational Supports (see separate brief)

- The Review recommended all governments commit to deliver a system of supports outside the NDIS - known as Foundational Supports - for all people with disability.
- This additional layer of supports will be part of the ecosystem of supports and seeks to bridge the gap between mainstream services and the NDIS.
- The Tasmanian Government is currently working with the Australian, state and territory governments to jointly design foundational supports. These negotiations will continue through 2025.

NDIS Reform Advisory Committee

- A NDIS Reform Advisory Committee (RAC) has been established to monitor implementation of NDIS reforms and ensure the diverse views and perspectives of people with disability are elevated during implementation.

- The NDIS RAC consists of two Co-Chairs, eight members to represent each state and territory Disability Ministers and three community representatives nominated by the Australian Government.
- The Tasmanian representative is Ms Claire Waiss, a member of the former Minister's Disability Consultative Group (MDCG).

NDIS Rules

- In October 2024 significant legislative amendments to the *National Disability Insurance Scheme Act 2013* (NDIS Act) commenced.
- The changes were made in response to the NDIS Review and aim to enhance participant experience, improve fairness and transparency, and ensure the long-term sustainability of the Scheme.
- Under the amended NDIS Act, new NDIS rules must be made. The rules add detail to how the Scheme operates.
- Some rules require unanimous agreement between the Commonwealth and all states and territories before they can be made. This gives states and territories a role in shaping further legislative reform to the Scheme.
- Three new rules have already been agreed and implemented including a new definition of NDIS supports. The new definition specifies what is, and is not, a NDIS support. This is referred to as Section 10 NDIS supports. Participants can only use their NDIS funds for items listed as NDIS supports.
- Other changes implemented through the legislative amendments will focus on key areas such as access, funding, plan management and reassessment processes.
- The Commonwealth and state and territory governments will consult with the disability community on the development of new NDIS rules throughout 2025.
- A second tranche of legislative amendments to the NDIS Act is also planned in 2025. These reforms will respond to emerging and long-standing quality, safety and integrity issues and ensure participants receive progressively higher standards of NDIS supports and services.

Response to the NDIS Review Final Report

- The Tasmanian Government is working with other states and territories and the Australian Government to develop a joint response to all 26 recommendations made in the NDIS Review.
- This response is expected to be released once it has been agreed by all states and territories.

Background

- The 12-month NDIS Review commenced in October 2022. An Independent NDIS Review Panel had oversight of the Review and reported directly to the Disability Reform Ministerial Council (DRMC).
- Five key challenges were identified through the Review consultation: the NDIS is an “oasis in the desert”; inconsistent and inequitable decisions regarding ‘reasonable and necessary’ supports; more young children are entering the NDIS than expected; NDIS markets are not working; and the NDIS is not sustainable into the future.
- The “NDIS Review Final Report: Working Together to Deliver the NDIS” (the final report) was publicly released on 7 December 2023, following consideration by National Cabinet on 6 December 2023. It makes 26 recommendations with 138 supporting actions.

National Cabinet

- On 6 December 2023 National Cabinet acknowledged the need for NDIS reform and agreed to work together to:
 - Implement legislative and other changes to the NDIS to improve the experience of participants and restore the original intent of the Scheme to support people with permanent and significant disability—within a broader ecosystem of supports.
 - Adjust state and territory NDIS contribution escalation rates, from 4 per cent in line with actual Scheme growth, capped at 8 per cent, commencing from July 2028.
- There was also agreement to jointly design and commission Foundational Supports with oversight by the First Secretaries Group and reform costs by the Council of Federal Financial Relations (CFFR).
- Funding will be agreed through new Federal Funding Agreements, with additional costs split 50-50 between the Australian Government and States and Territories.
- An estimated total funding envelope of up to \$10 billion over five years (from 2025-26 to 2029-30) for foundational supports was agreed by National Cabinet, with funding phased in over time.

NDIS Review joint response

- Whilst the 6 December 2023 National Cabinet decision made a range of commitments relating to the disability ecosystem, foundational supports, legislative amendments, governance and funding arrangements, it did not address all 26 recommendations contained in the Review Report.
- This lack of clarity has contributed to uncertainty and ambiguity for people with disability, their families, kin, and carers, and the broader disability community since release of the final report.

- In response, states and territories sought an Australian Government commitment to provide a comprehensive joint response to all Review recommendations.
- At the June 2024 Disability Reform Ministerial Council (DRMC) governments agreed to provide a joint response to the NDIS Review in early December 2024, 12 months after the public release of the NDIS Review final report.
- States and territories worked intensively with the Australian Government during late 2024 and a joint response was developed. This response is expected to be released once it has been agreed by all governments.

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	Mel Gray	Deputy Secretary, Policy and Reform

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Incoming Government Brief 2025

Minister for Disability Services

DPAC Group – Policy and Reform

Tasmania's Disability Strategy

Recommendation

- **Note** Tasmania's Disability Strategy 2025-2027 was released in May 2025 as an interim plan that will be superseded in mid-2026 by the Tasmanian Disability Inclusion Plan, described in the Tasmanian *Disability Rights, Inclusion and Safeguarding Act 2024*.

Key Points

- Tasmania's Disability Strategy 2025-2027 (the Strategy) is an interim two-year plan to bridge the gap from Accessible Island: Tasmania's Disability Framework for Action and the upcoming whole-of-government Tasmanian Disability Inclusion Plan (Inclusion Plan), described in the Disability Rights, Inclusion and Safeguarding Act 2024 (Tas) (the Act).
- The first Inclusion Plan will be developed throughout 2025-2026 as the Act requires that it is prepared by the first anniversary of the Act commencing. The Department responsible for administration of the Act is the Department of Premier and Cabinet (DPAC) who will also lead work on development of the first Inclusion Plan.
- The Strategy frames the actions Agencies are currently committed to delivering, while contextualising what is happening in the broader disability and reform landscape. This includes the Disability Royal Commission, the NDIS Review, changes to the NDIS Act, commitment to deliver Foundational Supports, review of the Australia's Disability Strategy (ADS), new ADS Targeted Action Plans and the passing of the Act.
- Full, plain text and easy read versions of the Strategy are available via the DPAC web site. A copy of the Strategy is provided for information (Attachment 1).

Background

- The Strategy provides a planning and reporting mechanism to transition from Accessible Island: Tasmania's Disability Framework for Action towards the planning and accountability framework set out in the Act.
- Government Agencies were consulted in the development of the Strategy.
- Several Tasmanian disability advocacy and representative groups were invited to provide feedback on the Strategy.
- The Strategy superseded Accessible Island, which had been overseen by the Premiers Disability Advisory Council (PDAC) from 2007 to 2021.
- PDAC was engaged to review the outcomes, successes and failures of Accessible Island and to contribute to the development of the Strategy, outcome areas and actions.
- This work was provided to Agencies to consider in the development of their actions for the Strategy. Agencies included actions that have already been endorsed, either through the Disability Royal Commission recommendation process or through budget and election commitments.
- DPAC undertook a short, targeted consultation with key stakeholders to finalise the Strategy.
- Identified stakeholders included disability advocacy groups, the PDAC, the Minister's Disability Consultative Group, Agency disability advisory and consultative groups, as well as National Disability Services and their membership.

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Attachments

1. Tasmania's Disability Strategy 2025-2027 - [Tas-Disability-Strategy-2025-2027-web.pdf](#)

Incoming Government Brief 2025

Minister for Disability Services

DPAC Group – Policy and Reform

Foundational Supports

Recommendation

- **Continue** work to design foundational supports at the Tasmanian and national level, consistent with the National Cabinet agreement of December 2023.

Key Points

- The final report from the Review of the National Disability Insurance Scheme (NDIS) recommended all governments commit to deliver a system of supports outside the NDIS - known as foundational supports - for all people with disability, with a focus on early intervention supports for children and their families and supports for people with psychosocial disability.
- On 6 December 2023 National Cabinet agreed to work together to jointly design and commission foundational supports with funding agreed through Federal Funding Agreements and costs split 50-50 between the Australian Government and the states and territories.
- Two streams of foundational supports are under development:
 - General foundational supports: disability-specific supports that benefit people with disability (for example information and advice, individual capacity building and peer support, system navigation services and individual advocacy).
 - Targeted foundational supports: designed for specific cohorts of people with disability not eligible to receive NDIS supports including children and, in future, young people and adolescents, and people with severe and persistent mental illness (for example home and community supports and aids and equipment for people with less intensive support needs).
- A total funding envelope for foundational supports of up to \$10 billion over five years from 2025-26 to 2029-30, with funding phased in over time, has been agreed by National Cabinet.
- Total state and territory financial exposure for foundational supports will be capped at no greater than \$5 billion over these five years. For Tasmania on a per capita basis, this equates to a contribution of around \$106 million over five years, or roughly \$21 million per annum. This amount will be additional to the existing Tasmanian contribution to the NDIS.

Background

- Foundational Supports are expected to be phased in over a five-year timeframe and not expected to reach maturity before 2029-30. Intergovernmental negotiations to agree the establishment and implementation of foundational supports will continue through 2025.
- During 2024, the Australian Government undertook public consultation on foundational supports through the Department of Social Services (DSS) Engage website. States and territories provided input through senior officials.
- In October 2024 the Australian Government commissioned Scyne Advisory to undertake a national 'rapid design' consultancy looking at foundational supports system design. A series of 'sprint' workshops with Disability, Health and Education Senior Officials helped to inform a paper. This work was valuable but ultimately did not progress.
- Council for the Australian Federation (CAF) separately engaged Dr Caroline Crosser-Barlow from The Front Project to develop an options paper regarding the role of navigators in Foundational Supports.
- In Tasmania, the Department of Premier and Cabinet engaged Nous Group to complete an information gathering and data analysis exercise to guide establishment of foundational supports in Tasmania.
- Nous Group sought input from key stakeholders (Department for Education, Children and Young People; Department of Health, and disability sector organisations) via an online survey and a series of targeted consultation sessions. This informed a half-day workshop for key stakeholders on 30 January 2025. Nous Group used the feedback and insights gathered at the workshop to prepare its final report.
- Nous Group delivered the final report on 6 March 2025. Key findings include:
 - Tasmania has the highest disability prevalence among people under 65 of any state or territory but the lowest NDIS participation rate, including among children where uptake is typically higher than in other age groups.
 - The mapping of the current Tasmanian service system is a 'point in time' data collection and analysis and provides critical insights to inform further modelling and system design.
 - Existing disability supports in Tasmania are characterised by strong community integration and high levels of peer-to-peer, group support, and capacity building programs.
 - Opportunities exist to build on these strengths and address challenges, for example centralised service hubs, technology to support remote service delivery, and better information and system navigation services.
 - Foundational supports design in Tasmania should be guided by principles to ensure a system that is responsive to need, outcomes-focussed and fit for Tasmania's unique demographic and logistical environment.

- Three foundational support service delivery models are considered in the Report, each with varying costs over five years.
- The whole-of-government Disability Reform Steering Committee considered the final report and has established a Foundational Supports Working Group to progress foundational supports design in Tasmania.
- The Working Group will be supported by an Expert Advisory Panel providing relevant clinical guidance and key service delivery insights regarding best practice in early intervention necessary to shape foundational supports design.

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Attachments

1. Nous Group Foundational Supports data and information consultancy - Final Report

Incoming Government Brief 2025

Minister for Disability Services

DPAC Group – Policy and Reform

Disability Commissioner

Recommendation

- **Note** the *Disability Rights, Inclusion and Safeguarding Act 2024* (the Act) creates the ongoing role of an independent Disability Commissioner for Tasmania.
- **Meet** with Ms Catherine Whittington, appointed as the inaugural Tasmanian Disability Commissioner.

Key Points

- The Disability Commissioner role was established as part of the Act which commenced on 1 July 2025.
- The interim Disability Commissioner, Ms Mary Mallett, oversaw the establishment of the Office of the Disability Commissioner Tasmania from January 2023 until April 2025 in readiness for the commencement of the independent Disability Commissioner.
- Ms Catherine Whittington commenced in the role of the Tasmanian Disability Commissioner on 12 May 2025.
- Ms Whittington brings a wealth of experience to this role including as Deputy Commissioner at the Office of the Health and Community Services Complaints Commissioner, and as an Advocate in the Office of the Guardian for Children and Young People in South Australia.
- Importantly, Ms Whittington brings lived experience to the role as a person with disability and will apply both her professional and personal experiences to this critical role.
- Disability Commissioner Tasmania is branded as a separate statutory authority and is in the process of relocating from the Department of Premier and Cabinet to an independent, accessible premises.
- Ms Whittington is in the process of assessing and establishing the required positions to support the Office and the guidelines, processes and systems needed for the Office and the role of the Disability Commissioner to proceed.
- The Disability Inclusion Advisory Council (DIAC) is an advisory body established under Tasmania's *Disability Rights, Inclusion and Safeguarding Act 2024* to advise the Minister for Disability Services and the Disability Commissioner.
- The Disability Commissioner will soon begin a process for recruiting members for the first DIAC. DIAC will comprise nine to eleven members, at least a majority who have disability, as well as those with strong connections to disability communities and relevant sector knowledge members will provide strategic advice on issues affecting people with disability in Tasmania.

Background

- The Act establishes the Disability Commissioner as a person with disability who is independent of Government.
- The functions and powers of the role include to:
 - provide advice, assistance and advocate systemically for people with disability
 - undertake research relating to disability inclusion and safeguarding
 - provide advice and make recommendations on their own initiative or at the request of the Minister on matters relating to the inclusion, rights, safeguarding or wellbeing of people with disability
 - promote, monitor, and review the wellbeing of people with disability
 - provide leadership, foster inclusion, and promote accessibility across government and universal services, including monitoring and reporting in relation to the Tasmanian Disability Inclusion Plan
 - support defined entities to comply with the Act
 - promote the rights of people with disability
 - support the capacity-building of people with disability to participate in activities for the purpose of the Act
 - establish and monitor safeguarding mechanisms that address violence against, and the abuse, neglect, coercion and exploitation of people with disability
 - raise awareness and educate about the rights of people with disability
 - act in relation to allegations of violence against, or the abuse, neglect, coercion, or exploitation of, people with disability
 - inquire into and report on systemic issues relating to the rights of people with disability
 - consult with the Disability Inclusion Advisory Council, people with disability and disability representative organisations on matters relating to the objects of the Act.
- Ongoing funding for the Disability Commissioner was confirmed in the 2024-25 state budget.

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Cleared by	Mellissa Gray	Deputy Secretary, Policy and Reform

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Incoming Government Brief 2025

Minister for Disability Services

DPAC Group – Policy and Reform

Overview – Disability Services

Role of Portfolio

- Disability Services and Reform supports the Tasmanian Government's ongoing role in strategic policy and regulation, including implementation of the historic *Disability Rights, Inclusion and Safeguarding Act 2024* and the establishment of the Disability Commissioner for Tasmania.
- The Disability Commissioner plays an important role advocating, promoting, monitoring, leading and driving safeguarding mechanisms systemically for people with disability.
- Disability Services supports a range of reform activity, responding to the Royal Commission into Violence, Abuse, Neglect and Exploitation of People with Disability, the National Disability Insurance Scheme (NDIS) Review and Australia's Disability Strategy and continued collaboration, engagement and design with people with disability, their families, carers advocates and disability service providers.

Key Facts

- Disability Services and Reform consists of approximately 26 FTE positions.
- The appropriation for Disability Services is under Budget Output 1.7, with Output 1.8 being listed separately for the NDIS State contribution.
- Output 1.7 includes funding for the Office of the Disability Commissioner and the Office of the Senior Practitioner, which both received funding through the 2024-2025 and forward estimates through the key deliverable of the *Disability Rights, Inclusion and Safeguarding Act 2024* (DRIS Act) implementation.
- There will be a separate Output in future Budget years for the Office of the Disability Commissioner.
- The Disability Services appropriation for Outputs 1.7 and 1.8 is provided based on the forward estimates from the 2024-2025 budget. Figures are approximate.

Appropriations for Outputs 1.7 and 1.8 based on forward estimates in the 2024-2025 budget

Budget Output 1.7	Forward Estimate 2025-2026
Salaries and Operational	\$4,850,000
Changing Places initiative	\$100,000
Grant funding (Advocacy services)	\$3,500,000
Disability Reforms	\$1,000,000
Disability Commissioner	\$1,840,000
Office of Senior Practitioner (addn funding)	\$510,000
Total	\$11,800,000
Budget Output 1.8	
National Disability Insurance Scheme	\$286,866,000
Total Appropriation	\$298,666,000

Priority Areas (list of Topic briefs included in pack)

Topic title	Recommendation
Portfolio Overview – Disability Services	Note the information provided and consider recommendations of all briefs
Disability Commissioner	
<i>Disability Rights, Inclusion and Safeguarding Act 2024 – Implementation</i>	
Disability Royal Commission	
Foundational Supports	
National Disability Insurance Scheme (NDIS) Review	
Tasmania's Disability Strategy	

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Incoming Government Brief 2025

Minister for Aboriginal Affairs

DPAC Group – Policy and Reform

Commission of Inquiry Recommendations Relating to Aboriginal Affairs

Recommendation

- The Government continues to **support** the Commission of Inquiry recommendations relating to Aboriginal children, young people and their families, and those impacted by institutional child sexual abuse.
- **Note** the strong alignment and mutually reinforcing benefit of the Commission of Inquiry recommendations relating to Aboriginal children, young people and their families, and the relevant socioeconomic targets and outcomes in the *National Agreement on Closing the Gap* for reducing the overrepresentation of Aboriginal children and young people in the criminal justice and out-of-home care systems (Targets 11 and 12).

Key Points

- There are significant and overlapping bodies of work that will leverage investment in the Commission of Inquiry recommendations impacting on Aboriginal children, young people and their families, including
 - the National Agreement on Closing the Gap
 - Outcome 11 *Aboriginal young people are not overrepresented in the criminal justice system*
 - Outcome 12 *Aboriginal children are not overrepresented in the child protection system*
 - *Safe and Supported: The National Framework for Protecting Australia's Children 2021-2031*
 - Nukara Strategy: The Tasmanian Aboriginal Centre's strategy and action plan for the transfer of responsibility for Aboriginal child safety to the Aboriginal community.
- The Closing the Gap data dashboard, maintained by the Productivity Commission, shows a status of *no change* in its assessment of Tasmania's progress to reduce the overrepresentation of Aboriginal children and young people in the criminal justice system between 2018-19 (the baseline year) and 2023-24.
- In relation to Tasmania's progress in reducing the overrepresentation of Aboriginal children and young people in out-of-home care, the Closing the Gap data dashboard shows a status of *worsening* for the period 2024 from 2019 (the baseline year).

- The Closing the Gap Joint Council has identified that a coordinated and intersectional approach to youth justice and out-of-home care is key to achieving progress (Joint Council meeting, 20 June 2025).

Background

Keeping Children Safe

- On 1 December 2023, the Tasmanian Government released *Keeping Children Safe and Rebuilding Trust*, the Government Response to the Commission of Inquiry's report, with priority given to actions for completion by 1 July 2024.
- The Government committed to implementing all 191 recommendations from the Commission of Inquiry Final Report, with a broad reform agenda to 2029.
- The detail of the 30 recommendations relating to Aboriginal Affairs is summarised below.
- The status of progress to deliver these recommendations is noted below as of 6 June 2025.

Youth Justice

- The Tasmanian Government's Coalition of Peaks partner and Aboriginal organisations including the Tasmanian Aboriginal Legal Service (TALS) were extensively consulted in the development of *Tasmania's Plan for Closing the Gap 2025–2028*, which includes actions to reduce over-representation of Aboriginal people in the criminal justice system.
- The rate of Aboriginal young people aged 10–17 years in detention on an average day in Tasmania increased from 6.3 per 10,000 Aboriginal young people in 2022–23 to 8.3 per 10,000 in 2023–24.
- Rates of non-Aboriginal young people in detention in Tasmania have also increased since 2021–22.
- Tasmania continues to have significantly less Aboriginal young people in detention than other states and territories, with the 2023–24 national rate being 26.1 per 10,000 Aboriginal young people and the Tasmanian rate being 8.3 per 10,000 young people.

Young people in detention on an average day in Tasmania

	Aboriginal young people in detention	Non-Aboriginal young people in detention
2020–21	5.7/10,000 (0.057%)	1.0/10,000 (0.010%)
2021–22	5.3/10,000 (0.053%)	1.0/10,000 (0.010%)
2022–23	6.3/10,000 (0.063%)	1.9/10,000 (0.019%)
2023–24	8.3/10,000 (0.083%)	2.2/10,000 (0.022%)

Identification rates

- In Tasmania, the number of people identifying as Aboriginal and/or Torres Strait Islander has increased significantly over recent censuses. In the 2021 Australian Bureau of Statistics (ABS) Census, 30,186 people identified as such, representing 5.4% of the state's population.

People in Tasmania identifying as Aboriginal and/or Torres Strait Islander.

	Number	Proportion of Tasmanian population (%)
2006	16,767	3.5%
2011	19,625	4%
2016	23,572	4.6%
2021	30,186	5.4%

Out of Home Care

- In 2024 in Tasmania, there were 395 Aboriginal children in out-of-home care and 529 non-Aboriginal children.
- In 2024 in Tasmania, the rate of Aboriginal children in out-of-home care was 30.4 per 1,000 Aboriginal children; and the rate of non-Aboriginal children in out-of-home care was 5.2 per 1,000 non-Aboriginal children.
- Notably, in 2024 in Tasmania, there were 12,977 Aboriginal children aged 0-17 years in the population, and 100,915 non-Aboriginal children.
- Aboriginal children comprised 42% of Tasmanian children in out-of-home care in 2024, a lower proportion than non-Aboriginal children at approximately 56.3%.
- The rates per 1,000 children in the population in out-of-home care on 30 June 2024 by age group are as follows:

Tasmanian children and young people in out of home care as on 30 June 2024

Age	Aboriginal children per 1,000	Non-Aboriginal children per 1,000
<1 year	12.9	3.5
1-4 years	29.1	4.2
5-9 years	35.0	5.5
10-14 years	33.2	5.6
15-17 years	26.5	5.9

Source: [Closing the Gap Information Repository Dashboard](#)

Nukara Strategy

- The Nukara Strategy (Nukara) has been developed by the Tasmanian Aboriginal Centre with funding from the Tasmanian Government under a Closing the Gap capacity building grant.

- Nukara steps out a process for the transfer of responsibility for keeping Aboriginal children safe in the care of their families to Aboriginal community control.
- Nukara explicitly aims to reduce the overrepresentation of Aboriginal children and young people in the child protection system, including out-of-home care.
- Nukara notes that the relevant Commission of Inquiry recommendations align closely with the principles and actions of the National Agreement on Closing the Gap, and the Action Plan for *Safe and Supported: the National Framework for Protecting Australia's Children 2021-2031*.

Commission of Inquiry recommendations relating to Aboriginal Affairs

Number	Recommendation brief description	Lead	Due Date	Progress
12.23	Develop family and community connections policy for young people in detention, including assistance for Aboriginal families and community members	DECYP	1 July 2024	Complete
18.6	Establish a statutory Commission for Children and Young People, including Commissioner for Aboriginal Children and Young People	DPAC	1 July 2024	In progress
18.7	Appointment of future Commissioners and Deputy Commissioners to have rigorous selection processes, including independent selection panels (including ones with Aboriginal member majority for Aboriginal Commissioner) and Ministerial consultation	DPAC	1 July 2024	Complete
9.7	Appoint Executive Director for Aboriginal Children and Young People, to be supported by an Office of Aboriginal Policy and Practice	DECYP	1 July 2026	In progress
9.14	Appoint a Commissioner for Aboriginal Children and Young People	DPAC	1 July 2026	In progress
12.27	Develop an Aboriginal youth justice strategy in partnership with Aboriginal organisations and people	DECYP	1 July 2026	In progress
12.28	Co-design youth detention / youth justice models with Aboriginal organisations and people to enable cultural safety and connection	DECYP	1 July 2026	In progress
12.29	Ensure youth detention facilities are culturally safe for Aboriginal children and young people	DECYP	1 July 2026	In progress
12.36	Ensure the independent community visitor scheme includes minimum standards for visits, safe spaces and access to Aboriginal	DECYP	1 July 2026	In progress

	visitors or the Aboriginal Commissioner as preferred			
15.10	Partner with stakeholders on diverse needs and backgrounds of children and young people using health services, including culturally safe spaces for Aboriginal children	DOH	1 July 2026	Complete
16.2	Review and establish flexible options to report child sexual abuse, including strategy to engage with priority communities including Aboriginal people	DPFEM	1 July 2026	In progress
9.15	Fully implement all elements of the Aboriginal and Torres Strait Islander Child Placement Principle – including through investment, reporting, data collection, partnerships and transfer of decision-making to Aboriginal community-controlled sector	DECYP	1 July 2029	In progress
21.7	Improve healing services for Aboriginal victim-survivors, their families and communities, including Aboriginal sector resourcing and board representation	DPAC	1 July 2029	In progress
21.8	Develop a Harmful Sexual Behaviours Framework and Plan; and ensure ongoing and increased funding for specialist therapeutic service services and systems, including Aboriginal representation in governance structures	DPAC	1 July 2029	In progress

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Incoming Government Brief 2025

Minister for Aboriginal Affairs

DPAC Group – Policy and Reform

Closing the Gap

Recommendation

- **Note** and confirm commitment to *Tasmania's Plan for Closing the Gap 2025–2028* (Attachment 1).
- **Agree** to update the Plan to reflect any changes in Ministers and Ministerial Portfolios or associated actions and consider whether Cabinet consideration is required.
- **Meet** with Tasmania's Closing the Gap Coalition of Peaks partner, the Tasmanian Aboriginal Centre (TAC).

Key Points

- The Tasmanian Government is a signatory to the [National Agreement on Closing the Gap 2020](#) (the National Agreement).
- The National Agreement requires signatories to maintain implementation plans. Tasmania's second Closing the Gap implementation plan ([Tasmania's Plan for Closing the Gap 2025–2028](#)) shows what the Government has agreed to do next, with its Coalition of Peaks partner, Tasmanian Aboriginal organisations and people, to implement the National Agreement.
- The Plan was developed with input from Aboriginal organisations and government agencies from late 2023 to May 2025.
- The architecture of Closing the Gap, including the governance arrangements, priority reforms, policy partnerships and the 17 socioeconomic outcomes are outlined in Closing the Gap – Tasmanian Architecture (Attachment 2).
- The Minister for Aboriginal Affairs is a member on the Joint Council on Closing the Gap, along with other signatories to the National Agreement. The Joint Council met on 20 June 2025 (see [Joint Council on Closing the Gap Communique – 20 June 2025](#)). The next Joint Council meeting is scheduled for 20 November 2025, in Hobart.

Background

- The objective of the National Agreement is to overcome the inequality faced by Aboriginal people so that their life outcomes are equal to all Australians. The Parties to the National Agreement committed to mobilising all avenues and opportunities available to them to meet this objective.
- The National Agreement recognises that closing the gap in life outcomes between Aboriginal people and non-Aboriginal people will only be achieved when Aboriginal people are genuine partners in the design and delivery of policy, programs and services that are relevant to them

Governance and coordination arrangements

- The Government works with its Coalition of Peaks partner as the formal partner on the obligations in the National Agreement.
- The Government engages with Aboriginal organisations, the Tasmanian Regional Aboriginal Communities Alliance (TRACA) and the Tasmanian Aboriginal Health Reference Group (TAHRG) about Closing the Gap.
- TRACA has sought to join the national Coalition of Peaks. Its applications were rejected by the Coalition of Peaks on grounds that TRACA does not meet membership criteria, and the TAC as the formal partner did not support the applications.
- TRACA has advised it will seek incorporation and continue to advocate at the national and state level for a more inclusive approach to Closing the Gap governance.
- The Minister for Aboriginal Affairs and the Coalition of Peaks partner represent Tasmania on the Joint Council.
- Tasmanian Government and representatives of its Coalition of Peaks partner also participate on the national Closing the Gap Partnership Working Group.
- Government representatives on the Closing the Gap Partnership Working Group liaise through the Closing the Gap Departmental Seniors Officials Working Group.
- At a state level, Closing the Gap decision making, and coordination is achieved through:
 - liaison between the Minister for Aboriginal Affairs and the Tasmanian Government's Coalition of Peaks partner
 - the Tasmanian Closing the Gap Partnership Forum, comprising senior representatives from the Coalition of Peaks partner and Tasmanian Government agencies and Homes Tasmania; the Local Government Association of Tasmania will be invited to join this forum
 - the Tasmanian Government Closing the Gap Deputy Secretaries Coordination Group, which meets six-weekly
 - the Tasmanian Government Closing the Gap Interdepartmental Committee, comprising senior managers and directors across all government agencies, TasTAFE and Homes Tasmania, which meets six-weekly

Priority Reforms

- Through the National Agreement, signatories committed to four priority reforms:
 1. Developing and strengthening structures so that Aboriginal people share in decision making with governments on Closing the Gap (*Formal partnerships and shared decision making*).
 2. Building formal Aboriginal and Torres Strait Islander community-controlled service sectors to deliver Closing the Gap services (*Building the community-controlled sector*).
 3. Ensuring mainstream government agencies and institutions that deliver services and programs to Aboriginal people undertake systemic and structural transformation to contribute to Closing the Gap (*Transformation of government*).
 4. Ensuring Aboriginal people have access to, and the capability to use, locally relevant data and information to monitor implementation of the priority reforms, the Closing the Gap targets, and drive their own development (*Shared access to information at a regional level*).

Tasmania's performance against Closing the Gap targets

- The latest data for Tasmania's progress against the Closing the Gap targets is available on the Productivity Commission's Closing the Gap Data Dashboard on their Information Repository website – [Dashboard](#). A summary of data as of 30 July 2025 is at Attachment 3.

	Name	Position
Prepared by	Belinda Fenney-Walch	Senior Project Manager, Closing the Gap
Cleared by	Mellissa Gray	Deputy Secretary, Policy and Reform

	Name	Contact number
DPAC contact for more information:	Caroline Spotswood	Out of scope, p. 30
	Director - Aboriginal Partnerships	

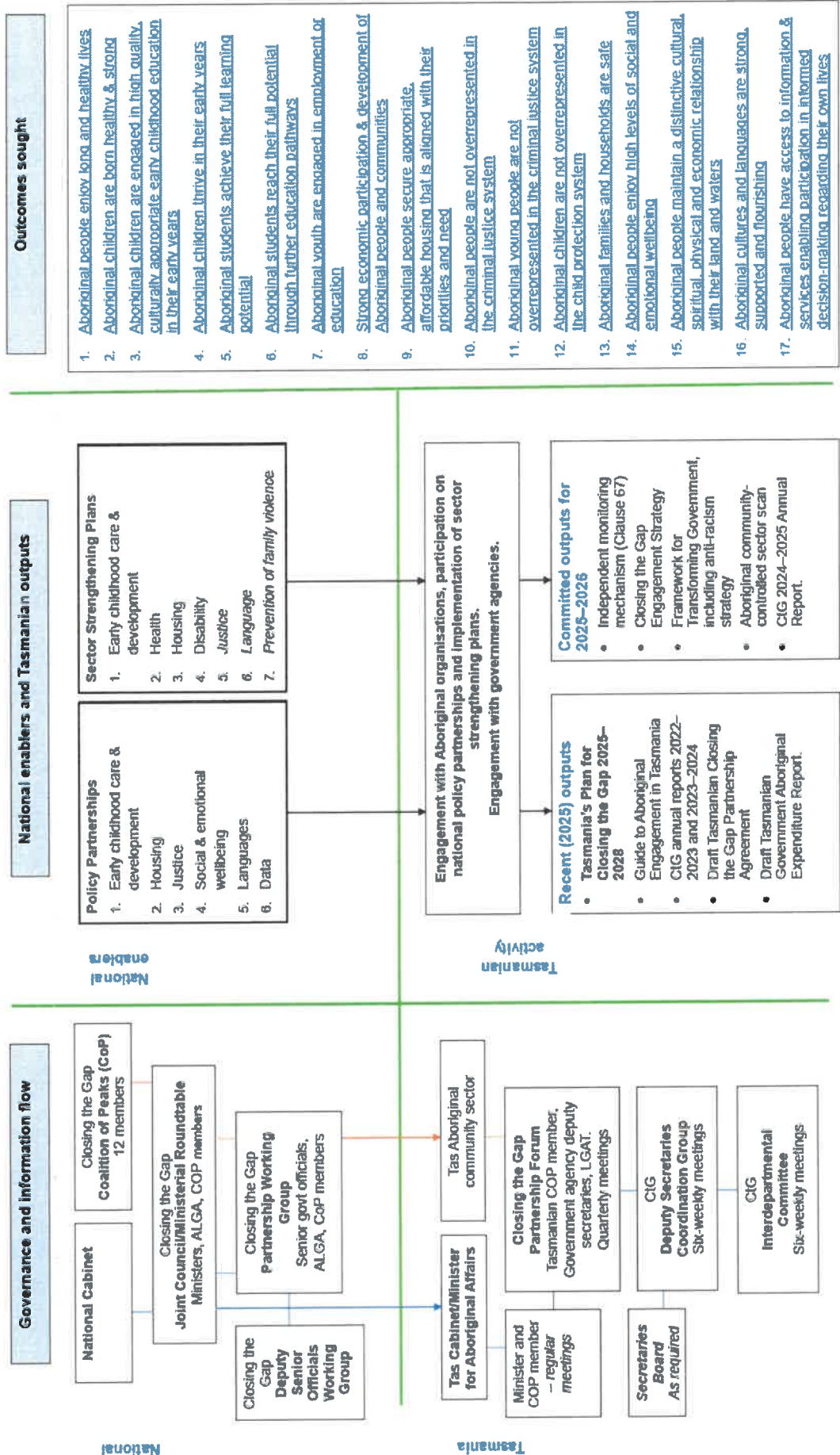
Attachments

1. Tasmania's Plan for Closing the Gap 2025–2028 - [Tasmania-s-Plan-for-Closing-the-Gap-2025-2028.PDF](#)
2. Closing the Gap Tasmanian Architecture
3. Tasmania's performance against the Closing the Gap targets (July 2025)

Attachment 2. Closing the Gap Tasmanian Architecture

National Agreement on Closing the Gap – Tasmanian Architecture (designed to print as A3; ALGA = Australian Local Government Association; LGAT = Local Government Association of Tasmania)

CLOSING THE GAP PRIORITY REFORMS
1. Formal partnerships and shared decision making 2. Building the community sector 3. Transforming government organisations 4. Shared access to data and information at a regional level.



Attachment 3. Tasmania's performance against the Closing the Gap targets

Source: www.pc.gov.au/closing-the-gap/dashboard data last updated 30 July 2025 (progress measured against the baseline, not the previous year's data)

	Target	Tasmanian progress
1.	Close the gap in life expectancy at birth, within a generation, by 2031.	Tasmanian data is not reportable due to insufficient data levels, in line with national reporting guidelines. ¹
2.	By 2031, increase the proportion of Aboriginal babies with a healthy birthweight to 91%.	Improvement; target being met Latest (2022): 91.1% Baseline (2017): 88.5%
3.	By 2025, increase the proportion of Aboriginal children enrolled in Year Before Fulltime Schooling early childhood education to 95%.	Improvement; target being met Latest (2024): 110.1% Baseline (2016): 80.4% <i>Note, the enrolment proportion exceeds 100 per cent for some areas due to the numerator and denominator having different sources.</i>
4.	By 2031, increase the proportion of Aboriginal children assessed as developmentally on track in all five domains of the Australian Early Development Census to 55%.	Worsening Latest (2024): 33.3% Baseline (2018): 37.5%
5.	By 2031, increase the proportion of Aboriginal people 20–24 years attaining year 12 or equivalent qualifications to 96%.	Improvement Latest (2021): 68.1% Baseline (2016): 62.7%
6.	By 2031, increase the proportion of Aboriginal people aged 25–34 years who have completed a tertiary qualification (Certificate III and above) to 70%.	Improvement Latest (2021): 51.2% Baseline (2016): 47%
7.	By 2031, increase the proportion of Aboriginal youth (15–24 years) who are in employment, education, or training to 67%.	Improvement Latest (2021): 63.3% Baseline (2016): 62.4%
8.	By 2031, increase the proportion of Aboriginal people aged 25–64 years who are employed, to 62%.	Improvement; target being met Latest (2021): 62.4% Baseline (2016): 59%
9.	9A. By 2031, increase the proportion of Aboriginal people living in appropriately sized (not overcrowded) housing to 88%.	Worsening; target being met Latest (2021): 88.8% Baseline (2016): 89.9%
	9B: By 2031, all Aboriginal households: 1. within discrete Aboriginal communities receive essential services that meet the relevant jurisdictional standard; and 2. in/near a town receive essential services that meet or exceed the same standard as applies generally within the town.	No data available nationally; there is no data source that includes all the required elements. <i>Note: The Cape Barren Island Aboriginal community is Tasmania's only 'discrete Aboriginal community' within the scope of Target 9B.</i>

¹ Advised by the Australian Bureau of Statistics: www.abs.gov.au/methodologies/aboriginal-and-torres-strait-islander-life-expectancy-methodology/2020-2022

10.	By 2031, reduce the rate of Aboriginal adults held in incarceration by at least 15%. Tasmania will reach this target when no more than 620 Aboriginal adults out of 100,000 (0.62%) are in detention.	Priority – work required. Worsening Latest (2024): 876.1 per 100,000 Baseline (2019): 723.7 per 100,000
11.	By 2031, reduce the rate of Aboriginal young people (10–17 years) in detention by at least 30%. Tasmania will reach this target when no more than six in 10,000 Aboriginal young people are in detention.	Priority – work required. No change Latest (2023-24): 8.3 per 10,000 Baseline (2018-19): 8.0 per 10,000
12.	By 2031, reduce the rate of over-representation of Aboriginal children in out-of-home care by 45%.	Priority – work required. Worsening Latest (2024): 30.4 per 1,000 Baseline (2019): 29.3 per 1,000
13.	By 2031, the rate of all forms of family violence and abuse against Aboriginal women and children is reduced at least by 50%, as progress towards zero.	No new data available nationally due to concerns about how data was collected for the baseline (2018).
14.	Significant and sustained reduction in suicide of Aboriginal people towards zero.	Tasmanian data is not reported due to small numbers that can raise privacy and accuracy issues. Nationally, the target is not met; performance is regressing.
15.	15A: By 2030, a 15% increase in Australia's landmass subject to Aboriginal people's legal rights or interests. To reach this target in Tasmania, an extra 95 square kilometres need to be returned.	No change since the baseline year (2020), when 631 square kilometres of land mass had been returned to Aboriginal legal rights or interests.
	15B By 2030, a 15% increase in areas covered by Aboriginal people's legal rights/interests in the sea.	No sea Country has been returned.
	15C: Tasmania's target relating to inland waters will be defined in 2025–26.	
16.	By 2031, there is a sustained increase in number and strength of Aboriginal languages being spoken.	Nationally, no new data is available since the baseline year (2018–2019). 4 languages spoken Collecting data on languages is challenged by varying methodologies, complexities in defining and measuring proficiency and vitality, and lack of data for some languages.
17.	By 2026, Aboriginal people have equal levels of digital inclusion. <i>There is no comparable data for non-Aboriginal people.</i> ²	No assessment available In 2022–23, 92.7% of Aboriginal people aged 15 years and over in Tasmania accessed the internet in the previous three months. There is no comparative data for non-Indigenous people.

² Advised by the Productivity Commission, noting a change in target indicators means a new baseline year (2022-23): <https://www.pc.gov.au/closing-the-gap-data/dashboard/se/outcome-area17>

Incoming Government Brief 2025

Minister for Aboriginal Affairs

DPAC Group – Policy and Reform

Aboriginal Community-Controlled Organisations

Recommendation

- **Note** that as per the National Agreement on Closing the Gap (Clause 44), Aboriginal Community-Control is an expression of self-determination.
- **Consider** formalising partnership with the Tasmanian Aboriginal Centre as the Coalition of Peaks partner in line with implementing the National Agreement on Closing the Gap.

Key Points

- Priority Reform 2 of the National Agreement on Closing the Gap seeks to build the capacity of the Aboriginal Community Controlled Organisation (ACCO) sector, including by transferring responsibility for service delivery where possible from Government to ACCO sector.
- Tasmanian ACCOs exist on a spectrum of age, maturity and service delivery responsibility.
- There are 26 Aboriginal organisations in Tasmania: five (5) large, seven (7) medium and fourteen (14) small Aboriginal organisations in Tasmania (Refer Attachments 1 and 2).
- Of the 26 organisations:
 - three (3) or 11.5% have been operating since the 1970s
 - one (1) or 3.8% since the 1980s
 - six (6) or 23.0% were established in the 1990s
 - three (3) or 11.5% commenced operations in the 2000s
 - a further one (1) opened in the 2010s
 - the remaining eleven (11) organisations were incorporated after 2020.
- There are two (2) Aboriginal associations in Tasmania, the Cape Barren Island Aboriginal Association (CBIAA) and the Flinders Island Aboriginal Association (FIAA), which are incorporated under the *Tasmanian Associations Incorporations Act 1964*.
 - Both CBIAA and FIAA are large organisations that report to the Australian Charities and Not-for-profits Commission.
- There are 24 Aboriginal organisations in Tasmania registered under the *Commonwealth Corporations (Aboriginal and Torres Strait Islander) Act 2006 (CATSI Act)*, administered by Office of the Registrar of Indigenous Corporations.

- The Tasmanian Government has grant deeds with nine (9) Aboriginal Community Controlled Organisations; the Government has endowed one with abalone licences and another with a grant of land.
- Four (4) Tasmanian Aboriginal organisations have received grants of land from the Commonwealth Indigenous Land and Sea Corporation; two (2) organisations hold titles bequeathed or gifted to them and one of those organisations also manages land conferred by the Tasmanian Land Conservancy.
- The Tasmanian Aboriginal Centre (TAC) is the Tasmanian Government's formal partner in work to implement the National Agreement on Closing the Gap.
 - The TAC is also the largest provider of services to Tasmanian Aboriginal people, across six locations.
 - While not a traditional 'peak' body, the TAC conforms to the Coalition of Peaks Terms of Reference as an 'Other Significant Aboriginal Community Controlled Organisation'.
 - The Government has previously provided funding of \$270,000 per annum to support the TAC with its role as the Coalition of Peaks partner.
- The Tasmanian Regional Aboriginal Communities Alliance (TRACA) was established in 2016 and signed a Statement of Intent with the then Hodgman Government and the Labor Opposition in 2017.
 - TRACA comprises seven member organisations: FIAA, Circular Head Aboriginal Corporation (CHAC), Six Rivers Aboriginal Corporation (SRAC), Melaythenner Teeackana Warrana Aboriginal Corporation (MTWAC), Parrdarrmara Pungenna Aboriginal Corporation, South East Tasmanian Aboriginal Corporation (SETAC), and Weetapoona Aboriginal Corporation.
 - TRACA is not an incorporated entity.
 - While not TRACA member organisations, the Land and Sea Aboriginal Corporation and the Aboriginal Corporation of Tasmania Legal Services are closely affiliated entities, of which membership is available only to members of TRACA member organisations.
 - The Government has previously provided funding of \$150,000 per annum to support the TRACA with representation and engagement of Aboriginal people.
- Another Aboriginal community organisation forum that engages with the Tasmanian Government is the Tasmanian Aboriginal Health Reference Group (TAHRG), comprising CHAC, FIAA, CBIAA, SETAC and Karadi Aboriginal Corporation.
- The Aboriginal Land Council of Tasmania is a statutory body established by the *Aboriginal Lands Act 1995* with responsibility for managing land returned under the Act for the benefit of Tasmanian Aboriginal people.

Background

- See Attachment 1.

	Name	Position
Prepared by	Kate Harrison	Senior Policy Analyst, Aboriginal Partnerships
Cleared by	Caroline Spotswood	Director, Aboriginal Partnerships

	Name	Contact number
DPAC contact for more information:	Mellissa Gray	Out of scope, s.36
	Deputy Secretary, Policy and Reform	

Attachments

1. Tasmanian Aboriginal Community-Controlled Organisations

Attachment 1 - Tasmanian Aboriginal Community-Controlled Organisations

Corporations (Aboriginal and Torres Strait Islander) 2006 - Under the CATSI Act, the size of a corporation is determined by its income, assets and number of staff in a financial year, with commensurate administration and reporting responsibilities.

Under the CATSI definitions there are five (5) large, seven (7) medium organisations, and fourteen (14) small Aboriginal organisations in Tasmania.

Organisation (grouped by size)		Location	Year Est	Members	Function (per ORIC classification)
Large					
Aboriginal Corporation of Tasmania Legal Services (Tasmanian Aboriginal Legal Service)		Burnie, Launceston, Hobart	2020	33	Community services, Other services
Cape Barren Island Aboriginal Association (per the ACNC)		The Corner	1975	Unknown	Aged Care, Health, Municipal Services, Housing, Roadworks, Social and Emotional Health and Wellbeing
Circular Head Aboriginal Corporation		Smithton	1994	527	Arts, Community services, Education and training, Health care and health promotion, Heritage and culture, Land and waters management - care for Country, Other services
Flinders Island Aboriginal Association (per the ACNC)		Lady Barron	1973	Unknown	Health, Housing
Tasmanian Aboriginal Corporation (Tasmanian Aboriginal Centre)		Burnie, Devonport, Launceston, Bridgewater, Risdon Cove, Hobart	1973	1941	Community services, Employment, Health care and health promotion, Heritage and culture, Hospitality and tourism, Land and waters - care for Country
Medium					
Elders Council of Tasmania Aboriginal Corporation		Launceston	1994	54	Other - community organisation
Indigenous Tasmanians Aboriginal Corporation		Moonah	1982	82	Housing and tenancy
Karadi Aboriginal Corporation		Goodwood	1998	188	Community services, Health care and health promotion
Land and Sea Aboriginal Corporation		Sandy Bay	2021	10	Education and training, Employment, Agriculture, Aquaculture, Forestry, Fishing
Melaythenner Teeackana Warrana Aboriginal Corporation		Launceston	2008	330	Community services, Education and training, Land and waters management - care for Country, Other services

South East Tasmanian Aboriginal Corporation	Cygnnet, Kingston	1992	541	Community services, Education and training, Health care and health promotion, Land and waters management - care for Country, Other services
Tasmanian Aboriginal Health Service Indigenous Corporation	Ulverstone	2024	Unknown	Health care and health promotion
Small				
Ballawinne Aboriginal Corporation	Franklin	2020	32	Arts, Community services, Education and training
Brumby Hill Aboriginal Corporation	Smithton	2017	1	Community services, Employment
First Peoples (Tasmania) Aboriginal Corporation	Bridgewater	2025	Unknown	Unknown
First Tasmanians Aboriginal Corporation	Dromedary	2021	245	Personal and other services
Ikapawa Iutruwita Aboriginal Corporation	Launceston	2022	Unknown	Unknown
Lia Pootah Aboriginal Corporation	Risdon Vale	2002	31	Arts, Community services, Education and training, Heritage and culture, other services
Mara Melaythenner Aboriginal Corporation	Prospect Vale	2022	35	Education and training
Noiheener Community Aboriginal Corporation	Scamander	2023	Unknown	Unavailable
Parrdarrama Pungenna Aboriginal Corporation	Premaydena	2008	127	Education and training, Heritage and culture, Land and waters management - care for Country
Six Rivers Aboriginal Corporation	Devonport	1992	120	Arts, Education and training, Heritage and culture, Hospitality and tourism, Land and waters management - care for Country
The History Including the Genealogies of the First Peoples in Tasmania Aboriginal Corporation	-	2024	Unknown	Unavailable
Tyerrernotepanner Aboriginal Corporation	Campbell Town	2023	41	Unavailable
Weetapoona Aboriginal Corporation	Kingston	2006	133	Employment, Education and training, Hospitality and tourism, Agriculture, aquaculture, forestry, fishing, Land and waters management - care for Country
West Coast Aboriginal Corporation	Queenstown	1994	75	Municipal services, Accommodation, cafes and restaurants, Housing, Health and community services, Personal and other services, Employment and training, Land management

Incoming Government Brief 2025

Minister for Aboriginal Affairs

DPAC Group – Policy and Reform

Overview – Aboriginal Affairs

Role of Portfolio

- Aboriginal Partnerships implements the Government's Aboriginal Affairs agenda and major reforms through policies and programs.
- This includes working to develop and implement the requirements of the Closing the Gap National Agreement, working in partnership with Tasmania's Coalition of Peaks partner, the Tasmanian Aboriginal Centre, Tasmanian Aboriginal organisations and people.
- Aboriginal Partnerships conducts strategic engagement and provides advice and guidance through a cultural lens to government agencies on matters relating to Aboriginal Affairs, organisations and people.
- Aboriginal Partnerships administers grant arrangements with Tasmanian Aboriginal organisations and works in partnership with the Department of State Growth and the Cape Barren Island Aboriginal Association Incorporated to support infrastructure and Closing the Gap target outcomes for Tasmania's only discrete remote Aboriginal community.

Key Facts

- Aboriginal Partnerships consist of 10 FTE, comprising a mix of identified (4 positions) and tagged positions (6 positions)
- The appropriation for Aboriginal Partnerships under Output 1.6 is approximately \$1.32 million.

Aboriginal Affairs Output 1.6	Forward Estimates for 2025-2026
Salaries	\$1,020,000
Operational	\$300,000
Total	\$1,320,000

- Initiatives and election commitment funding has also been administered by Aboriginal Partnerships to Aboriginal community-controlled organisations through targeted capacity building programs under Closing the Gap. Also, providing annual funding to support the Coalition of Peaks partner, the Tasmanian Aboriginal Centre, and other Aboriginal Community Control Organisations (ACCOs) to support broad representation of and engagement with Aboriginal people.

Priority Areas (list of Topic briefs included in pack)

Topic title	Recommendation
Aboriginal Community-Controlled Organisations	Aboriginal Partnerships works closely with Tasmanian Aboriginal community-controlled organisations to engage and build capacity of the sectors as part of Closing the Gap.
Closing the Gap	Tasmania is party to the National Agreement on Closing the Gap and has responsibility to implement the priority reforms and target outcomes under the Plan, which includes national and local action.
Commission of Inquiry – Aboriginal related recommendations	Aboriginal Partnerships, along with Tasmanian government agencies is progressing recommendations from the Commission of Inquiry that relate to Tasmanian Aboriginal children and young people. Aboriginal Partnerships is responsible for recommendation 21.7.
Truth-Telling and Treaty	Consider a way forward for a Truth-telling and treaty process following advice from the now concluded Aboriginal Advisory Group.
Truwana / Cape Barren Island Infrastructure Funding and Maintenance	The Tasmanian Government is responsible for infrastructure and Municipal and Essential Services (MES) for the island. Aboriginal Partnerships supports the Cape Barren Island Aboriginal Association (CBIAA) by participating on a Department of State Growth led steering committee. DPAC is the conduit to CBIAA community engagement, while State Growth coordinate the MES work.

Prepared by	Name Caroline Spotswood	Position Director, Aboriginal Partnerships
Cleared by	Melissa Gray	Deputy Secretary, Policy and Reform

DPAC contact for more information:	Name Caroline Spotswood	Contact number 
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Incoming Government Brief 2025

Minister for Aboriginal Affairs

DPAC Group – Policy and Reform

Truwana/Cape Barren Island Infrastructure Funding and Maintenance

Recommendation

- The Tasmanian government continues to work with and fund the municipal and essential services (MES) in partnership with the Cape Barren Island Aboriginal Association (CBIAA).
- Leverage investment and partner with the Australian Government to further explore funding streams and a place-based project for the Cape Barren Island Community.

Key Points

- Truwana/Cape Barren Island is classified as very remote and is the only discrete Aboriginal community in Tasmania, per the accepted national definition.
- Cape Barren Island Aboriginal Association Inc. (CBIAA) leads and identifies community priorities, owns and is responsible for the infrastructure on Truwana/Cape Barren Island.
- Truwana/Cape Barren Island experiences harsh environmental conditions and has history of unscheduled issues arising in relation to supply and maintenance, with costs and delays escalated by its remoteness.
- The Tasmanian Government works in partnership with CBIAA to ensure the delivery of sustainable municipal and essential services (MES), including power, water, waste management and housing.
- The National Agreement on Closing the Gap carries an obligation to provide essential services (power, water, wastewater and solid waste management) that meet or exceed the relevant jurisdictional standard to discrete Aboriginal communities under Target 9b.

Funding

- To improve sustainability and reliability of both energy and water systems, projects will be developed and Australian Government funding leveraged where possible to upgrade the infrastructure.
- In a joint effort by the Tasmanian Government and CBIAA, an application to the National Water Grid (First Nations) Fund was submitted at the end of 2024. This application was successful.

- Under this new project funding, a total of \$931,000 is being contributed by both the Australian (\$760,000) and Tasmanian Governments (\$171,000) towards both, rainwater tanks and for a project to investigate and identify sustainable, long-term solutions with the Island community.
- This project funding includes a specific allocation of \$191,000 recently announced in the Australian Budget, and \$20,000 being contributed by the Tasmanian Government, for the rainwater tanks for the Island.
- Efforts to identify a funding source for upgrading the energy generation and distribution system is underway, with potential for an application to be developed for the Australian Renewable Energy Agency (ARENA) Regional First Nations Community Microgrids Program.
- The Tasmanian government has leveraged funding with National Indigenous Australians Agency (NIAA) through the Store Efficiency and Resilience Package which sits under the Food Security Strategy for remote Aboriginal and Torres Strait Islander communities, to fund a small store extension to provide additional shelved shortage for dry food and refit of store to change the layout and upgrade countertops and sink and the installation of new lighting, heating and cooling systems and security cameras.
- DPAC recently varied the Closing the Gap Capacity Building Grant deed for new flooring and freezers for the store.

Background

- The remainder of Crown land on Truwana / Cape Barren Island was returned to Aboriginal ownership in 2005 under the Aboriginal Lands Act 1995. The Island has a total population of approximately 70 people.
- CBIAA owns and manages the island infrastructure and holds the titles for the homes they manage, except for six titles belonging to Homes Tasmania. CBIAA has identified the transfer of these house titles as a priority. An associated action is included in the next Tasmania's Plan for Closing the Gap 2025–2028.

Infrastructure funding and maintenance

- In late 2024, CBIAA advised critical repairs were needed to the ageing power infrastructure and identified greener, cheaper and durable power solutions as another key priority in the long term. The urgent repairs were made and cost approximately \$500,000. The situation presented an opportunity to collaborate on immediate maintenance as well as future sustainable power solutions.
- State Growth is leveraging its infrastructure policy expertise to support CBIAA in planning and delivery, including managing funding grants to CBIAA; while Aboriginal Partnerships continues to be the relationship partner with CBIAA, bringing government and business parties and CBIAA together on the journey to future sustainability.

- State Growth administered the \$1 million allocated for essential infrastructure in 2024-25, which assisted CBIAA to maintain essential service provision while investigating options for design of sustainable long-term solutions. State Growth continues to seek source funding to support CBIAA operations.
- Since that time, State Growth has taken over working with CBIAA to manage water supply on the island, which includes at times, water cartage to the island and provision of drinking water casks to assist households with drier conditions whilst long-term solutions are investigated. Investigations are continuing into longer-term, sustainable options for potable water supplies.

Governance

- The Chair and CEO of CBIAA are members of a newly established cross-agency steering committee, Co-Chaired by Deputy Secretaries from State Growth and DPAC. The committee supports Aboriginal-led planning and decision-making on future strategic infrastructure planning for the Island, and to enable discussion and integration of government service provision.
- Membership includes other relevant agencies such as Department of Natural Resources and Environment Tasmania and Homes Tasmania.

Stronger Remote Aboriginal Services Program (SRAS)

- In 2014, the Tasmanian Government accepted financial responsibility in perpetuity for MES on Cape Barren Island and remote Aboriginal housing on both Cape Barren and Flinders Islands through a one-off payment from the Australian Government of \$17.35 million under the SRAS.
- The SRAS finances were fully expended in 2024.
- Additional non-grant funding of \$557,000 was provided in 2023-24 to assist with water cartage to the island to avert a water crisis due to drought conditions and depleted dams. This funding was the last expenditure to be covered by the Australian Government funds transferred in 2014.

	Name	Position
Prepared by	Caroline Spotswood	Director Aboriginal Partnerships
Cleared by	Melissa Gray	Deputy Secretary, Policy and Reform
	Name	Contact number
DPAC contact for more information:	Caroline Spotswood	Out of scope, 2.3B

Incoming Government Brief 2025

Minister for Aboriginal Affairs

DPAC Group – Policy and Reform

Truth-Telling and Treaty

Recommendation

- **Consider** the recommendations of the Aboriginal Advisory Group's (AAG).
- **Consider** meeting with the Coalition of Peaks partner, the Government's partner in Closing the Gap, to gather and understand its views on Truth-Telling or Treaty.
- **Consider** meeting with members of the panel that facilitated a community session on Truth-telling or Treaty held in Launceston on the June 2025 to better understand a broad view of Truth-telling or Treaty by Tasmanian Aboriginal people.
- **Note** that funding is required to progress any Truth-telling or treaty process for Tasmania.

Key Points

- A Truth-telling and/or Treaty process is of significance for Tasmanian Aboriginal people. There are divergent views across the Aboriginal and non-Aboriginal community on the process.
- Interim advice provided by the AAG to the government, included the appointment of two independent Commissioners.
- The AAG work is completed. The contracts for each member finished in July 2025.

tuylupa tunapri draft Lutruwita Treaty Bill 2023

- The Government had discussions with representatives of the tuylupa tunapri (toy-loo-pa, too-nar-pree) Group, as nominated by Aboriginal community members through a separate process in Launceston in July 2022. Mr Rodney Gibbins is the Chair of tuylupa tunapri.
- Following receipt of the draft Lutruwita Treaty Bill 2023 from tuylupa tunapri, it was provided to the AAG for its consideration. The Government did not respond to the draft Lutruwita Treaty Bill 2023.

Closing the Gap

- There are commitments to work closely with Aboriginal organisations on actions in *Tasmania's Plan for Closing the Gap 2025-2028*, which directly relates truth-telling and healing. This plan will need to be updated to reflect any changes as a result of the the incoming government.

- Through the Closing the Gap process, formalised agreements between the Tasmanian Government and Tasmanian Aboriginal people may be considered as a form of Treaty that will assist both government and Aboriginal organisations to work towards Closing the gap targets i.e. health, education, housing, employment, youth and adult justice and land, may be an outcome to improve the lives of Tasmanian Aboriginal people.

Background

- In response to the Pathway to Truth-Telling and Treaty Report, prepared by Professors Kate Warner and Tim McCormack tabled in Parliament on 25 November 2021, the Government made a commitment to work towards a pathway to Truth-telling and Treaty, led by Tasmanian Aboriginal people.
- In December 2022, the Government established the Aboriginal Advisory Group (the AAG) to provide advice on options towards a process for Truth-telling (and Treaty) based on nominations from Aboriginal organisations.
- The members of the AAG were:
 - Nick Cameron - TRACA member
 - Rodney Dillon - TRACA member
 - David Gough - TRACA member
 - Maxine Roughley - TRACA member
- Ms Theresa Sainty, who was a member of the AAG and resigned on 12 July 2024.
- To inform its thinking, the AAG was provided presentations from distinguished Professor Mrs Maggie Walter, Mr Dale Agius South Australia's Commissioner for First Nations Voice, Ms Jill Gallagher AO Victorian Treaty Advancement Commissioner, Yoorrook Justice Commission and a presentation by Victorian First People's Assembly, Co-Chairs Rueben Berg and Ngarra Murray on the steps they are taking towards Treaty.

	Name	Position
Prepared by	Caroline Spotswood	Director Aboriginal Partnerships
Cleared by	Mellisa Gray	Deputy Secretary, Policy and Reform

	Name	Contact number
DPAC contact for more information:	Caroline Spotswood	

Incoming Government Brief 2025

Minister for Disability Services

DPAC Group – Policy and Reform

Disability Royal Commission

Recommendation

- **Note** endorsement of the first national Bi-annual Report for the 222 Disability Royal Commission recommendations will be sought from the Disability Reform Ministerial Council in late July or early August 2025.

Key Points

- The Disability Royal Commission (Royal Commission) was established on 5 April 2019 in response to community concern about widespread reports of violence against, and the neglect, abuse and exploitation of, people with disability, and how to prevent and better protect people with disability.
- The Royal Commission investigated and provided recommendations regarding:
 - preventing and better protecting people with disability from experiencing violence, abuse, neglect and exploitation.
 - achieving best practice in reporting, investigating and responding to violence, abuse, neglect and exploitation of people with disability; and
 - promoting a more inclusive society that supports people with disability to be independent and live free from violence, abuse, neglect, and exploitation.
- The Royal Commission handed its Final Report to the Governor of Tasmania on 29 September 2023, including 222 recommendations:
 - 84 recommendations are the responsibility of the Commonwealth to respond to – Commonwealth only recommendations
 - Three recommendations are the responsibility of the Commonwealth and Non-Government organisations to respond to – Commonwealth and Non-Government recommendations
 - 85 recommendations are the responsibility of the Commonwealth and state and territory governments to respond to – joint recommendations
 - 50 recommendations are the responsibility of state and territory governments to respond to – state and territory only recommendations:
 - Six of these recommendations are the responsibility of specific states and/or territories, excluding Tasmania
 - Tasmania has responsibility for 44 of the state and territory only recommendations

- Tasmania is responsible for responding to a total of 129 recommendations with the following actions:
 - 15 recommendations were accepted;
 - 88 were accepted in principle;
 - two were noted; and
 - further consideration needs to be given to the remaining 24

Reporting requirements and timing

- All governments have agreed, and publicly stated, that biannual reporting arrangements will commence from June 2025, as outlined in the National Disability Royal Commission Monitoring and Reporting Framework.
- Tasmania, through respective Ministerial Councils, has contributed to the progress updates for the 85 joint recommendations with shared responsibility across the Commonwealth, state and territory governments.
- Tasmania has provided Ministerially approved progress updates for the 44 recommendations within the sole remit of the state for inclusion in the Biannual Report.
- At the 6 June 2025 Disability Reform Ministerial Council (DRMC) meeting Disability Ministers noted that the first biannual report will be released by 30 August 2025.
- As of 30 June 2025, Tasmania is yet to receive the consolidated (progress updates for all 222 recommendations) Biannual Report for endorsement.
- Consideration will need to be given regarding whether the Minister for Disability Services or Cabinet will endorse the consolidated biannual report, noting that timing will be short to meet the Commonwealth's expected response timeframes.

Background

Response to the Royal Commission

- The Tasmanian Government Response and the Australian Government Joint Australian, State and Territory Response to the Disability Royal Commission were both released on 31 July 2024:
 - [Tasmanian Government Response to the Disability Royal Commission](#)
 - [Australian Government Joint Australian, State and Territory Response to the Disability Royal Commission](#)

Reporting

- A National Interim Update was released on 23 December 2024.
- Consistent with the Disability Royal Commission National Monitoring and Reporting Framework, concurrent approaches to collating progress updates for the first biannual report occurred. These approaches were informed by lead responsibility of recommendations:
 - Progress updates for state and territory government led recommendations were written by relevant state and territory governments. NSW, as lead jurisdiction collated state and territory progress updates and provided to the Commonwealth.
 - Progress updates for the 85 joint recommendations were progressed through the relevant ministerial council/meeting. With the majority (55) being within the remit of DRMC.

	Name	Position
Prepared by	Mandy Bosworth	Assistant Director, Disability and Reform
Cleared by	Ingrid Ganley	Director, Disability and Reform
	Mel Gray	Deputy Secretary, Policy and Reform
	Name	Contact number
DPAC contact for more information:	Ingrid Ganley	Out of scope, s. 10

Incoming Government Brief 2025

Minister for Disability Services

DPAC Group – Policy and Reform

Disability Rights, Inclusion and Safeguarding Act 2024 - Implementation

Recommendation

- **Note** the *Disability Rights, Inclusion and Safeguarding Act 2024* (the Act), the *Disability Rights, Inclusion and Safeguarding Regulations 2025* (the Regulations) and the *Disability Rights, Inclusion and Safeguarding Transition and Consequential Provisions Act 2025* each commenced on 1 July 2025.

Key Points

- The Act implements several new reforms, including:
 - creating the position of a Tasmanian Disability Commissioner – the first for Tasmania
 - establishing the formal inclusion of people with disability in leadership through the creation of a Disability Inclusion Advisory Council
 - promoting a social model of disability and the human rights expressed within the United Nations Convention on the Rights of Persons with Disability (UNCRPD) and Australia's Disability Strategy (ADS)
 - formalising requirements relating to consultation, planning and reporting of progress in delivering actions through a legislated Tasmanian Disability Inclusion Plan and action plans for defined entities such as Government Departments and Government Business Enterprises.
 - elevating the role of the Office of the Senior Practitioner to that of decision maker for the authorisation of restrictive practices used by disability service providers; and
 - making provision for a Community Visitor Scheme to be established in the future in response to a recommendation from the Royal Commission into Violence, Abuse, Neglect and Exploitation of People with Disability (Disability Royal Commission).

Background

- Many measures in the Act align with the recommendations handed down by the Disability Royal Commission.
- The Disability Commissioner, Ms Catherine Whittington commenced as Tasmania's inaugural Disability Commissioner on 12 May 2025.
- Ms Marita O'Connell commenced in the role of Senior Practitioner on 12 May 2025.
- Guidelines and procedures to implement the new process for authorisation of restrictive practices under the Act have been developed. Training and information sessions for the disability sector, with support from National Disability Services (the peak industry body), have been underway over recent months and will be ongoing to ensure successful implementation of the new process.
- Defined entities have been briefed on their responsibilities under the Act and a Defined Entities Working Group has been established to guide the development of resources to support defined entities in meeting their responsibilities.
- Planning for the development of the first Tasmanian Disability Inclusion Plan has commenced.
- There are provisions in the Act for Regulations, the following have been made.
 - Part 1 of the Regulations provide a link to the National Standards for Disability Services as per part 5 of the Act.
 - Part 2 of the Regulations also outline practices which are prohibited and relate to the authorisation of restrictive practices as set out in Part 7 (Division 2) of the Act. These prohibited practices are nationally agreed and include addressing physical restraints and punitive approaches.
- A suite of factsheets and guidance material has been developed to support implementation of the Act and is available on the DPAC website. Additional resources are in development and will be added to the website as they are completed.

Budget Information

- A budget allocation in 2024-2025 of \$8.55 million over four years was committed to cover the costs of delivering and implementing all elements of the Act.
- The below table provides the breakdown of the allocation for the Act implementation which includes the attributed costs to the establishment of the Office of the Disability Commissioner and the Office of the Senior Practitioner.

Table 1 Disability Rights Inclusion and Safeguarding Bill Implementation Budget

	2024-2025	2025-2026	2026-2027	2027-2028	TOTAL
DRIS Act Implementation					
<i>Disability Commissioner</i>	\$1,159,375	\$1,840,000	\$1,840,000	\$1,840,000	\$6,679,375
<i>Office of the Senior Practitioner</i>	\$340,625	\$510,000	\$510,000	\$510,000	\$1,870,625
TOTAL	\$1,500,000	\$2,350,000	\$2,350,000	\$2,350,000	\$8,550,000

Prepared by	Name Maryanne Lewis	Position Senior Policy Officer – Disability Inclusion and Legislation
Cleared by	Ingrid Ganley Mel Gray	Director, Disability Services and Reform Deputy Secretary, Policy and Reform

	Name	Contact number
DPAC contact for more information:	Ingrid Ganley	

Incoming Government Brief 2025

Premier

DPAC Group – Policy and Reform

Overview – Policy and Intergovernmental

Role of Portfolio

As detailed in the Group Overview, the Policy and Intergovernmental Portfolio

- Provides impartial, high-quality advice to the Premier and Cabinet on matters of state and national significance and progressing policy reform across government.
- Collaborates across Tasmanian Government agencies, governments in other states and territories, the Australian Government, local government and across sectors in Tasmania with Tasmanians to provide considered balanced and timely strategic advice to deliver on Government priorities.
- Manages and coordinates intergovernmental relations including providing strategic advice to support:
 - renegotiation of major National Agreements and Federation Funding Agreements;
 - Tasmania's engagement with National Cabinet and the Council for the Australian Federation; and
- Leads and supports the development and implementation of whole-of-government processes and policies.
- Contributes to the development and implementation of policy that increases social and economic participation of women and girls and promotes gender equity and opportunities for women's leadership, participation, economic security, safety, health and wellbeing.
- Provides secretariat support to a range of Advisory Groups including the Premier's Youth Advisory Group, the Aboriginal Advisory Group, the Defence Advisory Working Group.
- Provides support to guide participation in (and development of Government responses to) commissions and inquiries, including Royal Commissions.
- Acts as a key contact for the Australian Government in relation to trade and treaty matters, and foreign investment review board decisions and co-ordinating whole of government responses as appropriate.

Key Facts

- Policy and Intergovernmental comprises 21 FTE – Exec Director, Director, 4x Band 8 (two presently being recruited), 6x Band 7 Senior Policy Analysts, 7 x Band 6 Policy Analysts, 1x Band 5 and a Graduate Officer.
- The Budget for Policy and Intergovernmental is approximately \$3.4 million which covers salaries and nominal operational expenditure.

Priority Areas (list of Topic briefs included in pack)

Topic title	Recommendation
Premier's Advisory Councils	• Confirm the ongoing role and purpose of the three Premier's Advisory Councils. • Determine whether current governance and membership arrangements remain fit-for-purpose. • Consider the need for refreshed or streamlined governance structures to support key cross-agency strategic objectives.
Intergovernmental Relations	• Note that Tasmania is Chair of the Council for the Australian Federation (CAF) in 2025 and retaining or relinquishing this position requires an urgent decision following the 2025 State Election. • Note the collective state and territory priorities for 2025 agreed by CAF.

Prepared by	Name Stuart James	Position Senior Policy Analyst
Cleared by	Pip Shirley	Director

Name	Contact number
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DPAC contact for more information:

Incoming Government Brief 2025

Premier

DPAC Group – Policy and Reform

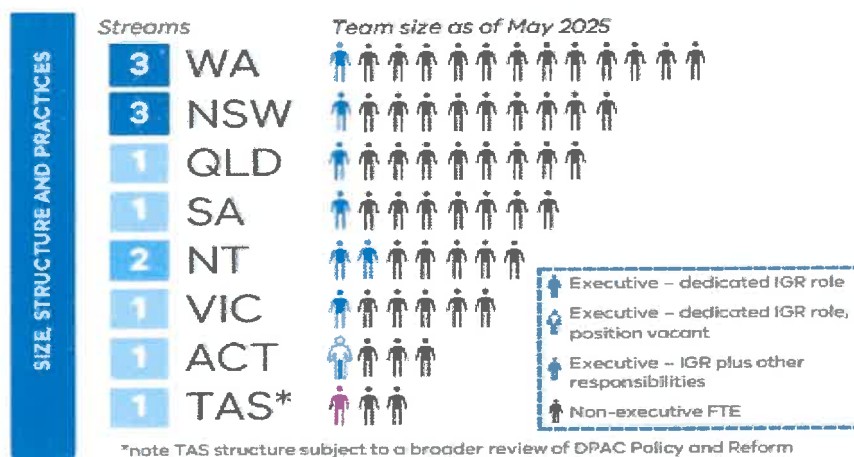
Intergovernmental Relations

Recommendation

- **Note** that Tasmania is Chair of the Council for the Australian Federation (CAF) in 2025 and retaining or relinquishing this position requires an urgent decision following the 2025 State Election.
- **Note** that the National Cabinet met 5 times in 2024 and once in January 2025, with each meeting based on a single issue, rather than a long-term strategic reform agenda.
- **Note** the collective state and territory priorities for 2025 agreed by CAF.

Key Points

- Since the 2025 Federal Election there has not been a National Cabinet meeting or consideration of priorities for the second term of the Albanese Labor Government.
- There are major intergovernmental agreements that need to be resolved in health and disability, followed by early childhood education and care and mental health and suicide prevention.
- DPAC's Policy and Reform area supports the direct activities of National Cabinet and CAF as well as the corresponding First Secretaries and First Deputies forums.
- Given the overlapping conversations with intergovernmental priorities for ministers and line agencies, for example the ongoing negotiation of the National Health Reform Agreement, the Policy and Reform area has an important coordination and information sharing role across Tasmanian Government agencies.
- Further, the Policy and Reform area is responsible for the Tasmanian Government's intergovernmental agreement approval process. In partnership with the Department of Treasury and Finance, Policy and Reform work with responsible agencies as they negotiate agreements with the Commonwealth.
- The signoff pathway for the responsible Minister is agreed collaboratively and with consideration of the scale and complexity of each individual agreement.
- It is important to note that the Policy and Reform area has a significantly smaller number of employees dedicated to intergovernmental relations compared to other states and territories.



Background

National Cabinet

- The National Cabinet is a high-level intergovernmental forum in Australia comprising the Prime Minister and state and territory premiers and chief ministers. It was established in March 2020 to coordinate Australia's response to the COVID-19 pandemic, replacing the former Council of Australian Governments (COAG).
- National Cabinet's Terms of Reference are at Attachment 1

Collective State and Territory Priorities

- Health and disability negotiations;
- Early childhood education and care reform;
- Energy transition and security; and
- Domestic and family violence.

Australia's Federal Financial Relations Architecture

- Australia's federal financial relations architecture refers to the framework that governs how funds are collected, distributed, and managed between the Commonwealth (federal government) and the states and territories. The key components are:
 - General Revenue Assistance - Goods and Services Tax (GST) revenue: The largest component. Distributed based on Horizontal Fiscal Equalisation (HFE) to ensure all states can deliver similar services.
 - Specific Purpose Payments (SPPs) - Tied grants provided for particular policy areas like health, education, housing, and infrastructure.
 - Federation Funding Agreements - Time-limited payments linked to agreed reforms, projects, or service delivery improvements.

	Name	Position
Prepared by	Ben Coates	A/Assistant Director
Cleared by	Melissa Gray	Deputy Secretary Policy and Reform

	Name	Contact number
DPAC contact for more information:	Ben Coates	

Attachments

1. [National Cabinet Terms of Reference | Federation](#)

Incoming Government Brief 2025

Premier

DPAC Group – Policy and Reform

Premier's Advisory Councils

Recommendation

- **Confirm** the ongoing role and purpose of the three Premier's Advisory Councils.
- Determine whether current governance and membership arrangements remain fit-for-purpose.
- **Consider** the need for refreshed or streamlined governance structures to support key cross-agency strategic objectives.

Key Points

- DPAC Policy and Intergovernmental supports three Premier's Advisory Councils:
 - The Premier's Health and Wellbeing Advisory Council (PHWAC)
 - The Premier's Mental Health and Suicide Prevention Advisory Council (PMHSPAC)
 - The Premier's Youth Advisory Council (PYAC)
- These Councils provide structured advice on cross-government priorities, including health, wellbeing, suicide prevention, and youth policy.
- Each Council includes Ministerial representation: the Premier chairs or co-chairs each Council alongside the relevant portfolio Minister.
- PHWAC supports the 20-Year Preventive Health Strategy and developed the Tasmania Statement, re-signed in January 2024.
- PMHSPAC, established in 2023, provides strategic oversight of the Tasmanian Suicide Prevention Strategy 2023–27. A review of its governance model is underway to support future reforms.
- PYAC is a legislated consultation mechanism under the Child Safety Reform Implementation Monitor Act 2024 and is referenced in several Commission of Inquiry recommendations.
- PYAC comprises 24 young Tasmanians aged 12–25, meeting three times annually to provide direct input on youth issues.
- Each Council operates with a supporting executive or working group to progress priorities between meetings.
- The incoming Government may wish to review the status, role, and governance of these Councils to ensure alignment with strategic objectives and effective coordination across relevant portfolios.

Background

- These Councils were established to provide expert, cross-sectoral advice to Government on complex, whole-of-government issues. Each includes Ministerial representation – either as Chair or Co-Chair –alongside key stakeholders from government, the community sector, and subject matter experts.
- PHWAC was established in 2016 to support a collaborative, systems-based approach to improving health and wellbeing outcomes for Tasmanians. It is chaired by Professor Verity Cleland and meets twice annually, with a smaller Executive meeting bi-monthly. PHWAC developed the Tasmania Statement – Working Together for the Health and Wellbeing of Tasmanians, which was re-signed by the Premier and Minister for Health in January 2024. The Council is currently supporting development of the 20-Year Preventive Health Strategy.
- PMHSPAC was established in 2023 to support implementation of the Tasmanian Suicide Prevention Strategy 2023–27 and provide strategic input across the mental health system. It is chaired by the Premier, with the Minister for Mental Health and Wellbeing as Deputy Chair. Its Executive Leadership Group (ELG) includes DPAC, the Department of Health, Primary Health Tasmania and the Mental Health Council of Tasmania. A review of PMHSPAC’s governance is underway to align with national and state reforms, including a future Tasmanian Suicide Prevention Act.
- PYAC was established in 2019 and comprises 24 young Tasmanians aged 12–25. It provides a direct mechanism for young people to influence government policy and decisions. The Council meets three times a year and is co-chaired by the Premier or Minister and a youth co-chair. PYAC is named in three Commission of Inquiry recommendations and is a legislated consultative body under the Child Safety Reform Implementation Monitor Act 2024. Recruitment occurs annually, with half the membership rotating each year.
- DPAC works closely with the Premier’s Office, relevant Ministers’ Office and relevant agencies to ensure that each Council remains safe, inclusive, and strategically aligned.

	Name	Position
Prepared by	Simon Duffy	Senior Policy Analyst
Cleared by	Kris McCracken	Assistant Director

	Name	Contact number
DPAC contact for more information:	Mel Gray, Deputy Secretary	Out of scope - 38

Advisory Council Membership

Premier's Mental Health and Suicide Prevention Advisory Council¹

Role	Position
Co-Chair	Premier of Tasmania
Co-Chair	Minister for Mental Health and Wellbeing
Deputy Co-Chair	Deputy Secretary, Policy and Reform, Department of Premier and Cabinet
Deputy Co-Chair	Deputy Secretary, Community, Mental Health and Wellbeing, Department of Health
Member	General Manager, Mental Health, Alcohol and Drug Directorate, Department of Health
Member	Chief Psychiatrist, Department of Health
Member	Head of Centre for Mental Health Service Innovation
Member	Chief Executive Officer, Mental Health Council of Tasmania
Member	Chief Executive Officer, Alcohol, Tobacco and other Drugs Council Tasmania
Member	Chief Executive Officer, Primary Health Tasmania
Member	Chief Executive Officer, Local Government Association of Tasmania
Member	Chief Executive Officer, Lifeline Tasmania
Member	Chief Executive Officer, Tasmanian Aboriginal Centre
Member	Chair, Tasmanian Suicide Prevention Community Network
Member	Lived Experience Representative
Member	Lived Experience Representative

Premier's Health and Wellbeing Advisory Council²

Name	Detail
Professor Verity Cleland	Co-Chair, Select Foundation Fellow, Menzies Research Institute
Premier of Tasmania	Co-Chair
Minister for Mental Health and Wellbeing	Deputy Co-Chair
Phil Edmondson	CEO Primary Health Tasmania
Caroline Wells	CEO Diabetes Tasmania
Professor Richard Eccleston	Director Tasmanian Policy Exchange
Connie Digolis	Consultant
Dion Lester	CEO, Local Government Association of Tasmania
Adrienne Picone	CEO, TASCOS
Doctor Scott McKeown	Deputy Director Public Health
Mel Gray	Deputy Secretary, Policy and Reform, Department of Premier and Cabinet

¹ Note, membership of the PMHSPAC is tied to job-role.

² Note, membership of the PHWAC is based on professional expertise and not tied to job role. There is currently an unfilled Deputy Co-Chair position.

Premier's Youth Advisory Council³

Name	Detail/ Age, Region, Gender
Co-Chair	Premier of Tasmania
Deputy Co-Chair	Minister for Children and Youth
Deputy Co-Chair	Deputy Secretary, Policy and Reform, Department of Premier and Cabinet
S.36	12, North West, Female
	21, North, Female
	16, South, Female
	14, North West, Female
	17, South, Male
	14, North West, Female
	17, North, Female
	14, South, Female
	17, South, Female
	21, North West, Female
	23, South, Female
	18, South, Female
	15, North West, Female
	18, South, Female
	21, North West, Male
	17, North West, Female
	12, South, Female
	14, North West, Male
	12, North, Male
	23, South, Male
	21, South, Female
	14, South, Female
	17, North West, Female
	13, South, Female

³ Note, the PHWAC has a rotating Youth Co-Chair drawn from the membership each meeting. The CEO of the Youth Network of Tasmania is an ex-officio member.

Incoming Government Brief 2025

Minister for Women and the Prevention of Family Violence

DPAC Group – Policy and Reform

Women on Boards

Recommendation

- **Retain** gender parity on Tasmanian Government boards and committees as a key priority.
- **Endorse** the development of a new *Women on Boards Strategy* to succeed the current *Women on Boards Strategy: Continuing Our Progress 2020-2025* (the Strategy).
- Support further measures to improve the diversity of board appointments, particularly regional and intersectional representation.
- **Continue** delivery of the 2030 Strong Plan election commitment to fund practical leadership training for women in the community sector (\$250,000 over 3 years).
- **Maintain** increased investment of \$100,000 per year to 2025 for Women's Leadership Scholarships.

Key Points

- The Government has achieved its target of 50 per cent representation of women on Tasmanian Government boards and committees (50.10 per cent as at 31 March 2025).
- Women currently occupy 36.9 per cent of Chairperson positions – up from 33.9 per cent in September 2024 – with a target of 40 per cent by July 2025.
- These outcomes reflect steady progress since the 2015 introduction of the 50 per cent target (from a baseline of 33.8 per cent).
- Representation remains regionally imbalanced: 63.8 per cent of board members reside in the South, with limited North-West and interstate representation.
- Flexible meeting arrangements are encouraged to support regional participation.
- Reporting on women's representation shifted from quarterly to biannual in 2024 to reduce agency burden. This will be reconsidered in the next strategy cycle.
- The Strategy expires at the end of 2025. DPAC has commenced consultation to inform the development of a new strategy, should this be supported by the government.

Background

- The Strategy sets out the Tasmanian Government's commitment to achieving gender parity on Government boards and committees. The target of 50 per cent women representation was first introduced in 2015, with the Strategy focusing on both representation and leadership (i.e. Chair roles), as well as diversity across sectors and regions.
- With the Strategy ending at the end of 2025, DPAC has commenced early work to review progress and consult on a potential next Strategy. This includes engaging with the Tasmanian Women's Council and Government agencies. Key considerations for a new strategy include maintaining parity, improving intersectional and regional diversity in representation, and refining reporting mechanisms.
- Leadership and board-readiness scholarships have been funded since 2015. \$250,000 has been allocated over three years (2024–27) to support training for women in the community sector, delivered by Tasmanian Leaders and TasCOSS. An additional \$100,000 per annum has been allocated through to 2025 to support broader women's leadership scholarships.

	Name	Position
Prepared by	Dan Palmer	Policy and Project Officer
Cleared by	Kris McCracken	Assistant Director, Social Policy

	Name	Contact number
DPAC contact for more information:	Melissa Gray	

Incoming Government Brief 2025

Minister for Women and the Prevention of Family Violence

DPAC Group – Policy and Reform

Overview – Women

Role of Portfolio

- The Women's policy group in the Department of Premier and Cabinet has responsibility to lead the Tasmanian Government's policy agenda on gender equality.
- Additionally, portfolio work includes:
 - Oversee the implementation of *Equal Means Equal: Tasmanian Women's Strategy 2022–2027*.
 - Promote structural reform to embed gender-responsive policy, budgeting, and governance.
 - Deliver initiatives that support women's safety, leadership, economic participation and visibility.
 - Support the Tasmanian Women's Council as the Government's principal advisory body on women's policy.
 - Policy lead for the Women on Boards Strategy and support targets for gender parity.
 - Provide whole-of-government advice on women's issues and representation.

Key Facts

- The Women's Portfolio is currently supported by 1.6 FTE, funded from within the Policy and Reform Group's existing budget envelope.
- There is no dedicated staffing allocation; resources are managed flexibly to support delivery of key initiatives.
- Dedicated funding for the Portfolio is activity-based and tied to specific Government priorities.
- The 2025-26 forward estimate for Women's Policy is \$189,000 (2024-25 Budget Papers).
- Strategic investment has included \$800,000 over four years (2022-2026) for implementation of the Tasmanian Women's Strategy.
- Cross-agency delivery models are used to maximise reach, with Treasury leading the Gender Budget Statement and Protocol managing the Honour Roll of Women.

Priority Areas (list of Topic briefs included in pack)

Topic title	Recommendation
Gender Budget Statement	Continue the Gender Budget Statement (GBS) as an annual commitment to track gender equality outcomes under <i>Equal Means Equal: Tasmanian Women's Strategy 2022–2027</i> .
Tasmanian Honour Roll of Women	Continue the Tasmanian Honour Roll of Women as a biennial State recognition program, with delivery transitioning to the Protocol Team from 2027.
Tasmanian Women's Council	Endorse the continued role and refreshed structure of the Tasmanian Women's Council as a strategic advisory body on gender equity.
<i>Tasmanian Women's Strategy - Equal means Equal</i>	Review the current Women's Strategy and prioritise embedding structural reforms that promote measurable gender equity outcomes across government.
Women on Boards	Retain gender parity on Tasmanian Government boards and committees as a key priority.

Prepared by	Name Kris McCracken	Position Assistant Director, Social Policy, Policy and Intergovernmental Relations
Cleared by	Melissa Gray	Deputy Secretary, Policy and Reform

DPAC contact for more information:	Name Melissa Gray	Contact number 
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Incoming Government Brief 2025

Minister for Women and the Prevention of Family Violence

DPAC Group – Policy and Reform

Tasmanian Women's Strategy - Equal means Equal

Recommendation

- The Department of Premier and Cabinet **review** the effectiveness of the *Tasmanian Women's Strategy – Equal means Equal 2022–2027* (Women's Strategy) to inform the Minister whether to extend or renew the Women's Strategy.
- **Note** that review could be focussed on improving structural impact and to better highlight the role of the State in promoting gender equality through policy design, workplace reform and economic participation.
- **Consider** embedding the Gender Impact Assessment Toolkit (GIAT) and Gender Budget Statement (GBS) into routine policy, budget and Cabinet processes. The work on GIAT and GBS is complete and has sector support.
- **Review** the effectiveness of the Women's Leadership Program, including reach, outcomes, and value-for-money, before committing further funding beyond 2025–26.
- **Support** continued funding of the International Women's Day Small Grants Program, particularly given strong community uptake and modest cost.

Key Points

- Funded at \$800,000 over four years (2022-2026), the Women's Strategy is now entering its final year of dedicated funding which supports a mix of community-facing grants and internal government initiatives.
- Core achievements to date include:
 - Gender Impact Assessment Toolkit (Trialled across seven agencies and ready for public release)
 - Ongoing publication of the Gender Budget Statement (Treasury-led)
 - Delivery of a Women's Leadership Program
 - Administration of the International Women's Day Small Grants Program.

Background

- The Women's Strategy was released in 2022 as the Government's flagship commitment to gender equality. The Women's Strategy outlines a vision for a Tasmania where women and girls have equal access to choice, opportunity, and resources in all areas of life.
- Funded through the Women's Portfolio, the Women's Strategy has supported a range of initiatives including community engagement, small grants, leadership development, and policy tools to improve gender responsiveness in government.
- While the Women's Strategy provides strong symbolic positioning, it could be enhanced by measurable targets, dedicated resources and accountability mechanisms. Future government efforts could be directed toward embedding structural tools, strengthening data capability and targeting economic participation.

Gender Impact Assessment Toolkit

- The Toolkit supports policy and program design by identifying how initiatives may impact people differently based on gender. It provides practical tools to reduce bias and improve inclusion.

Gender Budget Statement

- The annual Gender Budget Statement highlights how government investment affects women and girls. It improves transparency, supports data-led decision-making, and identifies areas of inequality. It is an established part of the budget process and complements the Toolkit.

Women's Workforce Participation Initiatives

- In 2024–25, the Tasmanian Government invested \$350,000 to boost women's workforce participation in key growth sectors. This included \$100,000 to TMEC to develop a Modern Workplaces Framework and training module to improve safety and gender equality in mining; \$153,860 to Tasmanian Leaders for the I-LEAD Women in Community program, supporting leadership and governance development; and \$96,140 to TasCOSS for the Changemakers Program, which builds the skills of emerging leaders in the community services sector to lead and drive social change.

Women's Leadership Program

- Funded at \$100,000 per year (2024–2029), this program offers fully funded scholarships to women in early career and non-traditional industries.

International Women's Day Small Grants Program

- Grants support local events that celebrate women's achievements. The program was to be doubled in 2025–26 to \$40,000 p.a. Demand has consistently exceeded supply, with strong community engagement across the state.

Prepared by	Name Kris McCracken	Position Assistant Director, Social Policy, Policy and Intergovernmental
Cleared by	Bec Pinto	Executive Director, Major Projects, Policy and Reform

	Name	Contact number
DPAC contact for more information:	Mellisa Gray Deputy Secretary, Policy and Reform	

Incoming Government Brief 2025

Minister for Women and the Prevention of Family Violence

DPAC Group – Policy and Reform

Tasmanian Women's Council

Recommendation

- **Consider** continuation of the Tasmanian Women's Council (the Council) as the Government's principal advisory body on women's policy and gender equity.
- **Note** that the Council provides a trusted conduit for diverse women's voices – particularly on structural reform, economic participation, and leadership.
- **Consider** meeting with the Council Chair, to discuss its role in supporting Ministerial priorities and finalise membership.

Key Points

- The Council is the Government's principal advisory body on women's policy and gender equity.
- It provides independent, evidence-informed advice on improving women's safety, economic participation, and leadership.
- Following a strategic planning day in February 2025, the Council is undergoing a targeted refresh to better reflect the voices and experiences of diverse Tasmanian women and provide more targeted, strategic advice on long-term equity issues.
- The refresh includes:
 - updated Terms of Reference,
 - a broader recruitment round for additional members and establishing an elected Member Chair,
 - development of a forward work plan aligned with *Equal Means Equal – Tasmanian Women's Strategy 2022-2027*, and
 - Supporting a quarterly, theme-based meeting structure to sharpen strategic focus.
- The Council is actively contributing advice to initiatives under the women's portfolio, including the Inspiring Young Women's Award and considering the Women on Boards Strategy.

Background

- The Tasmanian Women's Consultative Council was established in 1990 as the State's principal advisory body on women's policy and gender equity. It became the Council following a review in 1991.
- Members are appointed via public Expression of Interest (EOI) and selected for their expertise in areas including health, agriculture, diplomacy, business, and advocacy.
- The Council through the updated Terms of Reference will include eight members with an elected member Chair. Vacancies and refreshed appointments are being filled in 2025 with advertising through the Women in Tasmania website and networks.

Membership

Name	Region	Term ends	Sector
Deb Hunter	North	Oct 2025	Agri-business; tourism
Trudy Witbreuk	North	Oct 2025	Senior Government Official, Department of Foreign Affairs and Trade
Jo Flanagan	South	Oct 2025	Health (CEO of Women's Health Tasmania)
Sarah Leary	North-West	Oct 2025	Diplomat; advocacy
Sue Daly	South	April 2025	Agri-business (Owner Daly Potato Company)
Liz Swain AM	North-East	Oct 2025	Retired metallurgist and business leader Rio Tinto and former Tasmanian Businesswomen of the Year

	Name	Position
Prepared by	Nikki Kivi	Policy Analyst, Women's Policy, Policy and Intergovernmental
Cleared by	Kris McCracken	Assistant Director, Social Policy, Policy and Intergovernmental

	Name	Contact number
DPAC contact for more information:	Melissa Gray	
	Deputy Secretary, Policy and Reform	

Incoming Government Brief 2025

Minister for Women and the Prevention of Family Violence

DPAC Group – Policy and Reform

Tasmanian Honour Roll of Women

Recommendation

- **Consider** continuing the Tasmanian Honour Roll of Women and its supporting nomination and assessment processes, as a respected, biennial State recognition program that promotes the visibility of women's leadership and community contribution, funded through DPAC's departmental budget.
- **Consider** actively promoting nominations and the Inspiring Young Women Award, aligned with the pillars of *Equal Means Equal: Tasmanian Women's Strategy 2022–2027* (Women's Strategy).

Key Points

- The Tasmanian Honour Roll of Women recognises and celebrates Tasmanian women's achievements locally, nationally and internationally.
- 405 women and 16 women's organisations have been recognised since the Honour Roll was established in 2005.
- 26 women and three organisations were inducted in 2025 at a public event coinciding with International Women's Day.
- An independent community panel assesses nominations; the Minister does not select inductees.
- DPAC's Protocol Team delivers the event, as aligned with other State ceremonial activities.
- The Honour Roll delivers on the commitment in the Women's Strategy to value women's contributions, role model leadership, and celebrate diversity in achievement.
- This project's funding is met through DPAC's internal budget.

Background

- The biennial Honour Roll formally acknowledges Tasmanian women and women's organisations that have made a significant contribution to the State, Australia, or internationally.
- The independent selection process is managed by DPAC through a community panel that assesses nominations and makes recommendations to the Deputy Secretary for final approval.
- The Minister does not receive nominations or participate in the selection process, ensuring fairness and community representation consistent with other government awards.
- Nominations are usually open for six months.
- Nominees are assessed against clear criteria covering community contribution, inspirational leadership, personal, academic and professional achievements, social justice, voluntary activity, and regional impact.

PIP Act exemption

- The Honour Roll has been granted an exemption from the [Personal Information Protection Act 2004](#) (PIP Act) to allow for the collection of information as part of the nomination process.
- The PIP Act exemption is ongoing for the life of the project and allows biographical information about nominees to be submitted by third parties without requiring prior consent.
- Following the assessment process, successful nominees will be contacted to confirm whether they wish to accept a place on the Honour Roll.
- The Honour Roll remains a valued, low-cost program with strong community engagement and bipartisan support. It requires no legislative changes and continues to align with Tasmania's broader equity and recognition agenda.

	Name	Position
Prepared by	Azlin Sadati	Policy and Research Officer, Social Policy, Policy and Intergovernmental
Cleared by	Kris McCracken	Assistant Director, Social Policy, Policy and Intergovernmental

	Name	Contact number
DPAC contact for more information:	Mellissa Gray	
	Deputy Secretary, Policy and Reform	

Incoming Government Brief 2025

Minister for Women and the Prevention of Family Violence

DPAC Group – Policy and Reform

Gender Budget Statement

Recommendation

- **Consider** whether the Department of Treasury will continue the Gender Budget Statement (GBS) as an annual commitment to track gender equality outcomes under *Equal Means Equal: Tasmanian Women's Strategy 2022–2027*.
- **Note** the Department of Premier and Cabinet (DPAC) provides support for Treasury to strengthen gender impact assessment (GIA) capability and reporting across agencies.
- **Prioritise** integration of the GIA into the Budget process, noting this is a practical, high-impact reform with strong internal and sector support. It complements the GBS and strengthens the policy design system.
- **Note** that Cabinet or Ministerial approval may be required to formally embed GIAT into Budget processes from 2026.

Key Points

- The Gender Budget Statement (GBS) provides annual reporting on gender equality outcomes linked to *Equal Means Equal: Tasmanian Women's Strategy 2022–2027* (Women's Strategy).
- Developed by Treasury with DPAC support, it positions Tasmania in line with other jurisdictions advancing gender-responsive budgeting through national forums.
- Embedding the GBS in Treasury ensures Tasmania stays in step with other jurisdictions progressing gender responsive budgeting through national forums.
- The GBS is one of the most structurally impactful elements of the current Women's Strategy, with broad sector support and potential for deeper integration into core policy, budget, and Cabinet processes.
- The GBS highlights four key areas:
 - a data snapshot on Tasmanian women;
 - progress against the four outcome areas in the *Equal Means Equal* strategy;
 - review of previous budget initiatives; and
 - analysis of new Budget measures.
- The GIA enables agencies to apply a gender lens to policy development (budget initiatives) early in the budget development cycle.
- Work is underway to strengthen future GBS reports, including improved intersectional data and better visibility of safety and wellbeing measures.

Background

- Tasmania has produced a GBS annually since 2022 to promote gender equality through the State Budget.
- DPAC led development of the first two GBSs (2022–23 and 2023–24) and now supports Treasury as the lead agency.
- DPAC continues to collaborate with Treasury to build agency capability in conducting gender impact assessments.
- Agency GIAs are a mechanism to analyse how policies, programs, and services affect people of different genders. It aims to identify potential inequalities and ensure that initiatives are designed to promote fairness and equal opportunities for all. DPAC has been developing a Gender Impact Assessment Toolkit (GIAT) to assist agencies with this assessment.
- A broader review of the Women's Strategy effectiveness is underway. The GBS and GIAT are expected to form the foundation of future government commitments to gender equality, given their systemic utility and alignment with national best practice.

	Name	Position
Prepared by	Azlin Sadati	Policy and Research Officer, Policy and Intergovernmental Relations
Cleared by	Kris McCracken	Assistant Director - Social Policy, Policy and Intergovernmental Relations

	Name	Contact number
DPAC contact for more information:	Mellissa Gray Deputy Secretary, Policy and Reform	

Incoming Government Brief 2025

Premier

Group Overview – Policy and Reform

Role of Group

- The Policy and Reform Group comprises three units: Policy and Intergovernmental including Women's policy; Aboriginal Partnerships, and Disability Services and Reform.

Key Functions:

- Provides impartial, high-quality advice to the Premier and Cabinet on matters of state and national significance and progressing policy reform across government.
- Collaborates with all agencies across Tasmanian Government, governments in other states and territories, the Australian Government, local government and across sectors in Tasmania with Tasmanians to provide considered balanced and timely strategic advice to deliver on Government priorities.
- Manages and coordinates intergovernmental relations including Tasmania's engagement with National Cabinet and the Council for the Australian Federation; intergovernmental agreements; inquiries and international treaties.
- Leads and supports the development and implementation of whole-of-government processes and policies.
- Contributes to the development and implementation of policy that increases social and economic participation of women and girls and promotes gender equity and opportunities for women's leadership, participation, economic security, safety, health and wellbeing.
- Implements the Governments Aboriginal Affairs policies and programs, working with Government agencies to develop and implement the requirements of the National Agreement on Closing the Gap, working in partnership with Tasmania's Coalition of Peaks partner and Aboriginal community-controlled organisations to further meaningful engagement and build capacity.
- Promote, monitor and lead strategic policy and regulation of the disability sector, through the *Disability Rights, Inclusion and Safeguarding Act 2024*. Support reforms including the response to the Royal Commission into Violence, Abuse, Neglect and Exploitation of People with Disability, the National Disability Insurance Scheme review and Australia's Disability Strategy. Ongoing collaboration, engagement and advocacy support for people with Disability.
- Provide ongoing engagement and delivery of funding through the National Disability Insurance Scheme, via the NDIS bilateral agreement.

Key Facts

- The total FTE for Policy and Reform is approximately 70 FTE.
- Policy and Reform receives appropriation funding through different portfolio Outputs including:
 - 1.1 Strategic Policy and Government Priorities
 - 1.4 Women and the Prevention of Family Violence
 - 1.6 Aboriginal Affairs
 - 1.7 Disability Services and
 - 1.8 National Disability Insurance Scheme.
- Staff and operational costs total approximately \$9.3 million and funding to support grants and specific government initiatives, or election commitments are additional.

Priority Areas (list of Topic briefs included in pack)

Topic title	Recommendation
Policy and Intergovernmental: - Intergovernmental relations - Premier's Advisory Councils	To note recommendations and information provided relating to the portfolio topic briefs
Women: - Portfolio Overview - Gender Budget Statement - Tasmanian Honour Roll of Women - Tasmanian Women's Council - Tasmanian Women's Strategy - <i>Equal Means Equal</i> - Women on Boards	
Aboriginal Partnerships - Portfolio Overview - Aboriginal Community-Controlled Organisations - Closing the Gap - Commission of Inquiry recommendations relating to Aboriginal Affairs - Truth-telling and treaty - Truwana / Cape Barren Island Infrastructure Funding and Maintenance	
Disability Services and Reform - Portfolio Overview - Disability Commissioner	

- <i>Disability Rights, Inclusion and Safeguarding Act 2024 – Implementation</i> - Foundational Supports - NDIS Review - Disability Royal Commission - Tasmania’s Disability Strategy	
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	Name	Position
Prepared by	Bec Pinto	Executive Directors, Policy and Reform
	Jodi Willcox	
Cleared by	Melissa Gray	Deputy Secretary, Policy and Reform

	Name	Contact number
DPAC contact for more information:	Melissa Gray	Out of scope s.36

Incoming Government Brief 2025

Premier

Overview - Keeping Children Safe Reform Group

Role of Group

- The Commission of Inquiry Coordination Taskforce (COI Coordination Taskforce) leads the Keeping Children Safe Reform Program, coordinating the Tasmanian Government's response to the *Commission of Inquiry into the Tasmanian Government's Responses to Child Sexual Abuse in Institutional Settings* (Commission of Inquiry), as well as the recommendations from:
 - Royal Commission into Institutional Responses to Child Sexual Abuse (the Royal Commission);
 - Tasmanian Government Interim Response (Interim Actions)
 - Blake Review into whether Selected Secretaries Potentially Breached the Code of Conduct (Blake Review);
 - Weiss Independent Review into former police officer Paul Reynolds (Weiss Review);
- This includes work across whole-of-government with community partners and victim-survivors to prevent, identify and respond to child sexual abuse and to achieve cultural and systems change in response to the Commission's report.

Commission of Inquiry – Progress to Date

- The Government has accepted all 191 recommendations and committed over \$400 million in the 2024–25 Budget and Forward Estimates to support their implementation.
- The Keeping Children Safe Reform Program, coordinated by DPAC's Keeping Children Safe Reform Group, is unprecedented in its scope and complexity.
- The Commission of Inquiry reforms are structured as a 10-year program across three phases.
- Phase 1, completed in July 2024, focused on immediate, short-term actions by agencies to prevent, identify, and respond to child sexual abuse.
- Phase 2 is now underway, targeting the transformation of government institutions and the broader system, with completion by July 2026.
- Phase 3 longer-term changes are scheduled for completion by July 2029.
- As of 30 April 2025, 54 recommendations (28%) have been completed (see *Attachment 1 - Summary Report - Keeping Children Safe Reform Program – 1 February 2025 to 30 April 2025*).

Key Facts

Staffing

- As of 30 June 2025, the COI Coordination Taskforce had a total Paid FTE of 9.4.
- The COI Coordination Taskforce was established in 2023 and has been brought up to funded establishment levels as roles have been filled.

Table 1 – Paid FTE comparison – June 2023 – June 2025

Title	30 June 2023	30 June 2024	30 June 2025
Paid FTE	0.9	9.4	9.4

Table 2 – Paid FTE comparison – March 2022 – March 2024

Title	31 March 2023	31 March 2024	30 June 2025
Paid FTE	-	7.8	9.4

Budget

- The 2025-26 Original Budget provided \$9 million for DPAC to support initiatives such as funding therapeutic support services and community prevention initiatives.

DPAC – 2025-26 Original Budget Funding	\$'000
Child and Community Engagement	500
Enhanced Communications to the Community	900
Partnering with the Community (funding for community sector)	3 540
Reducing Harmful Sexual Behaviours	1 350
Reform Unit	900
Resilience and Recovery - Support for Victim Survivors - including Victim-Survivor Advisory Group	1 800
TOTAL	8 990

Table 1 – 2023-24 and 2024-25 Budget Comparison

Title	2023-24 \$'000	2024-25 \$'000	2025-26 Original Budget \$'000
Reform Unit	1 062	1 820	900

Priority Areas (list of Topic briefs included in pack)

Topic title	Recommendation
Keeping Children Safe	
Change for Children Strategy and Action Plan	Note the work to complete first action plan <i>Collaboration for Change 2025-26</i> as part of the implementation process for the 10- year <i>Change for Children</i> Strategy, planned for release in September 2025. Note the work to develop the <i>Outcomes and Evaluation Framework</i> which is being developed and planned for release late 2025, with the aim of providing guidance on the monitoring of the first and additional action plans and ensure that the outcomes of the Strategy are realised.
Associated Reviews	Note the work underway to consolidate and prioritise agency allocations of incomplete Commission of Inquiry recommendations, as well as related review recommendations, to enable implementation of reforms progress as effectively, efficiently and economically as possible. Note the reviews related to the Commission of Inquiry and implementation programs associated with these reviews: • The Woolcott Review (due July-August 2025) • The Tatarka Review (received 25 March 2025 – awaiting advice from Department of Justice to determine what can be appropriately released due to privacy requirements)
Role of and engagement with the Office of the Independent Reform Monitor	Note ongoing and prioritised engagement with the Office of the Implementation Monitor (OIM) to support independent oversight of the Tasmanian Government's implementation of the <i>Commission of Inquiry into the Tasmanian Government's Responses to Child Sexual Abuse in Institutional Settings</i> (Commission of Inquiry) and other relevant reform report recommendations. Note the Keeping Children Safe Reform Group (KCSRG), DPAC will continue coordinating whole-of-government responses to the Child Safety Reform Implementation Monitor's (the Monitor) requests.

Topic title	Recommendation
Prevention of Family Violence	
National Partnership on Family, Domestic and Sexual Violence	That the 2025-26 and future State Budget process o Consider the end of current programs in June 2026 funded under the National Partnership Agreement on Family, Domestic and Sexual Violence Responses 2022-2030 (NPA); and Address the obligation for Tasmania to provide funding of \$7.865 million over five years (2025-26 to 2029-30) to match Commonwealth funding under the 2025-30 Schedule of the NPA.
Tasmanian Family and Sexual Violence Alliance Peak	Note the establishment of the Tasmanian Family and Sexual Violence Alliance as a new peak body for the family and sexual violence sector. Consider funding parameters for the Alliance, including options for sustainable ongoing funding beyond initial establishment support (Jun 2026).
Tasmania's plans for Family and Sexual Violence	Note that the Tasmanian Government's family and sexual violence Action Plan, <i>Survivors at the Centre</i> concludes in mid-2027. Note that the preliminary work has commenced to consider what approach may come next (strategy, action plan etc). Note that the future funding for the next approach due to commence in mid-2027 will be part of budget considerations.

Attachments

1. *Summary Report - Keeping Children Safe Reform Program – 1 February 2025 to 30 April 2025*
2. *Public Update – Keeping Children Safe Reform Program: 1 February 2025 to 30 April 2025 - [FINAL - 1 February to 30 April 2025 progress report.pdf](#)*

Prepared by	Name Harley Avent	Position Acting Senior Policy Analyst, Keeping Children Safe COI Coordination Taskforce
Cleared by	Marnie Bower	Assistant Director, Keeping Children Safe

DPAC contact for more information:	Name Sam Gunner Director, Youth Justice Reform (Partnerships)	Contact number 
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STATUS SUMMARY – ALL PORTFOLIOS

The following tables provide a Status Summary of the planning and progress of all Keeping Children Safe recommendations. This information is supported by detailed portfolio summaries from Page 2 onwards.

Current Status - all recommendations

		Total
COI Phase 1		48
COI Phase 2		110
COI Phase 3		33
Interim Actions ¹		30
Total		221

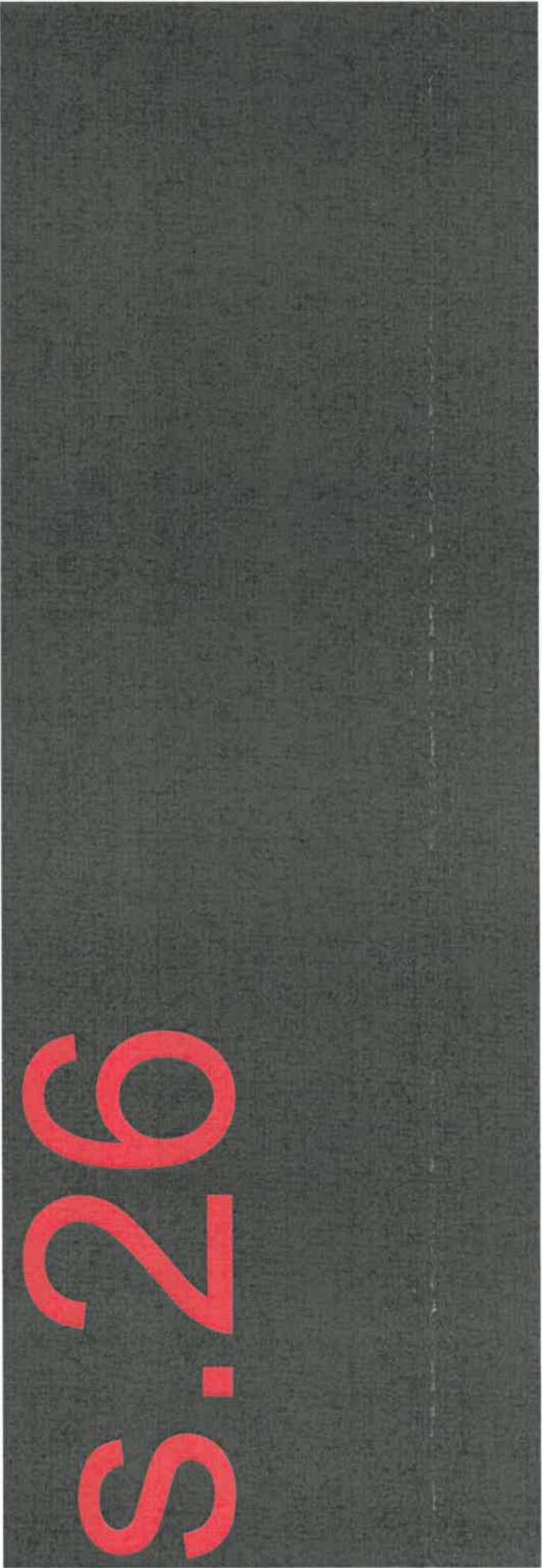
¹The Tasmanian Government announced 30 Keeping Children Safer interim actions prior to the release of the Commission's report. Of those 30 actions, 28 actions were assessed as complete or closed at the conclusion of Phase 1.



Portfolio status update – Premier

	S.26	Total
COI Phase 1		12
COI Phase 2		20
COI Phase 3		6
Interim Actions ¹		15
Total		53

¹The Tasmanian Government announced 30 Keeping Children Safer interim actions prior to the release of the Commission's report. Of those 30 actions, 28 actions were assessed as complete or closed at the conclusion of Phase 1.



Portfolio status update – Premier: **s.26**

s.26

s.26

Portfolio status update – Attorney General and Minister for Justice

COI Phase 1	S.26	Total
COI Phase 2		10
COI Phase 3		22
Interim Actions ¹		5
Total		6
		43

¹The Tasmanian Government announced 30 Keeping Children Safer interim actions prior to the release of the Commission's report. Of those 30 actions, 28 actions were assessed as complete or closed at the conclusion of Phase 1.

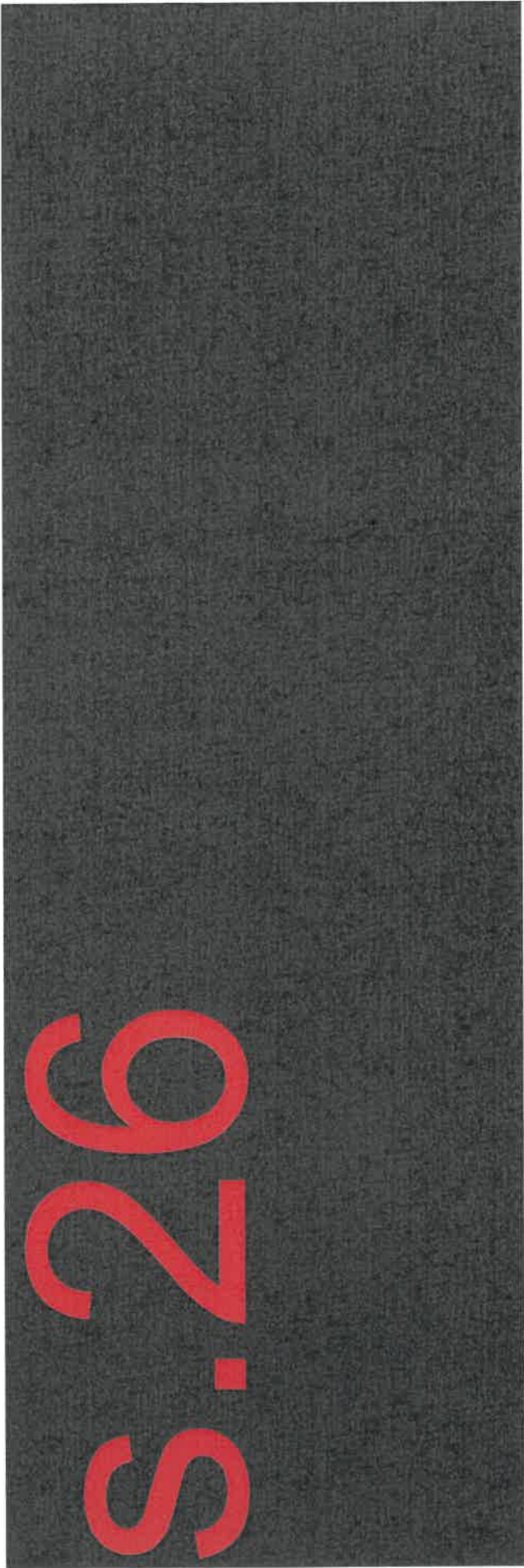


s.26

Portfolio status update – Minister for Children and Youth

COI Phase 1		Total
COI Phase 2		3
COI Phase 3		35
Interim Actions ¹		19
Total		2
		59

¹The Tasmanian Government announced 30 Keeping Children Safer interim actions prior to the release of the Commission's report. Of those 30 actions, 28 actions were assessed as complete or closed at the conclusion of Phase 1.



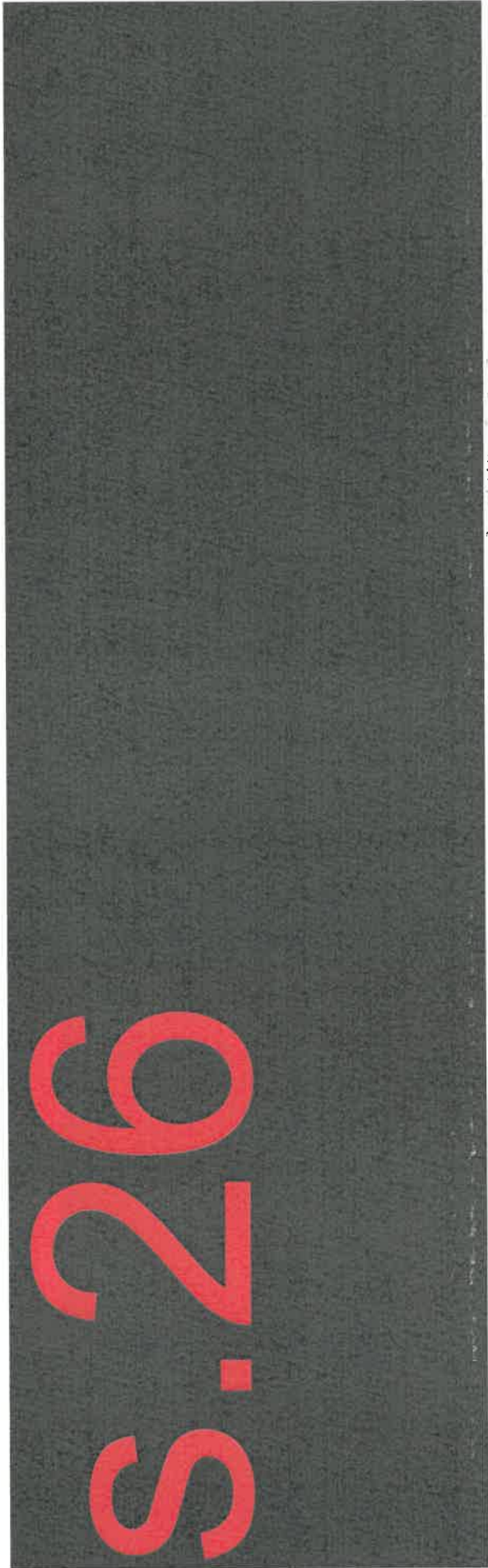
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S.26

Portfolio status update – Minister for Children and Youth – (Youth Justice Reform)

COI Phase 1		Total
COI Phase 2		0
COI Phase 3		6
Interim Actions ¹		2
Total		0
		8

¹The Tasmanian Government announced 30 Keeping Children Safer interim actions prior to the release of the Commission’s report. Of those 30 actions, 28 actions were assessed as complete or closed at the conclusion of Phase 1.

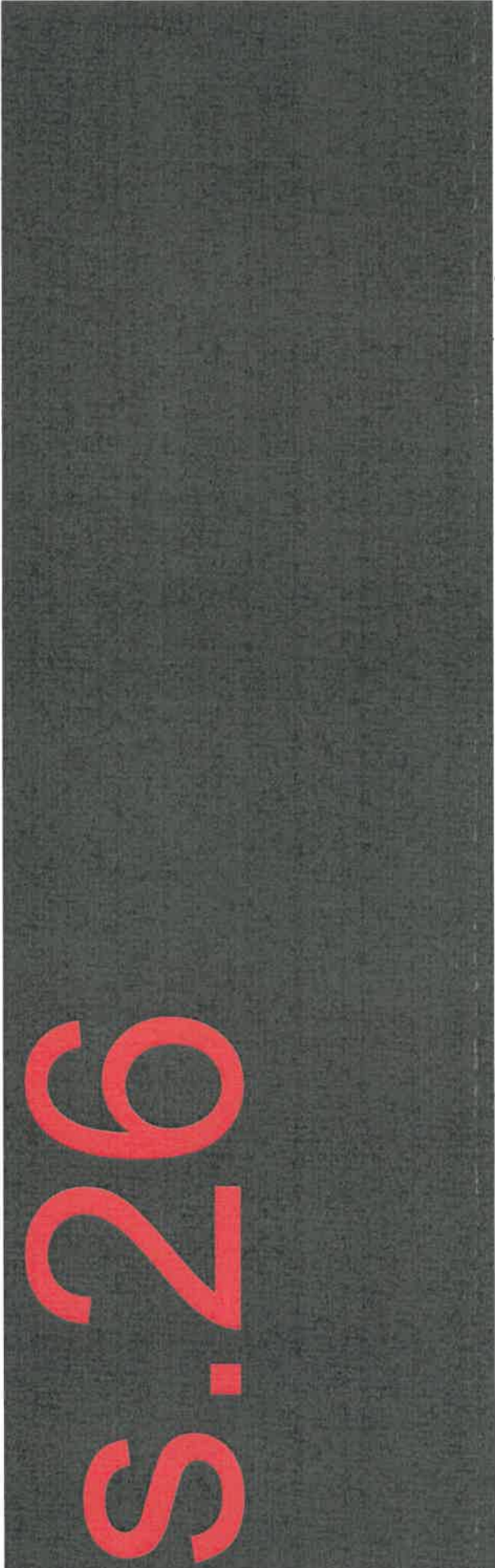


s.26

Portfolio status update – Minister for Education

	S.26		Total
COI Phase 1			4
COI Phase 2			11
COI Phase 3			0
Interim Actions ¹			4
Total			19

¹The Tasmanian Government announced 30 Keeping Children Safer interim actions prior to the release of the Commission's report. Of those 30 actions, 28 actions were assessed as complete or closed at the conclusion of Phase 1.



s.26

Portfolio status update – Minister for Health

COI Phase 1	
COI Phase 2	
COI Phase 3	
Interim Actions ¹	
Total	
	Total
	13
	7
	1
	0
	21

¹The Tasmanian Government announced 30 Keeping Children Safer interim actions prior to the release of the Commission's report. Of those 30 actions, 28 actions were assessed as complete or closed at the conclusion of Phase 1.

Portfolio status update – Minister for Health: **S.26**

S.26

Portfolio status update – Minister for Mental Health and Wellbeing

S.26		Total
		0
		2
		1
		0
COI Phase 1	S.26	3
COI Phase 2		
COI Phase 3		
Interim Actions ¹		
Total		

¹The Tasmanian Government announced 30 Keeping Children Safer interim actions prior to the release of the Commission's report. Of those 30 actions, 28 actions were assessed as complete or closed at the conclusion of Phase 1.

Portfolio status update – Minister for Police, Fire and Emergency Management

S.26		Total
		1
		7
		0
		1
COI Phase 1		9
COI Phase 2		
COI Phase 3		
Interim Actions ¹		
Total		

¹The Tasmanian Government announced 30 Keeping Children Safer interim actions prior to the release of the Commission's report. Of those 30 actions, 28 actions were assessed as complete or closed at the conclusion of Phase 1.

S.26	

S.26

Status update – Independent Statutory Officer recommendations

S.26		Total
COI Phase 1		5
COI Phase 2		0
COI Phase 3		0
Interim Actions ¹		0
Total		5

¹The Tasmanian Government announced 30 Keeping Children Safer interim actions prior to the release of the Commission's report. Of those 30 actions, 28 actions were assessed as complete or closed at the conclusion of Phase 1.



Incoming Government Brief 2025

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DPAC Group – Keeping Children Safe Reform Group

Change for Children Strategy and Action Plan

Recommendation

- **Note** the work to complete first action plan *Collaboration for Change 2025-26* as part of the implementation process for the 10- year *Change for Children* Strategy, planned for release in September 2025.
- **Note** the work to develop the *Outcomes and Evaluation Framework* which is being developed and planned for release late 2025, with the aim of providing guidance on the monitoring of the first and additional action plans and ensure that the outcomes of the Strategy are realised.

Key Points

- The Tasmanian Government released *Change for Children: Tasmania's 10-year strategy for upholding the rights of children by preventing, identifying and responding to child sexual abuse* (Change for Children) on 18 March 2025.
- The Strategy is provided at Attachment 1.
- The Strategy reflects the extensive feedback from more than 450 organisations and individuals on the draft, including from members of the public, Tasmanian Government agencies, specialist services, community sector members, victim-survivors and key role holders such as the Commissioner for Children and Young People.
- Based on community feedback, the Strategy extends beyond the *Commission of Inquiry into the Tasmanian Government's Responses to Child Sexual Abuse in Institutional Settings* (Commission of Inquiry) recommendations to take a whole-of-community approach to creating child safe cultures and systems that will fundamentally change the future for Tasmanian children and young people.
- To implement *Change for Children* the first action plan is being developed through a comprehensive co-design process with representatives from agencies, specialist services and community organisations with processes embedded to engage with victim-survivors and children and young people.
- The action plan themes align with the *National Strategy to Prevent and Respond to Child Sexual Abuse 2021-2030* which provides a nationally coordinated, strategic framework for preventing and responding to child sexual abuse and is an initiative of

Australian, state and territory governments, and was a recommendation of the Royal Commission into Institutional Responses to Child Sexual Abuse.

- Actions for the first action plan will be informed by the work that DPAC is leading for the prioritisation and consolidation of the Commission of Inquiry and related review recommendations (please see Associated Reviews Brief which covers this work program in detail).
- The strategy will also have two further action plans as part of the implementation process:
 - Lasting Change 2026-29 – Second Action Plan
 - Maintaining the Momentum 2029-34 – Third Action Plan
- The *Change for Children* Strategy and its associated action plans, including *Collaboration for Change 2025-26*, will measure and enable accountability for the change through ongoing monitoring and evaluation under the *Outcomes and Evaluation Framework* being developed in 2025.
- This framework will ensure the implementation of all actions and measures taken to implement *Change for Children* over its 10-year lifespan
- This approach ensures interventions are effective, accountable, and outcome-driven, enabling stakeholders to monitor progress, assess initiative effectiveness, and adapt strategies based on evidence.

Tell Someone initiative

- The Tell Someone initiative is a whole-of-community campaign designed to prevent child sexual abuse by raising awareness, encouraging action, and fostering safer environments for children and young people.
- Originating from major inquiries into institutional abuse in Tasmania, it aligns with the *Change for Children* strategy and complements regulatory reforms.
- The campaign aims to shift attitudes and behaviours by equipping adults to act, supporting disclosures by children and young people, and reduce opportunities for perpetrators to offend or remain undetected.
- Since its launch in late 2023, the campaign has rolled out in phases starting with multimedia and expanding to 'grassroots' community engagement.
- This next phase, launching in late 2025, is grounded in research and community consultation, with focused messaging for children and young people, adults, and perpetrators. It includes a refreshed multimedia campaign, an enhanced website, and a proposed statewide Champion Network to strengthen the initiative.

Background

Recommendation 19.1 from the Commission of Inquiry.

1. The Tasmanian Government should develop a whole of government child sexual abuse reform strategy for preventing, identifying and responding to child sexual abuse, including child sexual abuse in institutions and harmful sexual behaviours. The strategy should:
 - a. describe the system that Tasmania seeks to achieve, including the component parts of that system, how Tasmanians will know it is working, and the role of key initiatives, reforms and recommendations in achieving the intended outcomes
 - b. be separate from, but complement, the Government's Family and Sexual Violence Action Plan
 - c. be informed by the voices of children and young people and adult victim-survivors of child sexual abuse (Recommendation 19.5)
 - d. include agreed definitions of child sexual abuse, institutional child sexual abuse and harmful sexual behaviours
 - e. set out guiding principles and objectives to inform preventing, identifying and responding to child sexual abuse
 - f. identify the agencies, including statutory bodies and non-government organisations, involved in preventing, identifying and responding to child sexual abuse
 - g. set out processes through which government agencies, statutory bodies and non-government organisations can consult on child sexual abuse reform
 - h. set out considerations relevant to particular cohorts of children and young people, including Aboriginal children, children with disability, children with mental illness, children who identify as LGBTQIA+ and children from culturally and linguistically diverse communities
 - i. outline the sources of funding for key initiatives and reforms set out in the strategy
 - j. outline the governance, monitoring, review and evaluation arrangements for child sexual abuse reform, including that the Secretary of the Department of Premier and Cabinet, as Chair of the Secretaries Board, is responsible for endorsing, overseeing, coordinating and reporting on the strategy and action plan (Recommendation 19.3).
2. The Tasmanian Government should develop an action plan for the implementation of the child sexual abuse reform strategy. The action plan should:
 - a. prioritise all recommendations and reforms for implementation over the short, medium and long term and include expected timeframes for implementing each recommendation
 - b. identify the role holders and agencies that have responsibility for implementation of each recommendation and reform

- c. describe the actions to be taken to implement the recommendations and reforms, including any milestones, sequencing and dependencies
 - d. identify the status of each recommendation and reform (that is, complete, under way or not commenced) and whether it is progressing on time
 - e. be endorsed and overseen by the governance structure identified in the strategy.
3. The child sexual abuse reform strategy and action plan should be:
- a. tabled in each House of Parliament
 - b. published on a dedicated website
 - c. supported by a communication plan that seeks to inform and provide visibility of reform work to stakeholders and the community
 - d. periodically reviewed and updated by the Secretaries Board through the Department of Premier and Cabinet.

	Name	Position
Prepared by	Marnie Bower	Assistant Director, Keeping Children Safe
Cleared by	Sam Gunner	Executive Director, Youth Justice Reform (Partnerships)

	Name	Contact number
DPAC contact for more information:	Marnie Bower	

Attachments

1. [Change for Children Strategy | Keeping Children Safe](#)

Incoming Government Brief 2025

Premier

DPAC Group – Keeping Children Safe Reform Group

Associated Reviews

Recommendation

- **Note** the work underway to consolidate and prioritise agency allocations of incomplete Commission of Inquiry recommendations, as well as related review recommendations, to enable implementation of reforms progress as effectively, efficiently and economically as possible.
- **Note** the reviews related to the Commission of Inquiry and implementation programs associated with these reviews:
 - The Woolcott Review (due July-August 2025)
 - The Tatarka Review (received 25 March 2025 – awaiting advice from Department of Justice to determine what can be appropriately released due to privacy requirements)

Key Points

- The Keeping Children Safe Reform Program is comprised of implementing the recommendations of the *Commission of Inquiry into the Tasmanian Government's Responses to Child Sexual Abuse in Institutional Settings*, as well as the recommendations from:
 - Royal Commission into Institutional Responses to Child Sexual Abuse;
 - Tasmanian Government Interim Response Actions (the Royal Commission);
 - Blake Review into whether Selected Secretaries Potentially Breached the Code of Conduct;
 - Weiss Independent Review into former police officer Paul Reynolds;
 - Child Safe Governance Review into the Launceston General Hospital and Human Resources (Child Safe Governance Review); and
 - Independent Inquiry into the Tasmanian Department of Education's Responses to Child Sexual Abuse.
- Progress to date on implementation of these reviews is shown in Table 1 below.
- In addition, there are currently two related reviews still underway, whose recommendations, pending a future decision of Government, may form part of the Keeping Children Safe Reform Program:
 - Independent Review into the actions taken in response to the information and concerns raised by the Commission of Inquiry into the Tasmanian Government's Responses to Child Sexual Abuse in Institutional Settings (Woolcott Review); and

- o Independent Review into legal assistance provided to State Servants (Tatarka Review).

Consolidation and Prioritisation Process

- The implementation of the Keeping Children Safe reform program over 10 years is one of the largest in state history, with \$424.5 million committed in the 2024-25 Budget and Forward Estimates.
- There is a total of 661 relevant recommendations accepted or responded to by the Tasmanian Government stemming from the Commission of Inquiry and related reviews.
- Without a structured approach to implementation there is risk of duplication, inefficiency and diluted impact. Addressing each recommendation independently, particularly given the significant overlap between recommendations made by separate reviews, would exceed the government's capacity to deliver keeping children safe reform within required timeframes and within current resources.
- Undertaking the review is needed to ensure implementation of reforms are progressing in a more effective, efficient and economic structured approach.
- To manage these risks DPAC is leading a process, with agencies, of prioritising and consolidating recommendations, including resetting some timeframes well in advance of the 'closure' of phase two of reform on 30 June 2026.
- This prioritised and consolidated approach will be outlined in the forthcoming Change for Children Action Plan and is being informed by the Independent Reform Monitor to ensure alignment of expectations.
- It is intended that a new Government approve this prioritised and consolidated approach outlined in the Change for Children Action Plan by September 2025. This timeframe is partially dependent on the completion and submission of the Woolcott Review, to enable the Change for Children Action Plan to adequately and meaningful respond to its recommendations.

Background

Table 1. Commission of Inquiry and related reviews implementation status

Review (release)	Recommendations accepted or responded to by the Tasmanian Government	Progress to date – recommendation completion status
Commission of Inquiry into the Tasmanian Government's Responses to Child Sexual Abuse in Institutional Settings (2023)	191	• 54 complete • 137 in progress
Interim Response Actions (2022)	30	• 28 complete • 2 in progress
Royal Commission into Institutional Responses to Child Sexual Abuse (2017)	304	• 242 complete • 59 in progress • 4 for consideration
Blake Review into whether Selected Secretaries Potentially Breached the Code of Conduct (2024)	10	• 3 complete • 5 in progress • 2 for consideration
Weiss Independent Review into former police officer Paul Reynolds (2024)	5	• 5 in progress
Child Safe Governance Review into the Launceston General Hospital and Human Resources (2022)	100	• 92 complete • 4 complete and ongoing • 3 in progress • 1 not commenced
Independent Inquiry into the Tasmanian Department of Education's Responses to Child Sexual Abuse (2021)	21	• 18 complete • 2 complete and ongoing • 1 in progress
TOTAL	661	• 443 complete/ complete and ongoing • 218 incomplete

Prepared by	Name Harley Avent	Position Acting Senior Policy Analyst, Keeping Children Safe COI Coordination Taskforce
Cleared by	Marnie Bower	Assistant Director, Keeping Children Safe

DPAC contact for more information:	Name Courtney Hurworth	Contact number 
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Incoming Government Brief 2025

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DPAC Group – Keeping Children Safe Reform Group

Role of and Engagement with the Office of the Independent Reform Monitor

Recommendation

- **Note** ongoing and prioritised engagement with the Office of the Implementation Monitor (OIM) to support independent oversight of the Tasmanian Government's implementation of the *Commission of Inquiry into the Tasmanian Government's Responses to Child Sexual Abuse in Institutional Settings* (Commission of Inquiry) and other relevant reform report recommendations.
- **Note** the Keeping Children Safe Reform Group (KCSRG), DPAC will continue coordinating whole-of-government responses to the Child Safety Reform Implementation Monitor's (the Monitor) requests.

Key Points

- The establishment of an independent Monitor was a key recommendation (Recommendation 22.1) of the Commission of Inquiry.
- The Hon Robert Benjamin AM SC was announced as Tasmania's inaugural Monitor on 2 December 2024.
- The Monitor plays a critical role in independently overseeing the implementation of relevant reform reports including all 191 Commission of Inquiry recommendations, and accepted recommendations from the *Royal Commission into Institutional Responses to Child Sexual Abuse*, to support transparency, accountability and effectiveness.
- The Tasmanian Government is required to fully cooperate with the Monitor under the *Child Safety Reform Implementation Monitor Act 2024* (the Act).
- Tasmanian Government agencies have been collaboratively engaging with the Monitor, through regular meetings and responses to audit and information requests.
- An Implementation Framework (section 14 of the Act), to guide the OIM's work in overseeing the implementation of recommendations and other related in scope reviews, is in development and will be released prior to 3 December 2025.
- An Evaluation Advisory Group (EAG) comprising agency representatives has been established by the OIM, to support the development of the Implementation Framework. The EAG is expected to meet four times between June and October 2025.

- The Monitor will deliver the first annual report to Parliament via the Attorney-General by 30 September 2025, which will cover the period to 30 June 2025.
- The Monitor met with former members of Parliament for introductory meetings. The Monitor was scheduled to appear in front of the Joint Sessional Committee in June 2025, however this was delayed due to the proroguing of Parliament.

Background

- Recommendation 22.1 of the Commission of Inquiry outlines that the Tasmanian Government should introduce legislation to establish and fund an independent Child Sexual Abuse Reform Implementation Monitor, with provisions for:
 - the scope of the Implementation Monitor's functions and independent evaluations to be undertaken, including establishing an evaluation framework, baseline data and ongoing data requirements, requirements to conduct periodic evaluations and make findings publicly available.
 - the Tasmanian Government to protect the independence of the Implementation Monitor.
 - reporting requirements of the Tasmanian Government to the Implementation Monitor.
 - key stakeholders for consultation by the Implementation Monitor.
- The *Child Safety Reform Implementation Monitor Bill 2024* was passed by the Tasmanian Parliament on 20 June 2024, following public and targeted consultation.
- Under the Act, the Tasmanian Government has a duty to cooperate with the Monitor (section 18), and to provide requested information or documents (excluding specific confidential information) to support effective oversight (section 15).
- The KCSRГ coordinates whole-of-government responses to the Monitor's requests, including efforts to streamline information sharing across agencies. Where multiple agencies are approached on a common issue, the KCSRГ coordinates responses to ensure consistency and to minimise duplication.

	Name	Position
Prepared by	April Kenneally	Senior Policy Analyst, Keeping Children Safe
Cleared by	Marnie Bower	Assistant Director, Keeping Children Safe

	Name	Contact number
DPAC contact for more information:	Sam Gunner Director, Youth Justice Reform (Partnerships)	Out of scope, 8-35

Incoming Government Brief 2025

Minister for Women and the Prevention of Family Violence

DPAC Group – Keeping Children Safe Reform Group

Overview – Prevention of Family Violence

Role of Portfolio

- The Prevention of Family Violence portfolio leads Tasmania's coordinated, whole-of-government response to preventing and responding to family and sexual violence.
- This work is guided by *Survivors at the Centre: Tasmania's Third Family and Sexual Violence Action Plan 2022–2027*, building on two earlier plans delivered since 2015.
- Key functions include:
 - Delivering policy and program oversight for implementation of *Survivors at the Centre (SATC)*, supported by over \$140 million in dedicated State funding.
 - Securing and managing Commonwealth investment, including \$29 million through the *National Partnership on Family, Domestic and Sexual Violence Responses 2022–2030*.
 - Representing Tasmania in national forums, including the Women and Women's Safety Ministerial Council.
 - Leading Tasmania's engagement on intergovernmental agreements and shared reform priorities.
 - Driving long-term systems reform, including planning for the next action plan from 2027, which will be shaped by evaluation, an outcomes framework, stakeholder input, and alignment with national directions.

Key Facts

Third Family and Sexual Violence Action Plan 2022–2027: Survivors at the Centre

- *Survivors at the Centre* was released in November 2022 following extensive consultation, including with victim-survivors.
- It builds on two earlier Action Plans (since 2015), driving a coordinated, whole-of-government response to prevent and respond to family and sexual violence.
- Key focus areas include:
 - Changing attitudes and behaviours that lead to family and sexual violence;
 - Supporting victim-survivors and families affected by family and sexual violence;
 - Strengthening the Government's legal responses to hold perpetrators accountable for their violent behaviours.

Alignment with the National Plan and National Reform

- Tasmania's approach aligns with the *National Plan to End Violence Against Women and Children 2022–2032*, contributing to shared national priorities including prevention, early intervention, response, and recovery.
- In 2024, National Cabinet elevated the focus on family, domestic and sexual violence, recognising it as a national priority and directing greater urgency and coordination. This resulted in increased taskings through the *Women and Women's Safety Ministerial Council*, including:
 - Implementation of the *Rapid Review of Prevention Approaches to End Gender-Based Violence*, with a focus on men's behaviour change, risk assessment and management, and specialist workforce development.
 - Continued support for development of the *National Aboriginal and Torres Strait Islander Family Safety Plan* through the development of the draft *Our Ways-Strong Ways – Our Voices: National Aboriginal and Torres Strait Islander Safety Plan* (not yet released).
- Tasmania contributes to this work through intergovernmental engagement and its role on the Ministerial Council. *Under the National Partnership on Family, Domestic and Sexual Violence Responses 2022–2030*, Tasmania has secured \$29 million in Commonwealth funding to support key SATC actions and aligned initiatives.

Staffing Profile

- The Prevention of Family and Sexual Violence is within the Keeping Children Safe Reform Group, Department of Premier and Cabinet.

Prevention of Family and Sexual Violence		
Position	Classification	Full-time equivalent (FTE) at 30 June 2025
Assistant Director	Band 8	1.0
Senior Policy Analyst	Band 7	1.0
Senior Project Manager	Band 7	0.9
Policy Analyst	Band 6	1.0
Policy Analyst	Band 6	Vacant
Policy Analyst	Band 6	Vacant
Policy and Project Officer	Band 5	Vacant
	Total	3.9 FTE + 3 vacant

Budget and Funding

- The Tasmanian Government has committed over \$140 million across five years (2022–2027) to implement SATC and supporting initiatives, including:
 - \$62.5 million under core departmental funding
 - Arch Centre capital and operational costs
 - Direct agency contributions to Action implementation

- Commonwealth funding of \$29 million (2022–2030) supports implementation of key SATC actions and aligned activities.
 - Future funding needs for currently Commonwealth-funded activities beyond June 2025/26 will be considered in future State Budgets.
 - In addition, the Commonwealth has advised a further expected commitment of \$11.261 million over four years from 2026-27 to continue the 500 Worker initiative. This will be subject to execution by the Tasmanian and Commonwealth Governments.

Reporting and performance

- SATC includes a commitment to regular progress reporting:
 - Annual reports for 2022–23 and 2023–24 are published on the Safe from Violence website.
- Six-monthly reporting commenced in 2025 to support national alignment and stakeholder transparency.
 - The July–Dec 2024 report is published.
 - Jan–June 2025 report is expected in Sept/Oct 2025.
- As at 31 December 2024:
 - 29 of 38 actions (76%) completed
 - 9 actions (24%) in progress and on track for completion by mid-2027

Priority Areas (list of Topic briefs included in pack)

Topic title	Recommendation
Family Violence Alliance	Note the establishment of the Tasmanian Family and Sexual Violence Alliance as a new peak body for the family and sexual violence sector. Consider funding parameters for the Alliance, including options for sustainable ongoing funding beyond initial establishment support (Jun 2026).
National Partnership on Family, Domestic and Sexual Violence	That the 2025-26 and future State Budget process ○ consider the end of current programs in June 2026 funded under the National Partnership Agreement on Family, Domestic and Sexual Violence Responses 2022-2030 (NPA); and ○ address the obligation for Tasmania to provide funding of \$7.865 million over five years (2025-26 to 2029-30) to match Commonwealth funding under the 2025-30 Schedule of the NPA.
Tasmania's plans for Family and Sexual Violence	Note that the Tasmanian Government's family and sexual violence Action Plan, <i>Survivors at the Centre</i> concludes in mid-2027.

	Note that the preliminary work has commenced to consider what approach may come next (strategy, action plan etc). Note that the future funding for the next approach due to commence in mid-2027 will be part of budget considerations.
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Attachments

- 1. [*Third Family and Sexual Violence Action Plan 2022-2027: Survivors at the Centre*](#)
- 2. [*The National Plan to End Violence against Women and Children 2022-2032*](#)

Prepared by	Name	Position
	Mark Green	Senior Project Manager, Family and Sexual Violence
	Marni Benton	Senior Policy Analyst, Family and Sexual Violence
	Tegan Dwyer	Assistant Director, Family and Sexual Violence
Cleared by	Courtney Hurworth	Chief Reform Lead, Keeping Children Safe

DPAC contact for more information:	Name	Contact number
	Sam Gunner	

Incoming Government Brief 2025

Minister for Women and the Prevention of Family Violence

DPAC Group – Keeping Children Safe Reform Group

National Partnership on Family, Domestic and Sexual Violence

Recommendation

- **Note** that this brief outlines Tasmania's funding obligations under the National Partnership Agreement (NPA) on Family, Domestic and Sexual Violence Responses 2025–30 and key decisions required in the 2025–26 State Budget.
- That the 2025–26 and future State Budgets:
 - **Consider** the scheduled end of current programs in June 2026, funded under the National Partnership Agreement on Family, Domestic and Sexual Violence Responses 2022–2030; and
 - **Address** Tasmania's matched funding requirement of \$7.865 million over five years (2025–26 to 2029–30) under the 2025–30 Schedule.

Key Points

- The NPA supports joint delivery of frontline services aligned to the *National Plan to End Violence Against Women and Children 2022–2032*, focusing on:
 - Specialist services for women
 - Support for children exposed to family, domestic and sexual violence
 - Programs working with men, including perpetrators
- Under the NPA 2025–30, Tasmania will receive over \$29 million in Commonwealth funding through relevant Schedules.
- Commonwealth NPA funding of \$2.96 million supports eight programs in 2025–26. This funding will cease in June 2026 unless further allocations are made. The Commonwealth has allocated \$1.541 million for Tasmania in 2026–27, which remains unallocated at this stage.
- The Tasmanian Government is required to match this with \$7.865 million over five years, starting with **\$1.505 million in 2025–26** and **\$1.541 million in 2026–27**.
- While Tasmania's 2025–26 Project Plan includes indicative matched funding, it has not yet been confirmed due to the delayed Budget process as a result of the 2025 State Election.

Background

National Plan to End Violence Against Women and Children 2022 - 2032

- Extensive consultation was undertaken by the Australian Government across 2021 and 2022 to inform the development of a new National Plan.
- The 10-year National Plan commits to achieving its vision of ending gender-based violence within one generation and outlines how this will be achieved.
- This includes building the workforce, strengthening data collection systems, increasing accountability for perpetrators, and providing person-centred and holistic responses to support victim survivors.
- The National Plan sets out actions across four domains:
 - Prevention – working to change the underlying social drivers of violence by addressing the attitudes and systems that drive violence against women and children to stop it before it starts.
 - Early intervention – identifying and supporting individuals who are at high risk of experiencing or perpetrating violence and prevent it from reoccurring.
 - Response – providing services and supports to address existing violence, such as crisis support and police intervention, and a trauma-informed justice system that will hold people who use violence to account.
 - Recovery and healing – helping to reduce the risk of re-traumatisation; and supporting victim-survivors to be safe and healthy to be able to recover from trauma and the physical, mental, emotional, and economic impacts of violence.
- Importantly, information gained from the development of the new National Plan has been used to inform *Tasmania's Third Tasmania Family and Sexual Violence Action Plan 2022-2027: Survivors at the Centre*.
- Tasmania aligns the timeframe of its family and sexual violence action plans alongside the national plan so that we can learn from and leverage national developments.
- To support the National Plan, the Australian Government has also released:
 - First Action Plan 2023-27, including an Activities Addendum.
 - Aboriginal and Torres Strait Islander Action Plan 2023-25.
 - Outcomes Framework 2023-25.

Previous NPA Funding to Tasmania:

2021-23 Federal Funding Agreement:

- 1.1 Billion Women's Safety Package including 261.4 million over two years to establish a federation funding agreement on Family, Domestic and Sexual Violence Response with states and territories to expand funding for frontline family, domestic and sexual violence services.
 - Tasmania's allocation of this - 5.65 million 2021-223

2023-25 NPA Schedule:

- On 31 January 2024, Tasmania signed the Family, Domestic and Sexual Violence Responses 2023 - 2025 which provides an additional \$3.47 million to Tasmania to support family, domestic and sexual violence services.
- This funding continues actions under *Survivors at the Centre* in 2024-25 and 2025-26 and provides additional funding for:
 - the Step Up Program
 - Keeping Women Safe in their Homes
 - Safe Beds for Pets Program
 - Mother's Circle
 - Aboriginal Community Projects and Initiatives
 - Establishment of a Tasmanian Family and Sexual Violence Peak Body
 - Second round of the Supporting Diverse Community Grant Program.

500 Community Sector and Frontline Workers Initiative and Innovative Perpetrator Program

- On 25 October 2022, along with the release of the National Plan, the Australian Government also announced additional funding to State and Territory Governments as part of the Women's Safety Package in the October 2022-23 Budget, which included:
 - \$169.4 million over four years from 2022-23 in Commonwealth funding to support a total of 500 frontline service and community workers to support people experiencing family, domestic and sexual violence; and
 - \$25 million over five years for innovative responses to address the behaviour of perpetrators.
- Of this Tasmania will receive \$8.65 million in funding which includes funding for 24.6 fulltime equivalent new frontline and community sector workers commenced by June 2024-25 and \$3.37 million towards innovative perpetrator responses.
- Tasmania has met its target of 24.6 commenced FTE workers.
 - It is anticipated that the Commonwealth will commence negotiations in early 2025-26 with the states and territories to continue 500 Worker funding from 2026-27.

FDSV Responses 2025 – 2030

- On 6 September 2024, National Cabinet agreed to negotiate a renewed, five-year Schedule to the FDSV Responses NPA, to commence on 1 July 2025 and deliver over \$700 million in new matched investments from the Commonwealth and states and territories.
- The new funding will support greater flexibility for states and territories to direct funding to meet local need and will be accompanied by stronger transparency and accountability mechanisms.
- It will include a focus on nationally coordinated approaches to support prevention activities through frontline services. These include
 - specialist services for women;
 - services to support children exposed to family, domestic and sexual violence to heal and recover; and
 - working with men, including men's behaviour change programs for perpetrators of gendered violence.

- Tasmania will receive \$ 7.865 million (including indexation) over five years from 1 July 2025 and will provide matched funding to further support the sector.

Funding shortfall from 1 July 2026

- The table below sets out the NPA-funded programs in 2025-26 that will cease in June 2026.
- The Commonwealth has allocated \$1.541 million in 2026-27 under the NPA 2025-30.
 - This funding is unallocated at this stage.
- In addition, the Tasmanian Government is required to match Commonwealth funding of \$1.505 million in 2025-26 and \$1.541 million in 2026-27.
 - Due to the delayed 2025-26 State Budget, this has not been confirmed.

Organisation=	Program Title	Annual funding ceasing 30 June 2026	NPA funding source	Additional Tas Govt funding (if relevant)
Home Base (formerly Colony47)	Step Up Adolescent Program	\$712,500	NPA 2023-25	
RSPCA Tasmania	Safe Beds for Pets	\$75,000	NPA 2023-25	\$75,000
Migrant Resource Centre Tasmania	Mothers Circle Program	\$75,000	NPA 2023-25	
Tasmanian Family and Sexual Violence Alliance	Peak Body	\$200,000	NPA 2023-25	\$170,000
Sexual Assault Support Service	Arch Centre services - South	\$300,000	NPA 2025-30	
Laurel House	Arch Centre services - North	\$300,000	NPA 2025-30	
Laurel House	Arch Centre services - West	\$300,000	NPA 2025-30	
Dept of Justice	Keeping Women Safe in their Home	\$405,000	NPA 2025-30	
	TOTAL	\$2,367,500		

	Name	Position
Prepared by	Mark Green	Senior Project Management, Prevention of Family and Sexual Violence
Cleared by	Sam Gunner	Executive Director, Keeping Children Safe Reform

	Name	Contact number
DPAC contact for more information:	Tegan Dwyer	Out of scope, s.35

Incoming Government Brief 2025

Minister for Women and the Prevention of Family Violence

DPAC Group – Keeping Children Safe Reform Group

Tasmanian Family and Sexual Violence Alliance Peak

Recommendation

- **Note** the establishment of the Tasmanian Family and Sexual Violence Alliance as a dedicated Peak Body under Action 14 of *Survivors at the Centre: Tasmania's Third Family and Sexual Violence Action Plan 2022–2027*.
- **Note** the Peak Body's role in representing victim-survivor voices, strengthening sector coordination, and providing strategic policy advice informed by lived experience.
- **Note** the Alliance is in its early establishment phase, with a transitional board and foundational governance work underway.
- **Note** that current grant funding, jointly provided by the Tasmanian and Australian Governments, will cease on 30 June 2026. Options for longer-term funding will need to be considered.

Key Points

About the Peak Body

- The Alliance provides a single point of engagement between government and the family and sexual violence sector.
- Its role includes policy advocacy, strategic advice, and system coordination to ensure services are collaborative, joined-up, and centred on victim-survivor needs.
- The Peak strengthens the sector's capacity to inform government reforms, and to influence the design and delivery of safe, responsive, and evidence-based services.
- A joined-up system is critical to ensuring victim-survivors don't fall through the cracks – that services coordinate, communicate and wrap support around people when they need it most.
- The Alliance is working with the Department of Premier and Cabinet to develop an annual workplan that reflects sector priorities and aligns with the objectives of the Third Action Plan.

- This collaborative approach supports transparency, shared ownership of reform priorities, and clear alignment between policy development and on-the-ground experience.

Funding Overview

Total committed funding: **\$1.25 million (2023–2027)** under Action 14 of the Third Action Plan.

Breakdown:

- **TasCOSS – \$270,000 (July 2023 – December 2024)**
 - Initial design and establishment work
 - Funded by: \$170,000 Tasmanian Government + \$100,000 Commonwealth (NPA)
- **Alliance – \$640,000 (March 2025 – June 2026)**
 - Operational establishment and delivery
 - Funded by: \$340,000 Tasmanian Government + \$300,000 Commonwealth (NPA)
- **Unallocated – \$170,000 (2026–27)**
 - Earmarked to support further work under Action 14
 - Funded by: Tasmanian Government

Funding Caveat:

- There is currently **no recurrent funding beyond June 2027**. Ongoing sustainability will require identification of a longer-term funding model.

Background

Establishment Phase of Tasmanian Family and Sexual Violence Peak Body

- **August 2023:** TasCOSS engaged via grant deed to lead design work.
- **July 2024:** Deed extended to December 2024; additional Commonwealth funding secured.
- **Nov–Dec 2024:** Constitution finalised; registration process commenced.
- **March 2025:** Grant deed executed with the Alliance; CEO appointed (Bree Klerck).
- **June 2025:** Alliance launches its Shared Policy Platform, calling for:
 - Primary prevention in future Action Plans
 - Reform of community-based funding
 - An FSV workforce development strategy

Governance (Transitional Board in place):

- Alina Thomas (Interim Chair) – Engender Equality
- Kathryn Fordyce (Secretary) – Laurel House
- Yvette Cehtel (Public Officer) – Women’s Legal Service Tasmania
- Lauren Palma (Treasurer) – No to Violence
- Fiona Barrett – Huon Domestic Violence Service
- Denise Tilley – Yemaya Women’s Support Service
- Victim-survivor representative
- Tasmanian Aboriginal representative

Sector Engagement

- **July 2025:** Statewide consultation sessions on role, function, and membership of the Peak.
- **September 2025:** Government roundtables and sector briefings to consolidate findings.
- **October 2025:** Release of consultation summary report.
- **From November 2025:** Implementation of findings and operational refinement.

Alliance membership

The Alliance is a member of the Tasmanian Coalition of Community Services Peaks, alongside 15 other organisations including TasCOSS, Shelter Tasmania, Carers Tasmania, and the Mental Health Council of Tasmania.

	Name	Position
Prepared by	Marni Benton	Senior Policy Analyst, Prevention of Family and Sexual Violence (PFSV), Keeping Children Safe (KCS)
	Tegan Dwyer	Assistant Director, PFSV, KCS
	Sam Gunner	Executive Director, Keeping Children Safe
Cleared by		

	Name	Contact number
DPAC contact for more information:	Tegan Dwyer	Out of scope, s.36

Incoming Government Brief 2025

Minister for Women and the Prevention of Family Violence

DPAC Group – Keeping Children Safe Reform Group

Tasmania's plans for family and sexual violence

Recommendation

- **Note that:**
 - *Survivors at the Centre Tasmania's Third Family and Sexual Violence Action Plan 2022-27* concludes in mid-2027.
 - Preliminary planning is underway to determine the next iteration (eg: new strategy or action plan etc).
 - • While \$12.5 million was nominally allocated by the previous Government over the forward estimates, future funding from mid-2027 will require further consideration. This will include determining what the allocation is intended to fund, whether additional resources are required, and how the timing and level of Commonwealth funding, particularly in relation to the National Partnership Agreement, may impact the next iteration.

Key Points

- *Survivors at the Centre* advances the vision that all Tasmania's are safe, equal and respected, and that homes and communities are free from family and sexual violence.
- More than \$140 million has been committed over five years to implement 38 actions under four key principles:
 - Partnership and Transformation;
 - Capacity Building;
 - Prevention and Early Intervention; and
 - Voice and Diversity.
- Delivery is coordinated by the Family Safety Secretariat in the Department of Premier and Cabinet across departments and Ministerial portfolios including health, justice, education, housing, police and corrections.
- The latest publicly reported figures are as at 31 December 2024, show 29 of 38 completed actions (including continuing actions), with all actions on track for completion by 2027.
- The Plan aligns with the *National Plan to End Violence against Women and Children 2022-2032*, with regular progress reporting against both.

- Survivors at the Centre concludes in June 2027. Initial planning for the next iteration has commenced. This will involve consultation with the family and sexual violence services sector and victim survivors.

Background

- In 2021, the Tasmanian Government's Supporting Women and Girls election policy committed to developing a third family and sexual violence action plan with fully funded, evidence-based initiatives, in consultation with the Family and Sexual Violence Consultative Group and people with lived experience.
- The Department of Premier and Cabinet coordinates all actions, works collaboratively with all agencies and delivers the progress reporting under Survivors at the Centre.

	Name	Position
Prepared by	Bridgette Chapman	Policy Analyst, Family and Sexual Violence, DPAC
Through	Tegan Dwyer	Assistant Director, Prevention of Family and Sexual Violence, DPAC
Cleared by	Sam Gunner	Executive Director, Keeping Children Safe Reform Group, DPAC

	Name	Contact number
DPAC contact for more information:	Tegan Dwyer	

Attachments

1. Survivors at the Centre 2022-27
2. Survivors at the Centre Progress Report - 1 July 2023 - 30 June 2024
3. Survivors at the Centre Progress Report - 1 July 2024 - 30 December 2024

Incoming Government Brief 2025

Premier

DPAC Group - Community and Government Services

Service Tasmania Key Initiatives

Recommendation

- **Note** the opportunity to build on the initial success of **myServiceTas**, as the digital front door for government services through accelerating agency adoption, improving access to services and gaining cost efficiencies across whole of government.
- **Note** the need to increase funding for **Service Centre capital investment** to reflect current costs of construction and materials to maintain the service centre network.
- **Note** the current status of the **Community Participation and Appeals Fund**, and community organisation feedback regarding funding levels.
- **Note** issues with the legislated eligibility requirements and available budget for the **Heating Allowance**.

Key Points

myServiceTas digital portal

- myServiceTas was established in April 2024 to create a digital front door for government services.
- myServiceTas currently has an ongoing funding allocation of \$2.1 million per annum, which covers running costs and essential development/maintenance.
- There are currently 150,000 unique users who use the platform to perform a range of transport-related transactions and apply for fire permits and burn registrations, with connection to the Marine and Safety Tasmania portal and a myServiceTas mobile app both due for delivery in 2025.
- Agencies are not currently instructed to integrate myServiceTas for delivery of their services. In order to release whole-of-government efficiencies and productivity, as well as provide a consistent and simple experience for the public through a single login, it is crucial that all government agencies are encouraged to leverage myServiceTas.
- This model will reduce the number of technology procurements for common components and will encouraging re-use of functionality across agencies.

Service Centre capital investment

- Service Tasmania receives an annual Capital Investment Program (CIP) allocation of \$250,000 per annum that is used to maintain and refurbish Service Tasmania service centres and associated technology systems and customer amenities.
- The annual capital investment allocation of \$250,000 has not increased since it was established in the 2008-09 budget and has not kept pace with the rising costs of construction and building materials.
- As a guide, recent refurbishment works for Smithton were quoted at \$300,000 and King Island was quoted at \$450,000.
- An increase to CIP funding to \$600,000 per annum would allow for two service centres to be refreshed each year, meaning that each site would be refreshed every 13 years.

Community Participation and Appeals Fund (CPAF)

- CPAF was established in July 2015 and aims to build social cohesion and encourage community participation.
- CPAF provides funding certainty to iconic Tasmanian events and charitable appeals through multi-year funding arrangements. \$196,500 was allocated in 2024-25.
- Budget funding for CPAF expired in 2023, with one-year funding extensions given in 2023-24 and 2024-25.
- Community sector organisations have previously noted the levels of funding have largely remained static in recent years, whilst their costs are rising. More broadly, organisations have also noted that annual funding arrangements do not provide long term certainty.
- The 2025-26 budget which ultimately did not pass, would have increased the CPAF to \$350,000 per annum, also returning to multi-year funding arrangements.
- Due to the election and the passage of the Supply Bill (No. 1) 2025, only existing community events and charitable appeals have been provided funding for the first half of the 2025-26 financial year.

Heating Allowance

- The Heating Allowance is a longstanding program designed to assist eligible pensioners with heating costs. The program originated in 1948, initially providing one ton of wood per eligible household. It was converted to a cash payment in 1963 and formally legislated in 1971.
- The allowance is currently a modest \$56 per year, paid in two equal instalments of \$28 each in May and September. The most recent payments were made in May 2025, benefiting 3,645 recipients for a total expense of around \$224,000 per financial year.
- The legislated eligibility criteria have remained largely unchanged since inception and include outdated financial thresholds:
 - Income (excluding pension) not exceeding \$10 per week,

- Liquid assets not exceeding \$1,750 (single) or \$2,750 (couple).
- Based on current cost-of-living standards, most ongoing recipients would be ineligible under a strict application of these criteria. The eligibility criteria and the legislation more generally are overdue for review.
- Section 3(4) of the Pensioners (Heating Allowance) Act 1971 enables the responsible Minister to authorise payment to pensioners who do not meet the strict income or asset limits, where not paying the allowance would cause undue hardship. A large proportion of recipients are currently paid utilising this mechanism with authorisation by the Minister due to the outdated financial thresholds in the legislation.
- While responsibility for administration of the Heating Allowance sits with Service Tasmania, previously the Minister for Community Services has been the responsible Minister. Further advice regarding future options for the Heating Allowance will be provided to the responsible Minister.

Prepared by	Laurelle Halford	Communications and Portfolio Services Manager, Service Tasmania
Cleared by	Andrew Wilford	Director, Service Tasmania

	Name	Contact number
DPAC contact for more information:	Andrew Wilford	

Incoming Government Brief 2025

Premier

DPAC Group - Community and Government Services

Overview - Service Tasmania

Role of Portfolio

- Service Tasmania provides the Tasmanian community convenient access to a wide range of government services:
 - face-to-face at Service Tasmania's 27 service centres;
 - via phone through the Government Contact Centre; and
 - online through www.service.tas.gov.au; and the myServiceTas digital portal.
- Customers can access over 500 services over the counter and over the phone, and pay bills electronically, online or by phone.
- The structure of Service Tasmania comprises three core teams:
 - **Service Operations** – responsible for the operation of the 27 face-to-face service centres, the Government Contact Centre and digital support services.
 - **Strategy and Business Development** – responsible for back-of-house digital platforms, service design, communications, projects and strategy.
 - **Grants and Programs** – a newly formed unit responsible for the administration of community grants in DPAC as well as operation of the Seniors Card, Companion Card and Veterans Wellbeing Voucher Programs and the production of the Tasmanian Government Concessions and Discounts Guide.
- Service Tasmania's key strategic priorities are currently being refreshed, and will reflect the following themes:
 - *Meet our customers where they are*; providing choice in how to access services through face-to-face, phone and contemporary digital services.
 - *Strengthen the digital front door to government*; by delivering more services online, primarily through the myServiceTas digital portal.
 - *Enabling greater efficiencies across government*; through reduction of duplication and standardisation to reduce burden on individuals.
 - *Investing in our people for the future*; to ensure they have the skills to support customers across face-to-face and digital channels.

Key Facts

Budget

- Service Tasmania had 171.6 paid FTE at 31 March 2025. This has increased by 26.5FTE in the previous 12 months due to:
 - Incorporation of new Community Grants and Programs Unit.
 - Two major intakes of frontline staff addressing key vacancies, and temporary increases in paid hours due to training requirements.
 - Additional paid hours on a time-limited basis for digital service support.
- In the 2024-25 budget Service Tasmania (Output 3.2) had a budget of \$23.6 million, comprising revenue by appropriation of \$18.1 million and a \$250,000 Capital Investment Program for service centre refurbishments.
 - Revenue of \$2.3 million was received from government agencies for over-the-counter services through a cost per transaction model.
 - Additional revenue of \$1.1 million was generated through provision of government contact centre services, a service contract with the Commonwealth (Services Australia) and the sale of Personal Information Cards to the public.
- Within the 2024-25 financial year, the overall budget increased by \$1.93 million following transfer of the Community Grants, Card Programs and Concessions Guide from other outputs.

Risks

- Service Tasmania has an ongoing funding deficit of \$2.1 million, associated with its corporate overhead costs within DPAC, which was flagged as a budget risk via a Request for Additional Funds (RAF) process during the 2024-25 budget. This RAF was ultimately unsuccessful, with costs in the 202-25 financial year met through Service Tasmania and DPAC Trust.
- In addition to the above, a review of the Service Tasmania cost model by Wise Lord and Ferguson in 2024 identified that charges applied to agencies for delivery of their services through Service Tasmania are not keeping pace with the actual operational costs. The review identified that an amount of \$1.4 million per annum should be recouped from agencies through higher charges to support ongoing operations including staffing, training and minor works.
- Service Tasmania receives a Capital Investment Program (CIP) allocation of \$250,000 per annum, which is inadequate for the annual upkeep and improvement of the 27 service centres. As an illustration a refurbishment currently underway at the modestly sized Smithton site, is projected to cost \$305,000 alone. As a result, several sites require a full refurbishment or to be moved elsewhere to more suitable tenancies.
- A paper addressing the financial issues is currently under development for the Premier's consideration.

Priority Areas (list of Topic briefs included in pack)

Topic title	Recommendation
Service Tasmania Key Initiatives	Note the status of key initiatives

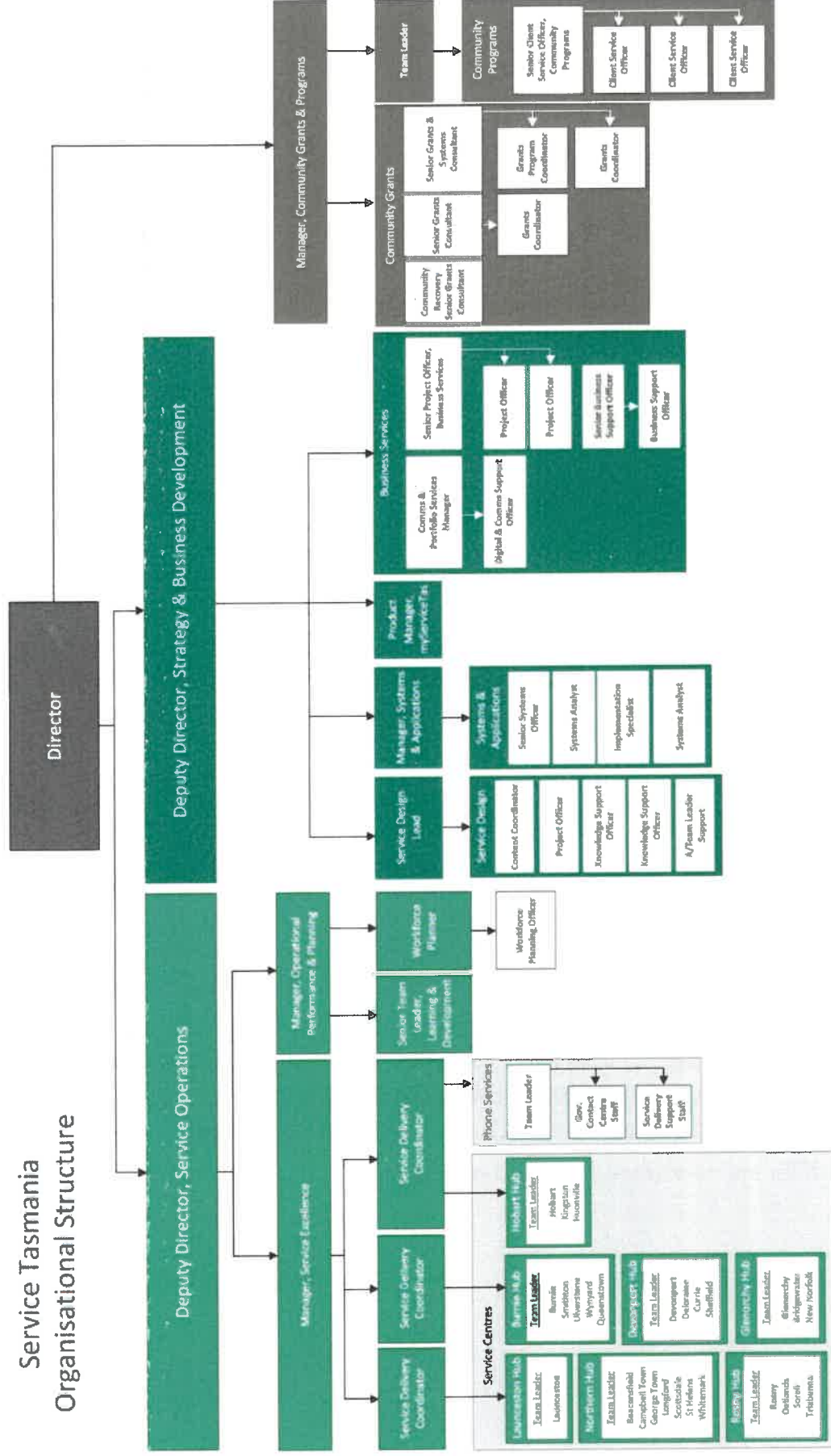
Prepared by	Name Laurelle Halford	Position Communications and Portfolio Services Manager, Service Tasmania
Cleared by	Andrew Wilford	Director, Service Tasmania

	Name	Contact number
DPAC contact for more information:	Andrew Wilford	Out of scope, s 36

Attachments

1. Organisational structure Service Tasmania

Service Tasmania Organisational Structure



Service Tasmania

Last updated: 15/07/2025

Incoming Government Brief 2025

Minister for Innovation, Science, and the Digital Economy

DPAC Group - Community and Government Services

National Data and Digital Agenda

Recommendation

- **Note** the requirement to attend National Data and Digital Ministers' Meetings with the next meeting scheduled for Friday 22 August 2025.

Key Points

- The Tasmanian Government is engaged and participates in matters prioritised through the national Data and Digital Ministers' Meeting (DDMM) which is tasked from National Cabinet.
- Through the DDMM and its related working groups, the Tasmanian Government is currently engaged in national initiatives associated with digital identity, digital identity resilience, cross jurisdictional digital services integration, data sharing, digital inclusion and the transformation of services around life events.
- Tasmania is a signatory to the National Inter-Government Agreement on Data Sharing.
- The DDMM comprises ministerial representatives responsible for data and or digital matters across each Australian jurisdiction and New Zealand, and meets on a quarterly basis, typically in-person.
- Occasionally ministers across jurisdictions may be unable to attend due to competing portfolio commitments or parliamentary sitting schedules. Where the Minister cannot attend, a senior official attends and is able to talk to positions agreed to by the Minister.
- Senior officials attend all DDMM and associated working groups. The minister is briefed to develop positions, key decisions and actions prior to meetings.
- The next DDMM meeting is scheduled for Friday, 22 August 2025, although the location for the meeting is yet to be confirmed.

Background

- The DDMM is chaired by the Commonwealth Minister for data and/or digital matters – Senator the Hon Katy Gallagher and meets quarterly with additional meetings, as necessary.
- The purpose of the DDMM is to drive effective intergovernmental cooperation on national data and digital priorities for smarter service delivery and improved policy outcomes for all Australians.
- The DDMM oversees a workplan that is focused on delivering a seamless digital identity experience for citizens, reforming cross-jurisdictional data and digital platforms, services and protocols and transforming services around life events.
- Recent priorities agreed by the DDMM include:
 - A new national framework for the assurance of artificial intelligence used by governments. This initial framework aligns with the Australian AI Ethics Principles and includes common assurance processes.
 - Collaboration on initiatives to improve digital inclusion outcomes based on the findings and recommendations in the initial report of the First Nations Digital Inclusion Advisory Group.
 - The Intergovernmental Agreement on Data Sharing (IGA).
- Under the Intergovernmental Agreement on Data Sharing (IGA), Data and Digital Ministers are responsible for agreeing and overseeing a National Data Sharing Work Program to improve data sharing between governments. Ministers agreed the third Work Program will include projects to:
 - Improve data sharing and provide better services to victims of family and domestic violence.
 - Develop a national data catalogue.
 - Align broader intergovernmental data sharing with the National Disability Data Asset and the Australian National Data Integration Infrastructure.

Cyber Security as a standing item at DDMM

- Cyber Security became a standing item on all DDMM agendas from February 2025 to provide updates for Data and Digital Ministers.
- It should be noted that the Tasmanian Government also receives Cyber Security briefings at National Cabinet, First Secretaries and First Deputies meetings.
- The Digital Strategy and Services' Cyber team also participates in National Cyber Security Committee (NCSC) forums, comprising senior cyber security officials from all states and territories, and key cyber security stakeholder agencies from the Commonwealth Government. It is co-chaired by a representative from the states and territories (revolving annually) and the Department of Defence, Australian Signals Directorate and Department of Home Affairs.

Prepared by	Name Georgia McNamara	Position Manager - Policy and Strategy, Digital Strategy and Services
Cleared by	Justin Thurley	Tasmanian Government Chief Information Officer, Digital Strategy and Services

	Name	Contact number
DPAC contact for more information:	Justin Thurley	Out of scope, s. 35

Attachments

1. Data and Digital Minister's Meeting Terms of Reference

Attachment 1. Data and Digital Minister's Meeting Terms of Reference



Australian Government
Department of Finance

Data and Digital Ministers Meeting
Terms of Reference

Terms of Reference

Purpose

Data and Digital Ministers Meeting (DDMM) drives effective intergovernmental cooperation on national data and digital priorities for smarter service delivery and improved policy outcomes for all Australians.

Strategic Priorities

Ministers are responsible for overseeing the development of Australia's public data and digital capability by identifying best practice across jurisdictions and pursuing areas for collaboration.

Ministers investigate barriers to digital integration and data sharing within and across Commonwealth, state and territory governments. DDMM's annual work plan focuses on three strategic priorities:

- delivering a secure, convenient, voluntary and inclusive Digital ID experience for citizens
- reforming cross-jurisdictional data and digital platforms, services and protocols
- transforming services around life events.

Under Australia's Federal Relations Architecture, DDMM may be tasked with National Cabinet priorities.

Membership and Operations

The Chair of DDMM is the Commonwealth Minister for data and/or digital matters. DDMM comprises one ministerial representative responsible for data and or digital matters from each Australian jurisdiction and New Zealand.

DDMM meets on a quarterly basis with additional meetings as necessary.

Attendance of officials is limited to those immediately advising member Ministers (one official or one official each for data and digital matters). Additional Ministers, Senior Officials and/or expert advisers may be invited to attend to support effective meetings and cross-portfolio collaboration and consultation subject to approval from the chair.

Decisions are made by ministerial consensus wherever possible. Decisions regarding nominations for the National Data Sharing Work Program are made on a majority basis. Ministers will consult relevant ministerial bodies on policy issues prior to any agreement to projects under its National Data Sharing Work Program.

Workplan and reporting

DDMM reviews and agrees a workplan annually.

DDMM reports to National Cabinet on its workplan and on any National Cabinet tasking as required.

Secretariat

The Commonwealth Department of Finance provides secretariat support and can be contacted at ddmm@finance.gov.au.

Incoming Government Brief 2025

Minister for Innovation, Science, and the Digital Economy

DPAC Group - Community and Government Services

Overview – Digital Strategy and Services

Role of Portfolio

- Digital Strategy and Services (DSS) provides advice and support on the data and digital agenda for the Tasmanian Government.
- DSS acts as a trusted partner across the Tasmanian public sector, supporting government agencies to work smarter, operate securely, and deliver better outcomes for the Tasmanian community.
- DSS partners with government agencies to:
 - Lead the coordination of government data and digital priorities.
 - Deliver whole-of-government digital and ICT services for the Tasmanian Government – managing and streamlining core infrastructure, platforms, and contracts to achieve efficiency, scalability, and value for money.
 - Advise Ministers and represent Tasmania nationally on digital, ICT, and cyber security priorities.
 - Oversee ICT, information management, and cyber policy and frameworks to ensure compliance and consistency.
 - Lead cyber emergency response and advise government on cyber risks and coordination.
 - Support agencies to improve digital capability, workforce skills, service delivery, and operational efficiency through the deployment of digital technologies.

Key Facts

- DSS oversees contracts exceeding \$50 million annually, delivering whole-of-government services and savings, and supports over 17,000 telephony and mobile services essential to frontline operations such as Service Tasmania, Tasmania Police, and mental health services.
- DSS manages supplier arrangements for critical network and internet services across 960 locations in 128 towns, including schools, hospitals, and emergency services.
- DSS supports payroll processing for over 1.1 million payslips annually, valued at more than \$2 billion.

- DSS also delivers the internal ICT, data and cyber security services for the Department of Premier and Cabinet, including support for Ministerial and Parliamentary Services.

Current Priorities

- Governance and support for whole-of-government data and digital priorities.
- Governance and the delivery whole of government cyber security services.
- A refresh of the Tasmanian Government's digital transformation strategy - *Our Digital Future*.
- Continuing to deliver critical whole of government digital infrastructure services to Tasmanian Government agencies and organisations, supporting the service-lifecycle and progressing major contract renewals, service improvements in the areas of digital communications and networks, and supporting the Human Resources Transformation agenda.
- Responding to the national digital transformation agenda and coordinating the associated intergovernmental relationships driven by the Data and Digital Ministers Meeting.
- Supporting the development of digital skills and capabilities within the Tasmanian State Service.
- Coordinating the Government's digital inclusion strategy.
- Progressing strategic opportunities with digital credentials (such as digital driver licenses), artificial intelligence and data sharing, insights and governance.

Core Services

- Data and Digital Governance – includes secretariat support for the Data and Digital Subcommittee of the Secretaries Board, ministerial support for this portfolio, and ministerial support for the Premier on digital and cyber matters. It also coordinates the national Data and Digital Ministers Meeting.
- Policy, Strategy and Capabilities – encompasses whole-of-government policy and standards, data and digital strategy, interjurisdictional and national collaboration, workforce capability development, and liaison with the ICT industry.
- Cyber Resilience and Risk Management – includes oversight of cyber security risk, serving as the Response Management Authority (RMA) for cyber security emergencies, participation in the National Cyber Security Committee and related forums, and support for community and industry engagement.
- Government ICT Service Delivery – provides whole-of-government shared ICT services and manages the internal ICT function for the Department of Premier and

Cabinet (DPAC). Service offerings include the delivery and maintenance of enterprise applications and platforms, HR payroll processing, management of strategic vendor partnerships (e.g. Microsoft, Oracle), communications and collaboration services, and digital networks and infrastructure.

Budget

- In the 2024-25 budget DSS (Outputs 3.1 and 3.3) had a combined expenses budget of \$31.503m. This excludes the internal DPAC IT Services budget.
- As at 31 March 2025 DSS had a paid FTE count of 70 employees. This excludes internal DPAC IT Services resourcing.
- DSS is funded through a hybrid source of appropriation and revenue from service delivery. Revenue from services typically makes up approximately 90% of funding and comes predominantly from whole-of-government services provided to the inner agencies.

Priority Areas (list of Topic briefs included in pack)

Topic title	Recommendation
Artificial Intelligence (AI) in Government	• Note that the Tasmanian Government has guidelines in place for the use of artificial intelligence within Government Agencies and continues to work with other jurisdictions and the Australian Government on a nationally consistent approach to enhance AI governance and assurance. • Note that a cross-agency AI Working Group is developing a 2-year roadmap for taking the AI agenda forward, under the guidance of the Data and Digital Sub Committee of the Secretaries Board. The roadmap includes recommendations on directions for policy; opportunities for government; collaboration and knowledge sharing; procurement and technology sourcing; and longer-term governance.
Cyber Security	• Note the strategic risks and emerging challenges for the Tasmanian Government in relation to cyber security and resilience.

	• Note DPACs role in providing leadership and whole-of-government cyber security coordination for major incidents and common services. • Note the Tasmanian Government Cyber Security Strategy 2024-2028 and current Cyber Hubs program.
Digital Inclusion	• Note improving digital inclusion is a key priority to ensure all Tasmanians can participate in everyday life. • Note as part of the broader remit to refresh the <i>Our Digital Future Strategy</i>, consultation is currently underway with industry and community to ensure the development of a well-rounded and representative plan. The Digital Community objectives and priorities outlined in <i>Our Digital Future</i> form the basis of the plan for digital inclusion.
Digital Drivers Licences – Digital Identity and Credentials	• Note that the implementation of digital driver licences in Tasmania requires substantial investment and change, but it offers significant benefits – including greater user choice, improved safety, and streamlined access to government and business services. • Note that it is recommended that the Tasmanian Government establish a clear strategic direction for digital credentials and identity, supported by a shared digital capability across all agencies. This approach will help prevent fragmentation, which can lead to duplicated investments, inconsistent customer experiences, and the risk of stranded assets. • Note a submission from the Department of Premier and Cabinet (DPAC) through the Structured Infrastructure Investment Review Process (SIIRP), requesting funding to develop a comprehensive business case and roadmap for implementing digital driver licences and other digital credentials across Tasmania. Although the submission was initially declined in March 2025, it was noted for potential reconsideration in the 2025–26 financial year. The Secretary of DPAC has since written to her counterpart in the Department of Treasury and Finance, formally requesting renewed consideration of the proposal. • Note that Tasmania continues to collaborate with the Australian Government and other states and territories to

	develop a nationally consistent approach to digital identity and credentials to ensure national and international interoperability.
National Data and Digital Agenda	• Note the requirement to attend National Data and Digital Ministers' Meetings with the next meeting scheduled for Friday 22 August 2025.
Our Digital Future Strategy	• Note the background, progress and work underway to refresh the <i>Our Digital Future</i> strategy including public consultation and community engagement. • Support the continued development of a strategic economy-wide approach to digital transformation.

Prepared by	Name Justin Thurley	Position Tasmanian Government Chief Information Officer, Digital Strategy and Services
Cleared by	Noelene Kelly	Deputy Secretary, Community and Government Services

	Name	Contact number
DPAC contact for more information:	Justin Thurley	Out of scope, s. 28

Incoming Government Brief 2025

Minister for Innovation, Science, and the Digital Economy

DPAC Group - Community and Government Services

Digital Inclusion

Recommendation

- **Note** improving digital inclusion is a key priority to ensure all Tasmanians can participate in everyday life.
- **Note** as part of the broader remit to refresh the Our Digital Future Strategy, consultation is currently underway with industry and community to ensure the development of a well-rounded and representative plan. The Digital Community objectives and priorities outlined in Our Digital Future form the basis of the plan for digital inclusion.

Key Points

- Digital exclusion is a complex, cross-sector, multi-discipline and broad geographical issue which affects a great number of Tasmanians.
- A range of government agencies, community organisations and private sector bodies provide focussed services and programs to improve digital literacy and inclusion throughout the State. However, there is opportunity for greater collaboration to improve outcomes for Tasmanians.
- It is also important to note that in recent months a number of Government programs have reached the end of their funding (Digital Ready for Business; some 26TEN programs; and the cessation of the Telstra Free Wi Fi network, which ended in December 2024), are under review (Online Access Centres through the Department for Education, Children and Young People's commissioning of an independent report to examine the role of the Digital Connections Grants Program), or have limited new uptake (Statewide Wi-Fi Access Program).
- The 2023-24 State Budget provided \$151,000 towards the development of a Tasmanian Government Digital Inclusion Strategy with consultation underway across government, industry and the community.
- The funding has been used to establish and support a Community of Practice to build knowledge and shared awareness across government of digital inclusion issues and programs underway; and to undertake cross jurisdictional research and initial development work to prepare a strategy.
- It is expected the Digital Inclusion Strategy will be released in early 2026.

Background

- Issues which lead to digital exclusion include:
 - access, such as lack of coverage or unreliable or slow internet services.
 - affordability, including paying for internet connection and data plans, and buying devices.
 - ability and skills, including issues with literacy, confidence and know-how, and fear of lack of security of personal information.
 - online service design, including hard to use websites and apps that are not designed with all users' needs at the forefront.

Programs in place to address digital inclusion

- Examples of programs which have been implemented in Tasmania to improve digital inclusion and digital literacy include:
 - Trusted community programs such as 26Ten's Build Your Business and Build Your Community programs, demonstrating that combining digital literacy into existing outreach programs can be highly successful in overcoming trust and access barriers.
 - The Digital Ready for Daily Life program led by the Department of State Growth provided targeted digital assistance to vulnerable community members. The program worked with the Department for Education, Children and Young People's 26TEN initiative, to embed digital trainers in their Local Literacy for Work and Life program locations. Digital assistance and capacity building were provided in the original four 26TEN communities (Glenorchy, Clarence Plains, Launceston Northern Suburbs, and the Huon Valley) in 2024-25.
 - Libraries Tasmania provides access to computers, free Wi-Fi, and a range of basic computing courses, tutorials, and digital literacy programs for Tasmanians of all ages.
 - The Digital Connections Grants program which provides funding to community-managed Online Access Centres around the state to provide online access and assistance with digital skills.
 - An increase in the pool of devices available for loan in our public schools, through a \$5m capital injection of funds in 2022 ensuring families who are unable to provide this technology can continue to support their child learning at home.
 - The 2024 roll out of the Statewide Wi-Fi Access Program (SWAP) to enable more Tasmanians to get connected on free public Wi-Fi at hospitals, community health centres, Service Tasmania service centres, libraries, and departmental offices across the state.
- As noted above, a number to the listed programs have now ceased or are under review as funding comes to an end.

- Additionally, in 2024, the Department for Education, Children and Young People commissioned an independent report to examine Digital Inclusion in Tasmania, including the role of the Digital Connections Grants program. The review built on work already undertaken in the Department of Premier and Cabinet to develop the Digital Inclusion Strategy, and the resulting report recommendations will be factored into the strategy.

Tasmanian Government Digital Inclusion Strategy

- The development of the draft strategy has been informed by broad consultation and assessment of government-delivered or sponsored digital inclusion activities.
- Actions being considered for inclusion include the introduction of an 'Accord process', building on the (Tasmanian Government) Digital Inclusion Community of Practice, to create an alliance of government, community, and industry.
- The strategy is also likely to include continuing to work with telecommunications partners to provide improved access to digital infrastructure and mobile services in rural and regional Tasmania as part of the Commonwealth Government's Mobile Black Spot and Regional Connectivity Programs; and leveraging Tasmanian Government connectivity through the Statewide Wi-Fi Access Program (SWAP) enabling Tasmanians to connect to free public Wi-Fi at a number of Tasmanian Government locations.

	Name	Position
Prepared by	Georgia McNamara	Manager - Policy and Strategy, Digital Strategy and Services
Cleared by	Noelene Kelly	Deputy Secretary Community and Government Services

	Name	Contact number
DPAC contact for more information:	Justin Thurley Chief Information Officer, Digital Strategy and Services	

Incoming Government Brief 2025

Minister for Innovation, Science, and the Digital Economy

DPAC Group - Community and Government Services

Digital Driver Licences - Digital Identity and Credentials

Recommendation

- **Note** that the implementation of digital driver licences in Tasmania requires substantial investment and change, but it offers significant benefits – including greater user choice, improved safety, and streamlined access to government and business services.
- **Note** that it is recommended that the Tasmanian Government establish a clear strategic direction for digital credentials and identity, including driver licences, supported by a shared digital capability across all agencies. This approach will help prevent fragmentation, which can lead to duplicated investments, inconsistent customer experiences, and the risk of stranded assets.
- **Note** that the Department of Premier and Cabinet (DPAC) has made a submission through the Structured Infrastructure Investment Review Process (SIIRP), requesting funding to develop a comprehensive business case and roadmap for implementing digital driver licences and other digital credentials across Tasmania. Although the submission was initially declined in March 2025, it was noted for potential reconsideration in the 2025–26 financial year. The Secretary of DPAC has since written to her counterpart in the Department of Treasury and Finance, formally requesting renewed consideration of the proposal.
- **Note** that Tasmania continues to collaborate with the Australian Government and other states and territories to develop a nationally consistent approach to digital identity and credentials to ensure national and international interoperability.

Key Points

- As one of the last states to invest in this technology, Tasmania has been following other jurisdictions to assess the benefits and to assist with future developments. New South Wales, Queensland, Victoria, and South Australia have digital driver licences available for citizens. Western Australia is working towards a 2026 release.
- Investment in digital credentials would offer Tasmanians significant potential for improvement to a range of everyday tasks and processes which rely on identity or

credentials, with digital identities and credentials making identities harder to steal and easier to restore in the case of disaster or identity theft.

Background

- The Tasmanian Government has been working with the Australian Government and other states and territories to develop a nationally consistent approach to digital identity and credentials, including driver licences.
- Tasmania is also participating in a national initiative led by Austroads to help understand the requirements for an interoperable digital driver's licence.
- Consideration is also being given as to how existing government initiatives such as the Service Tasmania portal (myServiceTas) and any future redevelopment of the Motor Registry System would be enhanced with the implementation of a digital identity and credentials solution.
- The broad spread use of mobile phones has provided opportunities for secure payment systems such as Apple and Google Pay, airline boarding passes and a range of tickets. These same developments have extended to Digital Driver Licences and by extension to frequently used credentials, including licences and permits such as Working With Vulnerable People cards, fishing licences or parks permits.
- They would provide more choice for Tasmanians, supplementing hard copy identity documents rather than replacing them. It would also considerably strengthen these credentials with the ability to immediately revoke or instantly verify a credential through simply presenting your mobile phone. This would also improve privacy with the ability to only verify age or clearance when required.
- Currently agencies are considering individual approaches to these technologies, partially due to the need for a co-ordinated investment to provide the service at scale, reliably and with a consistent citizen experience.

Digital Identity

- In addition, companion technologies such as digital identity provides safe, secure, and convenient way to prove who you are online, to access government services, making it easier to login to government systems and interact with government services.
- Most states and territories have existing or developing capability to leverage these advances to provide greater choice, easier access to services, reduce fraud and provide greater security and privacy.
- The Australian Government's Digital ID bill has established the Australian Government Digital Identity System, a regulator, and ministerial powers. Most states and territories have already progressed their own services and legislation to enable

an interoperable system. The private sector is also well advanced in the provision of digital ID services.

- Any system which is introduced needs to be accessible, inclusive and enhance an individual's ability to protect their identity.
- The myServiceTas portal has been designed to make use of digital identity provider(s) when they become available. Any provider will work in seamlessly with the myServiceTas secure login implemented in the portal.
- Whilst myServiceTas Stage 1 is not dependent on incorporating digital identity, a digital solution will provide increased identity assurance and consequently allow government greater confidence to move more sensitive transactions online.

Digital Driver Licences

- The acceptance of digital driver licences is increasing and they are in broad use in many jurisdictions. Jurisdictions with digital licences currently provide them as a companion to a physical card (not as a replacement).
- The myServiceTas portal will provide the underlying secure login, customer account and associated licensing and registration transactions that will support the addition of digital driver's licences in the future, subject to significant additional investment.
- Learnings from elsewhere would suggest that Tasmania should think broadly around 'digital wallet' style solutions which enable presentation of multiple credentials, for example occupational, firearm, boat, and fishing licences, rather than a solution built specifically around driver licences.

	Name	Position
Prepared by	Scott Donovan	Director - Policy and Strategy, Digital Strategy and Services
Cleared by	Noelene Kelly	Deputy Secretary, Community and Government Services

	Name	Contact number
DPAC contact for more information:	Justin Thurley	Out of scope, s.35
	Chief Information Officer, Digital Strategy and Services	

Incoming Government Brief 2025

Minister for Innovation, Science, and the Digital Economy

DPAC Group - Community and Government Services

Cyber Security

Recommendation

- **Note** the strategic risks and emerging challenges for the Tasmanian Government in relation to cyber security and resilience.
- **Note** DPACs role in providing leadership and whole-of-government cyber security coordination for major incidents and common services.
- **Note** the *Tasmanian Government Cyber Security Strategy 2024-2028* and current Cyber Hubs program.

Key Points

- Cyber threats present a growing strategic risk to the Tasmanian Government, with increasing frequency, complexity, and impact of incidents targeting government services. Like other jurisdictions, Tasmania faces challenges in recruiting skilled cyber professionals, sustaining core capabilities, and maintaining visibility of cyber risks.
- The Department of Premier and Cabinet (DPAC) leads whole-of-government cyber security coordination and is the designated Response Management Authority for cyber emergencies. Its Digital Strategy and Services (DSS) division delivers cyber security capabilities for both internal and whole-of-government responsibilities.
- The Tasmanian Government has invested in foundational cyber capability, including a \$4.9 million uplift program completed in 2024 and subsequent operational funding to maintain services. In 2023–24, a further \$3.3 million was committed to exploring an alternative operating model focused on incident response and threat monitoring.
- A new whole-of-government Cyber Security Strategy was released in February 2025, setting the strategic direction for the next four years and guiding the delivery of future services to improve resilience, coordination, and threat detection.

Background

- Cyber threats pose a strategic risk to the Tasmanian Government.
- Like other Australian Governments, the Tasmanian Government has been increasingly targeted by malicious actors seeking to disrupt and compromise Tasmanian Government services.
- Government agencies are increasingly targeted by cyber-attacks due to Government's critical role as a service provider and the volume of personal data they hold.
- Furthermore through the experience of many of the recent cyber incidents across Australia we have learned that the Tasmanian Government does not even need to be the victim of an incident to be impacted by the consequences.
- DPAC provides whole-of-government leadership, governance, and coordination for information and cyber security across the Tasmanian Government. DPAC is also the designated Response Management Authority (RMA) for cyber emergencies under the Tasmanian Emergency Management Arrangements.
- DSS delivers the cyber security responsibilities, capabilities, and services that support both its whole-of-government and internal agency roles.
- As at 1 April 2025, there were 36 staff allocated to cyber security activities across all inner budget agencies. The DPAC cyber security team comprises six permanent and two fixed term staff members.
- In 2020–21, Government established a four-year, \$4.9 million program to strengthen the cyber resilience of government services in response to growing cyber security risk.
- Completed in June 2024, the program successfully established a suite of foundational cyber security services and capabilities across the Tasmanian Government.
- To support the ongoing operation and maintenance of these capabilities, the 2024-25 Budget provided an additional \$400,000 over four years for operational funding.
- In 2023-24 Government committed \$3.3 million over four years to review and validate an alternative operating model for delivering cyber security services across Government, focussing on incident management, security threat detection and monitoring capabilities.
- In 2024 work commenced to develop an updated cyber security strategy for Government, this strategy was publicly released in February 2025 (Attachment 1).

- The new four-year strategy provides a contemporary blueprint for cyber security capabilities and guiding the delivery of current and future cyber security services across the Tasmanian Government.
- Internal planning and forecasting related to cyber security risk and resilience has identified several emerging challenges for the Tasmanian Government:
 - The increasing frequency and impact of cyber-related incidents;
 - Growing sophistication and complexity of cyber threats;
 - Persistent difficulties in attracting and retaining skilled cyber security personnel;
 - Rising costs associated with sustaining foundational cyber security services; and
 - Limited visibility and monitoring of cyber threats and vulnerabilities across government systems.

Tasmanian Government Cyber Security Strategy 2024-2028

- The Tasmanian Government's new Cyber Security Strategy is designed to enhance cyber resilience, mitigate risks, and strengthen cyber security partnerships.
- The four-year strategy replaces the previous Tasmanian Government Cyber Security Uplift Program, providing a contemporary blueprint for cyber security capabilities and guiding the delivery of current and future cyber security services across the Tasmanian Government.
- The Cyber Security Strategy was developed through an extensive consultation process.
- While developed with input from government and industry, the strategy primarily focuses on internal government cyber security, aiming to improve resilience and reduce risk within the Tasmanian Government.
- The strategy outlines ten target actions aligned with three strategic goals associated with cyber security leadership, the security of government services, and engagement with government service delivery partners.
- Target actions outlined in the strategy are expected to be delivered through existing capabilities, programs and budget initiatives, although the strategy does not preclude incorporating new initiatives at future stages.
- The strategy leverages capabilities developed and maintained as part of the previous Cyber Security Uplift Program, and specifically leverages the flagship \$3.3 million Cyber Hubs initiative funded as part of the 2023-2024 budget.
- The development of a cyber security strategy is an essential planning artifact for well governed organisations. Every state and territory government jurisdiction in Australia maintains some form of cyber security strategy.
- The failure to have a contemporary cyber security strategy would leave Government exposed to significant criticism from industry and the community, potentially leading to an erosion of trust and/or reputational damage.

Cyber Initiatives

- The Cyber Uplift and Cyber Hubs programs have so far delivered services and initiatives such as;
 - Access for all Tasmanians to a support service for victims of cybercrime;
 - Provision of a comprehensive cyber incident response service for all agencies;
 - The development of a capability and capacity of cyber professionals support package;
 - The delivery of incident response exercises to agencies to validate the effective deployment of skills and resources;
 - An uplift of TSS staff cyber threat awareness and assistance to identify risky behaviours through immersive cyber awareness training;
 - An uplift of Tasmanian Government senior executive cyber security awareness through targeted education;
 - Assistance for agencies to identify security vulnerabilities and weaknesses in agency environments;
 - Development of a State Cyber Emergency Plan;
 - Training of key personnel in the roles and responsibilities to manage cyber incidents as defined in the Australasian Inter-service Incident Management System;
 - Development of the 2024-28 Tasmanian Government cyber security strategy; and
 - Development of a Whole of Government Event Visibility Strategy.

Budget

- DSS has receives recurrent funding of \$988,000 for Cyber Security.
- In the 2024-25 budget, the Government committed an additional \$400,000 for a further four years to continue the services established by the Whole of Government Cyber Security Uplift Program. The program was established following the 2020-21 budget, when the Government provided \$4.9 million over four years to ensure the resilience of government services in the face of increasing cyber threats.
- A further \$3.3 million was committed in 2023-24 over four years to bolster our cyber defences through the Cyber Hubs Initiative which will establish an improved whole-of-government cyber security operating model.

	Name	Position
Prepared by	Malcolm Smith	Manager - Tasmanian Government Cyber Security, Digital Strategy and Services
Cleared by	Noelene Kelly	Deputy Secretary, Community and Government Services

	Name	Contact number
DPAC contact for more information:	Justin Thurley Tasmanian Government Chief Information Officer, Digital Strategy and Services	

Attachments

1. Tasmanian Government Cyber Security Strategy 2024-2028 - https://www.dpac.tas.gov.au/divisions/digital_strategy_and_services/cybersecurity

Incoming Government Brief 2025

Minister for Innovation, Science, and the Digital Economy

DPAC Group - Community and Government Services

Artificial Intelligence (AI) in Government

Recommendation

- **Note** that the Tasmanian Government has guidelines in place for the use of artificial intelligence within Government Agencies and continues to work with other jurisdictions and the Australian Government on a nationally consistent approach to enhance AI governance and assurance.
- **Note** that a cross-agency AI Working Group is developing a 2-year roadmap for taking the AI agenda forward, under the guidance of the Data and Digital Sub Committee of the Secretaries Board. The roadmap includes recommendations on directions for policy; opportunities for government; collaboration and knowledge sharing; procurement and technology sourcing; and longer-term governance.

Key Points

- The Tasmanian Government AI Guidelines are closely aligned with the national framework for the use of AI in Government and the Voluntary AI Safety Standard.
- Like many organisations today, the Tasmanian Government uses AI and other forms of machine learning that are bundled into software and services as features provided by third party software providers.
- The procurement, adoption or development of software and services, including AI enabled software are subject to a risk-based approach outlined in the Protective Security Policy Framework, the Tasmanian Government Cybersecurity Policy, and the Cloud (Computing) Policy. Where risks are identified, controls or restrictions are put in place to manage those risks.
- 'Transparency and explainability' is one of the eight principles outlined in Australia's AI Ethics Principles, which Government subscribes to.
- Innovation involving AI technologies and solutions is widely seen as an opportunity to deliver productivity improvements for business and government.
- While the deployment and use of AI may disrupt certain jobs, it also creates new opportunities, new jobs and new industries, ultimately benefiting the community and economy as a whole. The Tasmanian Government views AI as a significant opportunity, but maintains the need for humans to be 'retained in the loop'.

Background

- The technological development and use of Artificial Intelligence (AI) has significant ongoing potential to transform society and the economy.
- Government understands that there are risks associated with AI use, and that sections of the community are becoming increasingly concerned about the use of AI.
- The Tasmanian Government is committed to the safe and responsible use of AI, and recognise that public confidence and trust is essential to government embracing the opportunities associated with AI.

National Framework

- The Tasmanian Government is currently working with the Australian Government on AI regulation, safety and governance.
- The Tasmanian Government acknowledges significant opportunities associated with the development and use of artificial intelligence and has been working with the Australian Government and other jurisdictions to develop a nationally consistent approach to the safe and ethical use of artificial intelligence.
- The culmination of this work is the National Framework for the Assurance of Artificial Intelligence in Government (the National Framework) which was agreed to and released by the Data and Digital Ministers on 21 June 2024.
- Australia's AI Ethics Principles and the National Framework for the Assurance of Artificial Intelligence in Government have been used to inform the guidelines developed for Tasmanian Government agencies and State Service employees.
- Those guidelines include recommendations for responsible and ethical use of AI, transparency and responsible disclosure associated with AI use, and building awareness and capabilities with Government employees to develop, deploy and operate AI systems.

Key elements of the Tasmanian AI guidelines for Government

- The Tasmanian Government AI Guidelines are closely aligned with the national framework and specify seven recommendations for agencies in relation to the use of AI in Government:
 - To deploy AI responsibly and ensure that AI is deployed in a way that is safe, trustworthy, and ethical.
 - Adopt a risk-based approach for specific uses and applications of AI.
 - Develop agency specific policy and guidance that is aligned with government and industry standards and frameworks.
 - Adopt consistent whole-of-government vocabulary for AI.
 - Build awareness and capabilities to develop, deploy and operate AI systems.
 - Align procurement practices with responsible deployment and risk assurance processes for AI.
 - Commit to whole-of-government cooperation and collaboration.

AI literacy, skills and awareness

- Accelerating the development of AI literacy, skills and awareness in the community, government and industry is considered to be an important factor for Tasmania's competitiveness and ability to innovate and participate in the digital economy.
- The Tasmanian Government has been approached separately by Microsoft, principally around skilling and awareness, and the AI CoLab Alliance with a broader agenda to link opportunities for collaboration and experimentation.
- Both proposals are currently being reviewed in the context of strategic risks and opportunities.

	Name	Position
Prepared by	Georgia McNamara	Manager - Policy and Strategy, Digital Strategy and Services
Cleared by	Justin Thurley	Tasmanian Government Chief Information Officer, Digital Strategy and Services

	Name	Contact number
DPAC contact for more information:	Justin Thurley	Out of scope, s 38

Incoming Government Brief 2025

Minister for Innovation, Science, and the Digital Economy

DPAC Group - Community and Government Services

Our Digital Future Strategy

Recommendation

- **Note** the background, progress and work underway to refresh the *Our Digital Future* strategy including public consultation and community engagement.
- **Support** the continued development of a strategic economy-wide approach to digital transformation.

Key Points

- *Our Digital Future* was released in June 2020 following extensive consultation with industry, community groups, and government stakeholders.
- As the Tasmanian Government's first endorsed digital strategy, *Our Digital Future* set a clear vision to drive digital transformation across the community, economy, and public sector.
- The strategy was accompanied by a Strategic Action Plan outlining 20 foundational actions and an additional 5 actions focused on COVID-19 recovery and renewal.
- Government has completed or made substantial progress on all actions associated with the Strategic Action Plan.
- Recognising this progress and the ongoing importance of digital transformation, a refresh of the strategy commenced in early 2025.
- Public consultation on the proposed refresh opened on 26 March 2025 and concluded on 31 May 2025. Ongoing engagement has since been paused following the announcement of the 2025 State election.
- Moving forward, innovation and productivity growth are expected to be underpinned by the enduring role of digital technologies in driving efficiency, enhancing service delivery, and improving community outcomes. It is recommended that continued development of a strategic economy-wide approach to digital transformation remain a key consideration for Government.

Background

- First released in June 2020, *Our Digital Future* has since established the Tasmanian Government's vision for digital transformation.
- This strategy articulated the government's commitment to leveraging digital technologies to improve the lives of Tasmanians, drive economic growth, and enhance public service delivery.
- The strategy is underpinned by the understanding that digital transformation is not merely about technology, but about harnessing its potential to create a more connected, inclusive, and prosperous Tasmania.
- For the last five years, the strategy has focused on three critical priority areas for digital transformation:
 - Our Digital Community – ensuring all Tasmanians have an equal opportunity to interact with digital services and information in ways that are easy to use, convenient, and readily available. This priority recognises the importance of digital inclusion, ensuring that no one is left behind in the digital age. It encompasses initiatives that improve digital literacy, accessibility, and connectivity across the state.
 - Our Digital Economy – strengthening Tasmania's economy through competitive advantage, productivity growth and prosperity enabled by knowledge-driven digital transformation. This involves fostering a vibrant digital ecosystem that supports innovation, entrepreneurship, and the growth of digital industries. It also seeks to equip Tasmanian businesses with the digital skills and tools they need to compete in the global marketplace.
 - Our Digital Government – serving the Tasmanian community through a progressive public sector that puts the contemporary needs and expectations of the community first, transforming the way it works and the way services are delivered. This priority focuses on modernising government operations, streamlining processes, and using data and technology to deliver more efficient, effective, and citizen-centric services.
- *Our Digital Future* has enabled a range of strategic digital and ICT investments that have delivered tangible benefits to the Tasmanian community.
- Key achievements include –
 - Enhancing Government Digital Maturity – improved digital access and community experience through the launch of the myServiceTas portal, a refreshed Service Tasmania website, and streamlined development approvals via PlanBuild Tasmania. Agencies also progressed cloud adoption and strengthened information management commencing the development of a new whole-of-government framework.
 - Reducing Government Red Tape Through Digital Solutions – Simplified regulatory processes by digitising key services such as commercial fisheries reporting and integrating planning and licensing systems, reducing administrative burden for both government and the community.
 - Promoting Digital Education, Career Pathways, and Workforce Capabilities –

partnered with education and industry to deliver targeted skills programs, including cybersecurity training and digital pathways, ensuring Tasmanians are equipped to participate in a growing digital economy.

- Empowering Local Businesses – boosted small business digital capability through the Digital Ready for Business program, providing mentoring, resources, and confidence to engage with new technologies and markets.
- Advancing Digital Inclusion – addressed digital disadvantage with targeted literacy programs for vulnerable Tasmanians, expanded free Wi-Fi across 80+ government sites, and delivered localised support through Libraries Tasmania and community-based trainers.
- Improving Cyber Resilience – strengthened the government’s cyber posture through a coordinated uplift program, the release of a new Cyber Security Strategy, positioning Tasmania to better manage evolving threats.
- Supporting Industry Growth – enabled growth in the digital and advanced technology sectors via strategic agreements, such as with Washington State, and developed long-term strategies to support innovation in areas like AI, robotics, and defence technologies.
- Investing in Digital Infrastructure – improved telecommunications access in regional and low-income areas through joint state–Commonwealth investments and supported digital connectivity in education through partnerships with Telstra.
- Fostering Collaboration and Streamlining Procurement – simplified procurement processes with new digital contract arrangements and supported Tasmanian suppliers through a strengthened Buy Local policy, making it easier for local industry to partner with government.
- In early 2025, a refresh and update of *Our Digital Future* was initiated.
- The strategy refresh aims to take a cross-sectoral approach to identify and address new and emerging challenges, and focuses on actions with the highest strategic impact. Actions will also consider collaboration across industries, encouraging resource sharing, and facilitating investment in critical infrastructure and digital workforce development.

Name

Position

Prepared by	Georgia McNamara	Manager, Policy and Strategy, Digital Strategy and Services
Cleared by	Justin Thurley	Tasmanian Government Chief Information Officer, Digital Strategy and Services

	Name	Contact number
DPAC contact for more information:	Justin Thurley	

Incoming Government Brief 2025

Minister for Community Services

DPAC Group - Community and Government Services

Community Support

Recommendation

- **Note** the information contained within this brief in relation to Community Support policy, programs and services administered by the Department of Premier and Cabinet (DPAC).
- **Note** there are a significant number of recurrent funding commitments associated with Community Support.
- **Consider** recommended resourcing for the Energy Hardship Fund, as outlined in DPAC's 2025-26 State Budget submission.
- **Consider** recommended resourcing for Glenhaven Family Care to support continued service delivery at Kentish House, as outlined in DPAC's 2025-26 State Budget submission.
- **Continue** to develop and release the Food Resilience Strategy in 2025, and the underpinning Action Plan in 2026.
- **Consider** recommended resourcing for the Food Resilience Strategy and Action Plan, and food relief programs and services, as outlined in DPAC's 2025-26 State Budget submission.
- In a letter to the Tasmanian Council of Social Services (TasCOSS) dated 7 July 2025 (refer to Attachment 1), the Tasmanian Liberal Party confirmed its commitment to allocations under the Community Services portfolio made in the 2025-26 State Budget delivered on 29 May 2025, including:
 - Providing \$356.7 million in concessions for eligible Tasmanians including across rates, water, transport and energy.
 - Expanding the healthy school lunch program, saving families up to \$950 a year.
 - Continuing the Ticket to Play and Ticket to Wellbeing voucher programs for students and seniors, targeting those who genuinely need support.
 - Funding the Energy Hardship Fund, providing targeted support to Tasmanians struggling to pay their energy bills boosted with a further \$150,000 each year for the four years
 - Continuing support for Neighbourhood Houses.
 - Funding of \$7.1 million for our Food Resilience Strategy and continuing emergency food relief.
 - Removing the Working with Vulnerable People registration fee for volunteers.

- The letter to TasCOSS also notes that:
 - The Liberal Government has progressed significant reforms to community services, which began in 2024 with the implementation of a four-year indexation commitment for community services organisations.
 - To further support long-term confidence, a re-elected Liberal Government will review the level of indexation for community service organisations to provide ongoing certainty before the conclusion of current indexation commitments in 2027-28.
- The Tasmanian Liberal Party has publicly committed to expanding the role of the Motor Accidents Insurance Board (MAIB) to create TasInsure, a new Tasmanian State Insurer, aimed at providing cost of living support for Tasmanians.

Key Points

- The Tasmanian Government provides funding for a range of programs and services aimed at building community capacity and assisting Tasmanians seeking cost of living support.
- DPAC provides Community Support policy advice to Government, oversight of the programs and services, and administers a diverse range of grant programs.
- This includes delivery of programs that assist Tasmanians in need, including the Family Assistance Program, Energy Hardship Fund, funding of food relief services and supporting transition towards food resilience, community-based programs to support wellbeing, and the provision of financial support services.
- Key current actions include:
 - Delivering a whole-of-government Food Resilience Strategy to support the shift from emergency food relief to food resilience. The new Strategy will be underpinned by a new Action Plan from 2026.
 - Supporting community Men's Sheds to provide health and wellbeing to Tasmanian men, through the Peak Body (Tasmanian Men's Shed Association (TMSA), and competitive grant programs.
 - Assisting Tasmanians on low incomes through access to the No Interest Loans Scheme (NILS) and supporting the delivery of financial support services including financial counselling and the Energy Hardship Fund.
 - Delivering support to non-statutory family support services that provide assistance to individuals and families, including the Family Assistance Program and community kinship care.
 - Delivery of recurrent and time limited funding arrangements that support wellbeing including support for Tasmanian Men's Sheds, programs and services that target food relief and resilience outcomes, as well as competitive grants programs for food relief, tools and equipment and capital investment for men's sheds.

Background

Cost of Living

- The Tasmanian Government provides funding for a range of programs and services aimed at assisting Tasmanians seeking cost of living support.
- Details of these activities are provided below (under 'Family Support'), and include the Family Assistance Program, the Energy Hardship Fund, funding of food relief providers and financial support services.
- Further support is provided through the Concessions and Discount Guide and the Seniors Card Program.
 - The Concessions and Discount Guide provides information about ways to ease the costs associated with a range of government services and programs.
 - The Seniors Card Program offers a diverse range of discounts on products and services to card holders.
- In 2024-25, the Tasmanian Government committed to providing guaranteed indexation to the community sector of 3.5 per cent in 2024-25 and 3 per cent per annum in 2025-26, 2026-27 and 2027-28.
- At the time of this commitment, the indexation rate was at a level above the Department of Treasury and Finance's CPI forecast for the four-year period.
- The Tasmanian Government is also working towards implementing longer term funding agreements for the community services sector.

Family Support

- Family support services aim to help Tasmanians avoid entering statutory systems and to support Tasmanians exiting statutory systems.
- Services range from direct emergency relief and preventative support programs to personal and family counselling services that deliver community-based preventative and early intervention counselling and support.
- DPAC administers funding to support the delivery of these services, including:
 - Community Kinship Care (previously Informal Kinship Care).
 - Early childhood and parenting information and advice.
 - The Family Assistance Program.
 - Personal and Family Counselling Services.
 - Glenhaven Family Care (Kentish Family Support).

Community Kinship Care (previously Informal Kinship Care)

- The Tasmanian Government provides Baptcare and Mission Australia with recurrent core funding to provide community kinship care services.
- In 2021-22, additional funding of \$2.25 million was committed over four years to support the implementation of key recommendations from the Informal Kinship Care Review (the Ogle Report) including extending support for community kinship carers.

- This funding has been allocated to a range of organisations including Baptcare, Mission Australia, Foster and Kinship Carers Association of Tasmania, Kennerley Children's Home and Glenhaven Family Care.
- Key initiatives delivered through this funding include:
 - Increased brokerage and respite services.
 - Community-based training opportunities for carers.
 - An online portal to coordinate information and support.
 - A pilot program for a liaison officer in the North-West.
 - Delivery of a FindHelpTAS informal kinship care portal.

Early childhood and parenting information and advice

- The Tasmanian Government provides Early Support for Parents with recurrent core funding to provide childhood and parenting information, advice, referral and counselling services.
- The organisation delivers information and support through a volunteer home visiting program for families in southern Tasmania, consistent with the goals outlined in the Tasmanian Child and Youth Wellbeing Framework.

Family Assistance Program

- The Family Assistance Program is designed to increase the provision of direct emergency relief to Tasmanian families suffering financial hardship and increase the provision of preventative support programs that are ancillary to the provision of emergency relief.
- The Tasmanian Government provides recurrent funding of \$330,000 per year (indexation not applicable) for the Family Assistance Program, which is distributed across five organisations: Anglicare Tasmania, Hobart City Mission, Launceston City Mission, St Vincent de Paul Society (Tasmania) and the Salvation Army (Tasmania).

Personal and Family Counselling Services

- Personal and family counselling services deliver community-based preventative and early intervention counselling and support.
- These services aim to prevent, intervene and mitigate risk to the safety or wellbeing of individuals and families.
- The Tasmanian Government provides recurrent funding to Anglicare Tasmania, CatholicCare Tasmania, Hobart City Mission, Lifeline Tasmania and the Wyndarra Centre for the delivery of these services.

Glenhaven Family Care (Kentish Family Support)

- Glenhaven Family Care receives funding to deliver services through Kentish House, including the provision of centre-based support in collaboration with visiting service providers, and assisting families and individuals to access relevant support.
- Kentish Family Support forms part of the Glenhaven Family Care family support service suite that complements and works alongside Strong Families, Safe Kids.

- The service opened in January 2015, following the allocation of funding through a 2014 Tasmanian Government election commitment.

Financial Support

No Interest Loans Scheme (NILS)

- The Tasmanian Government has provided operational and program specific funding for NILS to provide low-income Tasmanians with options to assist with purchasing essential household supplies and services during periods of economic pressure and uncertainty.
- NILS supports people to avoid becoming trapped in a debt spiral often associated with payday lenders, 'rent to buy' and other high-risk options.
- NILS reports that each additional \$1 of operational funding translates to between \$7.50 to \$9.00 in direct spend in the local economy.

Financial Counselling

- The Tasmanian Government provides funding to Anglicare Tasmania on a recurrent basis to provide a free financial counselling service throughout Tasmania, aimed at helping Tasmanians to organise budgets, suggest ways to manage debt, refer to more specialised services, and provide advice on law enforcement practices, bankruptcy, hardship policies and government concessions.
- Between 1 July and 31 December 2024, the organisation reported a high number of new referrals, increasing active client numbers to 499 for the period.
- This is an increase from 460 active clients for the period 1 January to 30 June 2024.

Energy Hardship Fund

- Since 2014 the Salvation Army has received funding of \$350,000 to administer the Energy Hardship Fund, which provides financial assistance to meet energy costs for the Tasmanian community that are experiencing hardship.
- The purpose of the Energy Hardship Fund is to break the cycle of indebtedness and prevent disconnections with energy customers to establish payment arrangements.
- In June 2022 and June 2023 Aurora Energy contributed additional funding of \$200,000 towards the Energy Hardship Fund, as the funding allocation of \$350,000 available would have been exhausted prior to the end of the financial year.
- Aurora Energy did not contribute any additional funding in 2023-24 or 2024-25, choosing instead to embark on a debt forgiveness program, targeting people who have been in chronic long-term debt.

Food Insecure Tasmanians

- Tasmania is strategically moving from food relief to food resilience, with an aim to deliver an integrated food relief sector that supports Tasmanians in need to access sufficient, safe, nutritious, quality food, and access services that support long-term food resilience.

- Collaboration across all levels of government, the food relief sector and the community sector is critical for successful local solutions that meet the demand for food relief and drive food resilience.
- The *Food Relief to Food Resilience: Tasmanian Food Security Strategy 2021-2024* was released in August 2021 and the accompanying *Food Relief to Food Resilience Action Plan 2023-2025* was released in March 2023.
- The Action Plan has delivered funding for major food relief providers, grant funding for community food relief providers and Neighbourhood House gardens, nutritional programs for Neighbourhood Houses, and improved food relief information.

2024-25 State Budget Commitments

- The Tasmanian Government committed \$200,000 in 2024-25 to develop a new whole-of-government food resilience Strategy (the Strategy), which has been informed by stakeholder consultation and is due to be delivered in the second half of 2025.
- The Strategy will be underpinned by a new Action Plan, proposed for delivery in 2026.
- In 2024-25, the Tasmanian Government provided funding of \$500,000 for the Tasmanian Community Food Relief Grants Program, which supported community organisations that provide food relief directly to members of their local community to increase the provision of direct food relief for people in need.
- Funding was provided primarily for food relief, including ready-to-eat meals and/or food hampers.

Men's Sheds

- Men's Sheds play an important role in communities, as does the Tasmanian Men's Sheds Association (TMSA) in supporting Tasmania's 71 Sheds.
- DPAC works closely with the TMSA to support the sustainability and development of Men's Sheds, including good governance, planning, and resolving practical issues.
- Tasmania has the highest density of Men's Sheds per capita in Australia, with more than 10 sheds per 100,000 people.
- Men's Sheds are ideally placed to improve the health and wellbeing of Tasmanian men by providing a safe outlet for men, and often women, to connect and share information, while working on projects that contribute to the broader community.
- The Tasmanian Government provides funding to the TMSA as the peak body through a mixture of recurrent core funding and fixed term project funding.
- The Tasmanian Government does not provide recurrent funding directly to Sheds but does provide grant opportunities for Sheds.
- In 2024-25, additional funding support has been provided to Tasmanian Men's Sheds through a Capital Investment Grants Program, and the continuation of the TMSA Grants Program, which provides funding for Sheds for the replacement of tools and equipment, and to support health and wellbeing programs.

Prepared by	Name Cass Wise	Position Team Leader, Community Services
Cleared by	Corrina Smith	Director, Community Services

	Name	Contact number
DPAC contact for more information:	Corrina Smith	

Attachments

1. Premier – Letter to Tasmanian Council of Social Service (TasCOSS)



7 July 2025

Ms Adrienne Picone
Chief Executive Officer
Tasmanian Council of Social Services (TasCOSS)
By Email: adrienne@tascoos.org.au

Dear Adrienne

Unfortunately, we find ourselves in an election that Tasmanians did not want or need.

However, I wanted to take a moment to reaffirm our commitment to the Community Services sector and let you know about some of the additional initiatives we will be implementing to support families with the cost of living.

First and foremost, a re-elected Tasmanian Liberal Government will always support a well-resourced, sustainable community sector, which in turn can support our communities in every corner of the State.

We acknowledge that certainty, sustainability and reducing administrative burden are your priorities, and we share them.

That is why we are undertaking significant reforms to community services, which began in 2024 with the implementation of a four-year indexation commitment for community services organisations.

To further support long-term confidence, a re-elected Liberal Government will review the level of indexation for community service organisations to provide ongoing certainty before the conclusion of current indexation commitments in 2027-28.

Together, we have begun the journey to implement longer-term funding agreements and an outcomes framework, providing more stability and certainty for community services organisations. We have agreed with you to stage this comprehensive work, and stage one has begun.

The next stage of this project will focus on transitioning organisations with recurrent, ongoing funding agreements to longer-term agreements.

We will accelerate completion of this work in consultation with the sector and organisations, who I know want this work to be expedited, and will be directing the Department of Premier and Cabinet to undertake this work as a priority.

Jeremy Rockliff MP | Liberal Member for Braddon, Premier of Tasmania
📞 43 Best St, Devonport TAS 7310 📞 6476 8050
✉️ Jeremy.Rockliff@dpac.tas.gov.au
🌐 [JeremyRockliff](https://www.jeremyrockliff.com.au)

A re-elected Liberal Government will also commit to reviewing the community budget submission process to provide funding certainty earlier in the budget cycle, although longer-term contracts should help address this issue.

We can also commit to working to streamline multi-deed arrangements across government. We understand and appreciate that multi-deed arrangements are time-consuming and add a layer of red tape that is an added administrative burden for the sector.

The Tasmanian Liberal Government has a strong history of working in partnership with the community services sector, including to develop the Community Services Industry Plan 2021-2031.

We are committed to continuing our partnership with the sector and considering recommendations from the Community Services Industry Plan Governance Review, which has been interrupted by this election.

A re-elected Tasmanian Liberal Government will work with TasCOSS and the Tasmanian Coalition of Community Services Peaks to consider the recommendations from the Governance Review and establish a shared vision for Government and the community services industry working together.

To address the costs of doing business and increased complexity, a re-elected Liberal Government will invest \$150,000 to develop sustainability solutions that reduce operational costs and risks for community services organisations, including exploring potential shared services models.

This funding was included in the 2025-26 Budget and we reaffirm that support today.

Community services organisations are seeing insurance costs rising to a point of unaffordability.

Under a re-elected Liberal Government's new State-owned TasInsure, community services organisations will be able to access affordable insurance covering business, public liability, workers' compensation and events, saving more on operating and project costs and reducing under-insurance risks for the sector.

I can also reaffirm our 2025-26 Budget commitments, including those related to participation in employment and training, such as 26Ten, Area Connect, our Jobs Hubs, Transition to Independence, Hamlet, and TroubleSmiths, as well as to education, including Lifting Literacy.

We reconfirm our \$550 million cost of living relief in the 2025-26 Budget, including:

- \$356.7 million in concessions for eligible Tasmanians including across rates, water, transport and energy.
- Expanding our healthy school lunch program, saving families up to \$950 a year.
- Our Ticket to Play and Ticket to Wellbeing voucher programs for students and seniors, targeting those who genuinely need support.
- An Energy Hardship Fund, providing targeted support to Tasmanians struggling to pay their energy bills boosted with a further \$150,000 each year for the four years
- Continuing support for Neighbourhood Houses.

- Funding of \$7.1 million for our Food Resilience Strategy and continuing emergency food relief.
- Removing the Working with Vulnerable People registration fee for volunteers.

In this election, and building on those commitments, a re-elected Liberal Government has also announced:

- Half price bus fares continuing for a further year, for all passengers on all routes. We had previously committed to halving fares for students and on regional routes but have listened to concerns and will extend this further, so all passengers on public transport can benefit, like the previous year. That has already kicked off from 1 July 2025, for 12 months.
- Enabling GPs to diagnose, treat and manage ADHD for both children and adults, allowing faster access to medication, significantly reducing costs for patients and providing better continuity of care.
- Protecting kids by providing a free meningococcal B vaccination program for all newborn children from six weeks to two months, and catch-up immunisation for children over 12 months and under two years who have not completed a course, saving families money.
- Four brand-new permanent BreastScreen clinics to be located in Kingborough, Devonport, Triabunna, and Glenorchy, providing free breast screening for eligible Tasmanians, closer to where you live, cutting transport costs.
- Establishing five 100% bulk billing GP Clinics, with the Liberals supporting a no-interest loan for the first to be opened in the fast-growing Legana community.
- Introducing Paramedic Practitioner roles to allow treatment on the spot in your own home, as well as scholarships for nurses to train as Nurse Practitioners, and incentivising GP practices to provide opportunities for Nurse Practitioners to work, especially in rural and regional areas – providing greater access to healthcare.
- Providing subsidised training so local pharmacies can expand their scope of practice and treat 23 common health conditions, like UTIs, ear infections and eczema, making access to health services more accessible and cheaper for many. We are also supporting local community pharmacies to open longer.
- A \$30,000 First Home Owner Grant, supporting Tasmanians into their first home, adding to housing supply and in turn, freeing up rentals.
- An expansion to our successful ModHomes Program, to deliver an extra 200 smaller and more affordable homes.
- Mental health support for young people, including expanding the Youth Hospital in the Home in the North-West, the State's first Youth Mental Health program Statewide for young people with severe and complex mental health needs, and an expansion and enhance of the previous Multi-Systemic Therapy model, into a Divert and Connect program, providing early intervention and mental health support to divert young people from the youth justice system.
- Significantly increased beds, capacity and new hospital services delivered in an upgrade to our northern hospitals, at the LGH, the North West Regional Hospital and the Mersey Community Hospital for the benefit of all Tasmanians.

We've got more to do.

But we can't finish the job without a majority Liberal Government.

It's the only way we can keep Tasmania moving forward with certainty, stability, and efficiency.

Adrienne, I'd be grateful if you could share our initiatives through your sector network. All our policies can be found at <https://tas.liberal.org.au/our-plan>

Yours sincerely

A handwritten signature in blue ink, reading "Jeremy Rockliff". The signature is stylized, with the first name "Jeremy" written in a cursive script and the last name "Rockliff" in a more upright, blocky style.

Jeremy Rockliff MP
Premier

Incoming Government Brief 2025

Minister for Community Services

DPAC Group - Community and Government Services

Community Services Industry Plan

Recommendations

- **Note** the information contained within the brief in relation to the Community Services Industry Plan 2021-2031 (Industry Plan), including a review of the Industry Plan completed in 2025 (the review).
- **Note** that the Department of Premier and Cabinet (DPAC) is working with the Tasmanian Council of Social Service (TasCOSS) and the broader community services industry to determine the most appropriate approach to consider the findings and recommendations of the review.
- **Note** that there is no funding currently available for the implementation of the recommendations.
- **Consider** recommended resourcing of \$150,000 to support sector sustainability and efficiency, including addressing key recommendations from the review, as outlined in DPAC's 2025-26 State Budget submission.
- In a letter to the Tasmanian Council of Social Services (TasCOSS) dated 7 July 2025 (refer to Attachment 1), the Tasmanian Liberal Party confirmed its commitment to allocations under the Community Services portfolio made in the 2025-26 State Budget delivered on 29 May 2025, including:
 - A commitment to continuing to partner with the sector and considering recommendations from the Community Services Industry Plan Governance Review.
 - Working with TasCOSS and the Tasmanian Coalition of Community Services Peaks to consider the recommendations from the Governance Review and establish a shared vision for Government and the community services industry working together.
 - Investing \$150,000 to develop sustainability solutions that reduce operational costs and risks for community services organisations, including exploring potential shared services models.

Key Points

- The community services industry is one of the largest in Tasmania, employing more than 28,000 paid workers that are supported by around 46,900 formal volunteers.
- The Industry Plan provides a platform for the Government's valuable working relationship with TasCOSS to deliver a stronger community services industry.
- The Industry Plan provides an overarching framework to guide strategic industry development and transition planning, including addressing barriers to employment and driving local jobs.
- The Industry Plan also showcases the benefits of collaborative work across the sector, with the aim of assisting industry workforce growth to enrich Tasmania's state's social, cultural and economic wellbeing.
- The Industry Plan has been overseen by a cross-sector Advisory Council, an Industry Development Steering Committee, and the Workforce Coalition, with TasCOSS providing secretariat support and convening the governance for the Industry Plan.
- The Workforce Coalition, established to oversee the Workforce Coordination Project, ceased in late 2024, with the conclusion of the project.
- With the conclusion of the Workforce Coordination Project, the Advisory Council and Steering Committee also paused to allow a review of the Industry Plan's governance.
- DPAC worked with TasCOSS to develop the parameters of the review, which has involved consultation with key stakeholders, including input and feedback on the challenges associated with the Industry Plan's governance structure, along with ideas for a clearer structure moving forward.
- The review identified a series of recommendations addressing issues related to the governance of the Industry Plan which consider the complexity of effective collaboration between the Tasmanian Government, the community services industry and other community stakeholders.
- DPAC is working with TasCOSS to consider the findings and recommendations of the review.

Background

TasCOSS

- TasCOSS was established in 1961 to act as the peak body for the community services industry in Tasmania.
- TasCOSS receives recurrent peak body funding from the Tasmanian Government. The Grant Deed is administered by DPAC, and in 2025-26, TasCOSS will receive funding of \$1,091,162.

Industry Plan

- The 10-year Industry Plan was funded through a 2021-22 State Budget commitment of \$3.1 million over three years to assist in meeting industry projections of requiring an additional 4,000 staff.
 - The funding was administered by the Department of State Growth (DSG) and was allocated to support strategic priority two of the Industry Plan, which subsequently supported the Workforce Coordination Project.
- The 2021-22 State Budget commitment was supplemented by DPAC, through the provision of:
 - \$50,000 per year for three years (2021-22, 2022-23 and 2023-24) to TasCOSS for the Strengthening Governance Project (TasCOSS administered a scholarship program to strengthen governance and develop leaders in Industry organisations).
 - \$57,302 in one off funding to TasCOSS in 2022-23 to support the implementation of the Industry Plan.
- These additional commitments increased the Tasmanian Government's total allocation of funding for the Industry Plan to \$3.3 million.
- Currently, there is no further funding allocated for the Industry Plan.

Governance Review

- Whilst the governance of the Industry Plan was the key focus of the review, consultation feedback also noted the impacts of governance of the wider community services industry, noting that:
 - Across Tasmania, there are strong relationships, joint initiatives and examples of collective leadership—particularly through the efforts of sector peaks, regional alliances, and issue-based coalitions.
 - These efforts are occurring in the absence of a formal mechanism to guide, connect, and sustain them.
- Stakeholder feedback highlighted several governance challenges relating to the Industry Plan, including:
 - Lack of visibility and clarity in roles and processes.
 - Perceived inequity in fundholding and resourcing decisions.
 - Fragmentation between Plan pillars.

- Insufficient mechanisms for embedding knowledge across transitions in leadership or departmental structures.
- The review, and subsequent Report from 3P Advisory, responds to these issues and focuses on identifying improvements to the governance structure surrounding the Industry Plan, with eight key findings that highlighted:
 - A need for a shared purpose to align stakeholders and decision-making processes.
 - Reduce complexity to a single-level governance rather than a multi-tiered structure.
 - Challenges related to a single fund-holder model.
 - A lack of tangible, measurable, and trackable outcomes.
 - Absence of a structured decision-making framework.
 - Impact of frequent personnel changes (government and sector).
 - Recognise and align with national initiatives in specific sub-sectors.
 - A need for a unifying formal structure for whole-of-sector leadership, strategic alignment and long-term collaboration.
- DPAC and TasCOSS are scheduled to meet in late July 2025 to discuss a pathway forward and how to work through the recommendations with the industry and broader community services sector.

	Name	Position
Prepared by	Cass Wise	Team Leader, Community Services
Cleared by	Corrina Smith	Director, Community Services

	Name	Contact number
DPAC contact for more information:	Corrina Smith	Out of scope, s.38

Attachments

1. Premier – Letter to Tasmanian Council of Social Service (TasCOSS)

Incoming Government Brief 2025

Minister for Community Services

DPAC Group - Community and Government Services

Community Services Funding Review

Recommendation

- **Note** the information contained within this Brief regarding the Community Services Funding Review (the Review), which is focused on indexation, longer-term funding arrangements and the delivery of an Outcomes Framework.
- **Note** there is significant community expectation that surrounds this work, with many community service organisations advocating the transition to longer term arrangements to assist with attracting and retaining suitably skilled employees and providing certainty regarding funding.
- **Note** the complexities associated with the implementation of all aspects of the Review, specifically those related to the transition to longer term funding arrangements, as outlined below.
- In a letter to the Tasmanian Council of Social Services (TasCOSS) dated 7 July 2025 (refer to Attachment 1), the Tasmanian Liberal Party confirmed its commitment to allocations under the Community Services portfolio made in the 2025-26 State Budget delivered on 29 May 2025, including:
 - Undertaking significant reforms to community services, which began in 2024 with the implementation of a four-year indexation commitment for community services organisations.
 - To further support long-term confidence, will review the level of indexation for community service organisations to provide ongoing certainty before the conclusion of current indexation commitments in 2027-28.
 - Accelerate completion the transition to longer term commitments in consultation with the sector and organisations, directing the Department of Premier and Cabinet to undertake this work as a priority.
 - Reviewing the community budget submission process to provide funding certainty earlier in the budget cycle.
 - Commit to working to streamline multi-deed arrangements across government.
- **Not relevant** [REDACTED]

Key Points

- A cross-agency Steering Committee and Working Group was established in 2023 to guide the Review with representation from the Departments of Premier and Cabinet, Justice and Health, Department for Education, Children and Young People and Homes Tasmania with advice being provided by Department of Treasury and Finance as required.
- The Review has focused on addressing three key government commitments aimed at supporting the sustainability of the community services sector, these being:
 - Reviewing indexation.
 - Progressing longer-term funding provision.
 - Delivering an Outcomes Framework.
- The breadth of work to be delivered across government through the Review is considerable, and the key areas of work are intrinsically linked.
- Through the cross-agency approach, work is not being progressed in isolation.
- Longer term recurrent and indexed funding commitments are required to enable effective outcomes-based funding.
- The Department of Premier and Cabinet (DPAC) is leading work across Tasmanian Government agencies to progress the Review, including the delivery of a whole-of-government Model to implement longer term funding agreements.
- The Model utilises a multi-staged approach and seeks to support the complex project by taking into consideration the significance of implementing a project of this size and complexity across Tasmanian Government Agencies.
- Longer-term funding arrangements for community service organisations will provide funding certainty, enabling organisations to operate with increased confidence, and engage in longer term sustainable planning practices.

Background

Review Indexation

- The work undertaken through Review to address indexation informed the Tasmanian Government's 2024 commitment to provide 12.5 per cent indexation over four years:
 - 2024-25: 3.5 per cent.
 - 2025-26: 3 per cent.
 - 2026-27: 3 per cent.
 - 2027-28: 3 per cent.
- To further support long-term confidence a re-elected Tasmanian Liberal Party has committed to reviewing the level of indexation for community service organisations to provide ongoing certainty before the conclusion of the current indexation commitment in 2027-28.
- This work considered wage costs (including the superannuation increase percentage and the Fairwork Commission Annual Wage Decision percentage) and the Hobart Consumer Price Index (CPI) percentage.
- At the time the commitment was delivered, the Tasmanian Government provided an indexation rate above the Department of Treasury and Finance (Treasury) CPI forecast level and in line with public sector wages across the period.
- The important link between indexation and the Review is a key consideration for the delivery of the broader project and will remain as an important consideration throughout the project's entirety.
- Although an increased rate of indexation has been delivered through the 2024 commitment, community service organisations continue to campaign for increases in indexation, stemming from concerns that indexation rates have not kept up with sector wage increases and rising costs of living.

Progressing longer-term funding arrangements

- The Review is currently focused on progressing longer term arrangements for community service organisations.
- Currently, there is no consistent approach across Tasmanian Government agencies to the administration of funding commitments, either through grants or procurement.
- This has been a key consideration for DPAC in developing the Model.
- The Model has been developed utilising a multi-staged approach, which considers the significance and complexity of implementing a project of this size across Tasmanian Government agencies, noting resource implications across agencies as the broader Review project is unfunded.

Stage One

- Stage one of the work to progress to longer-term funding arrangements has focused on recurrent funding for community services peak bodies.

- Through cross-agency collaboration, a consistent framework and key definitions have been identified to drive the rollout of longer-term arrangements across the project.
- Stage One of this work was considered by Cabinet on 29 April 2025.
- Cabinet endorsed the list of Peak Bodies and funding lines to transition to longer term arrangements.
- However, prior to progressing with longer-term arrangements, Cabinet required agencies to confirm with the Department of Treasury and Finance that the proposed core/peak funding line is budgeted and recurrent.
- Work to progress the endorsed list of organisations to longer-term arrangements is currently on hold due to the 2025 State Election and the caretaker period.

Stage Two

- To ensure momentum is maintained, stage two will likely be implemented in tranches.
- There will be a focus on broader recurrent funding across the community services sector, and cross-agency considerations that must be addressed to effectively implement longer term arrangements.
- These considerations include:
 - The work being completed by the Department of Treasury and Finance to provide clearer guidance in relation to the procurement versus grant agreement mechanisms.
 - The impact of transitioning to procurement-based funding mechanisms on Tasmanian Government agencies and the community services sector, particularly if advice from the Office of the Crown Solicitor (yet to be sought as part of the Review) is that many traditionally funded community services are to be subject to full procurement processes.
- Noting the complexity of the project and that it won't be a 'one size fits all' approach, one of the first steps will be for agencies to conduct an audit to assist with identifying which funding commitments will be transitioned for each stage.
- Through the 2025 State Election, the Tasmanian Liberal Party has committed to:
 - Accelerating completion of the transition to longer term commitments in consultation with the sector and organisations, and will direct DPAC to undertake this work as a priority.
 - Reviewing the community budget submission process to provide funding certainty earlier in the budget cycle.
 - Committing to working to streamline multi-deed arrangements across government.

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

Challenges of Implementation

- There are several challenges regarding the ability of Tasmanian Government agencies to deliver longer term agreements to community service organisations, including:
 - Authority to enter into funding agreements that extend beyond the annual appropriation provided to agencies through the budget.
 - The financial risk for agencies in committing funding outside the four-year budget and forward estimates cycle.
 - The differing agency approaches to managing the financial risk associated with longer term agreements.
 - Challenges associated from the varied approaches to grants management and procurement practices across agencies.
 - Lack of consistent interpretation of the Treasurers Instructions in relation to what should be considered a grant and what is procurement, and no whole-of-government approach to the testing of this advice through the Crown Solicitor.
 - The impact to the Community Services sector of undertaking procurement processes in place of previously used grant processes for some arrangements.
 - Guidance materials and Treasurers Instructions being considered outdated in relation to procurement and grants management practices, resulting in agencies making their own determinations as to process.
 - The lack of a coordinated approach or oversight of whole-of-government grant management.
- These challenges are highlighted in advice provided by Crown Law to the Department for Education, Children and Young People (DECYP) who sought to address a Commission of Inquiry recommendation to develop a customised contract for Out of Home Care services.
- Crown Law's advice to DECYP outlined that a significant proportion of the services being commissioned by the Agency more appropriately fit under the definition and requirements of the procurement Treasurers Instructions (TIs) rather than grants.
- Although DECYP are addressing these concerns regarding Out of Home Care services this advice is yet to be tested more broadly, with many agencies concerned about the implications that testing such advice will have on current resources and the community services sector more broadly.

Auditor General's Report – Department of Health Funding

- Critically, the Review must consider the recent *Tasmanian Audit Office report into the Department of Health's funding of community service organisations*, including the:
 - Need to ensure that appropriate processes are utilised in administering public funds.
 - Development of a whole-of-government outcomes framework, designed to provide consistency in the development of domains, outcomes, and indicators, leveraging work already undertaken with the Tasmanian Wellbeing Framework.

- The report also noted there was a lack of clarity in the Department of Health (DoH) and at the whole-of-government level about when to use a procurement or grant process.
- The report identifies challenges in DoH's interpretation of the Treasurer's Instructions relating to when a grant should be pursued rather than providing funding through a procurement process.
- The report also details that Treasury currently provides insufficient clarity or guidance on funding methods, leaving interpretation up to agencies on a case-by-case basis, with no consistent approach across agencies.
- A key consideration for the Community Services Funding Review will be the interpretation of the Treasurer's Instruction as to when a grant should be pursued rather than providing funding through a procurement process.
- As part of cross-agency discussions instigated through the Review, Treasury has indicated that it is developing additional guidance materials for the application of Treasurers Instructions FC-12 and PF-6 related to grant management and procurement processes.
- Treasury indicated that this work would be progressed prior to 30 June 2025, however DPAC does not have any confirmed advice about progress of the project.
- This work will be integral to driving sustained progress in relation to the Review, and consistency in approach to the provision of funding to community services organisations across Government.

Delivery of an Outcomes framework

- DPAC is also leading the development of an Outcomes Framework to guide purchasing for outcomes.
 - It is proposed that the Outcomes Framework utilise Tasmania's Wellbeing Framework (if finalised) for population level outcomes with individual Government agencies defining program level outcomes.
- The Outcomes Framework will support a whole-of-government, and community services sector approach to service delivery, and ensure that funded services interacting with the Tasmanian Government have consistent expectations that uphold the rights and wellbeing of Tasmanians.
- It is integral that the Outcomes Framework not only aligns with other approaches, such as the Wellbeing Framework and the Community Services Industry Plan, but also considers the linkages with secondary referenced mechanisms such as Quality and Safeguarding.
- In a letter to the Tasmanian Council of Social Services (TasCOSS) dated 7 July 2025 (refer to Attachment 1), the Tasmanian Liberal Party outlined the journey that is underway to implement longer-term funding agreements and an outcomes framework.

Timing of Funding

- There are concerns within the community services sector relating to the timing of State Budgets and the implications for the outcomes of community budget submissions, particularly where funding is provided on a time-limited basis.
- The impact of the timing of funding on an organisation's ability to sustain the contracts of fixed-term employees has been acknowledged, and addressing such challenges will form part of stage two of the work to implement longer term funding arrangements.
- This work will likely focus on working with Agencies and the community services sector to reframe the process in relation to community budget submissions to ensure certainty can be provided earlier and to assist staffing retention and working within the boundaries of the budget cycle.

• **Not relevant**

[Redacted text]

[Redacted text]

[Redacted text]

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Attachment

1. Premier - Letter to Tasmanian Council of Social Service (TasCOSS)

Incoming Government Brief 2025

Minister for Community Services

DPAC Group – Community and Government Services

Overview – Community Services

Role of Portfolio

- The Community Services portfolio supports the capacity building of community services and the Tasmanian community through the oversight of programs and services, the provision of policy advice to Government, and the administration of a diverse range of grant programs.
- Priority focus areas include:
 - Sector engagement and supporting community service organisations
 - Carers (including informal kinship care)
 - Financial Counselling Services
 - Food Insecure Tasmanians
 - Gambling Harm Minimisation
 - LGBTIQA+ Tasmanians
 - Men Sheds
 - Multicultural Tasmanians
 - Neighbourhood Houses
 - Older Tasmanians
 - Personal and Family Counselling
 - Volunteers
- Support is also provided through this portfolio to the Tasmanian Community Fund.

Key Facts

- As at 30 June 2025, there were 31.8 FTEs supporting the portfolio.
- The FTE data includes executive oversight through the Deputy Secretary, Community and Government Services, and 5 FTEs for the Tasmanian Community Fund.
- The Community Services budget, Output 3.3, is broad and complex. It changes annually as budget allocations end and new allocations are made through election and budget cycles.
- The Community Services output expense budget was \$54.3 million in 2024-25, noting that this included \$18.6 million in one off 2024 election commitments.

Priority Areas (list of Topic briefs included in pack)

Topic title	Recommendation
Community Services Funding Review	Note details of the Community Services Funding Review which is focused on indexation, longer-term (five-year) funding arrangements and the delivery of an Outcomes Framework. Note there is significant community expectation that surrounds this work, with many community service organisations advocating the transition to longer term arrangements to assist with attracting and retaining suitably skilled employees and providing certainty regarding funding. Note the complexities associated with the implementation of all aspects of the Review, specifically those related to the transition to longer term funding arrangements.
Community Services Industry Plan	Note that a review of the Community Services Industry Plan 2021-2031 (Industry Plan) was completed in 2025. Note that DPAC is working with the Tasmanian Council of Social Service (TasCOSS) and the broader community services industry to determine the most appropriate approach to consider the findings and recommendations of the review. Note that there is no funding currently available for the implementation of the recommendations. Consider recommended resourcing of \$150,000 to support sector sustainability and efficiency, including addressing key recommendations from the review, as outlined in DPAC's 2025-26 State Budget submission.
Community Support	Continue to develop and release the Food Resilience Strategy in 2025, and the underpinning Action Plan in 2026. Consider recommended resourcing to support community focused activities and cost of living initiatives, as outlined in DPAC's 2025-26 State Budget submission including the Energy Hardship Fund, Glenhaven Family

	Care, Food Resilience Strategy and Action Plan, and food relief programs and services.
Diverse Communities and Priority Populations	Consider and release the Tasmanian LGBTIQ+ Strategy and Tasmanian Volunteering Strategy. Note that DPAC continues to develop the Tasmanian LGBTIQ+ Action Plan and the Tasmanian Volunteering Action Plan. Note that the implementation of the Multicultural and Older Tasmanians Action Plans is underway. Note that work has commenced on the development of a new Carer Action Plan. Consider recommended resourcing for each priority population group, as outlined in DPAC's 2025-26 State Budget submission.
Gambling Harm Minimisation	Note the work being conducted through the Gambling Support Program offered through DPAC and the concerns that exist with the current process for seeking funds for non-regulatory gambling support through the Community Support Fund. Note the concerns with the development of the Gambling Harm Minimisation Package and its potential impact on the Gambling Support Program and the refresh of the Gambling Support Program Strategic Framework. Note that gambling regulation forms part of a separate ministerial portfolio (Minister for Finance) and is supported by the Department of Treasury and Finance.
Neighbourhood Houses	Note the concerns raised by the Neighbourhood House Network (the Network) in relation to funding levels being inadequate to meet program delivery costs. Note the concerns related to four Neighbourhood Houses (Houses) that currently require rebuild or re-location, with no currently identified funding source. Note that there are several community-based organisations or local government areas that are requesting the creation of a new neighbourhood house. Consider recommended resourcing to support the continued delivery of the Community Connector Program at a base funding level of \$1.622 million in 2025-26,

	2026-27 and 2027-28, as outlined in DPAC's 2025-26 State Budget submission.
Tasmanian Community Fund	Note the Tasmanian Audit Office's review of the Tasmanian Community Fund (TCF) identifying governance and process issues, with four recommendations to improve the transparency of the TCF's operational practices. Note that in April 2025, the Board reported that three of the four recommendations were functionally complete, and that the remaining recommendation was being progressed. Note that the Tasmanian Community Fund Amendment Bill 2024 (the Amendment Bill) was tabled in Parliament in December 2024 and was passed by the House of Assembly on 6 May 2025. Consider the reintroduction of the Amendment Bill to Parliament. Note that recruitment for TCF Board vacancies commencing in January 2026 is expected to commence in September 2025. Note that there is no 2025-26 appropriation available to the TCF as the Tasmanian Government is operating under the Supply Bill for the period 1 July to 31 December 2025.

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Incoming Government Brief 2025

Minister for Community Services

DPAC Group - Community and Government Services

Tasmanian Community Fund

Recommendation

- **Note** the information contained within this brief in relation to the Tasmanian Community Fund (TCF).
- **Note** that in August 2024, the Tasmanian Audit Office completed an audit on the TCF's provision of a grant to Australians for Indigenous Constitutional Recognition Ltd, with the audit report providing four recommendations to improve the transparency of the TCF's operational practices.
- **Note** that in April 2025, the TCF Board indicated that three of the four audit report recommendations were functionally complete, and that the remaining recommendation was being progressed.
- **Note** that in August 2024, the Tasmanian Government committed to reviewing the *Tasmanian Community Fund Act 2005* (the Act).
- **Note** that the Tasmanian Community Fund Amendment Bill 2024 (the Amendment Bill) was tabled in Tasmanian Parliament in December 2024 and passed by the House of Assembly on 6 May 2025.
- **Note** that progress of the Amendment Bill is on hold due to the calling of the 2025 State Election.
- **Consider** the reintroduction of the Amendment Bill to Parliament.
- **Note** that recruitment for TCF Board vacancies commencing in January 2026 is expected to commence in September 2025.
- **Note** that there is no 2025-26 appropriation available to the TCF as the Tasmanian Government is operating under the Supply Bill for the period 1 July to 31 December 2025.

Key Points

Grant to Australians for Indigenous Constitutional Recognition

- In 2023, the TCF provided grant funding of \$557,800 to Australians for Indigenous Constitutional Recognition Ltd (AICR) to support a Voice referendum campaign in Tasmania.
- In providing the grant, the TCF Board advised that it considered the opportunity to support an organisation that would be providing Aboriginal people with the chance to have a say in issues that affect them and contribute to long-term improvements including better educational outcomes for their community.

- The Board's view was that the funding fell directly in alignment with its Strategic Plan and with section 7, subsection (2) of the Act.

Tasmanian Audit Office Independent Audit

- In August 2024, the Tasmanian Audit Office (TAO) completed an audit of the provision of the grant to AICR.
- The objective of the audit was to express a limited assurance opinion on the TCF's processes and considerations leading to the decision to publicly support a yes vote in the Voice Referendum, and its processes for assessing the AICR grant.
- In addition, the audit examined the TCF's governance in relation to its decision to support a yes vote, and examined the grants assessment processes with reference to relevant legislation and its own policies and procedures.
- The audit identified significant recordkeeping shortcomings relating to the TCF's operations, and that the recommendation for providing grant funding to AICR, as measured against the evaluation criteria, did not follow an effective process.
- The Auditor-General's Report (the Report) in relation to the audit was tabled in Parliament on 8 August 2024 and recommended that the TCF Board:
 - Conduct and document due diligence, including recording the legislative basis, key considerations, conflicts of interest, assessment of risks, and any advice relied upon in reaching its decisions.
 - Adopt best practice grants management to objectively assess the relative merit of grants with clear reasons why applications are approved or denied;
 - Provide regular guidance, training, and clear directions to Tasmanian State Service (TSS) staff to ensure they comply with TSS principles of remaining impartial and apolitical while following the Board's directions.
 - Adopt best practice records management in accordance with the Archives Act 1983 and associated guidance.
- In response to the review, DPAC committed to providing the TSS staff that support the TCF with regular guidance, training and clear directions to ensure they can comply with the TSS principles of remaining impartial and apolitical, while following the Board's directions.
- This commitment is documented in the Service Level Agreement between the TCF Board and DPAC and initial training on the TSS principles and Code of Conduct was provided to the TCF staff in December 2024.

Tasmanian Community Fund Amendment Bill 2024

- In August 2024, the Tasmanian Government committed to reviewing the Act.
- DPAC progressed the review, and the Amendment Bill was tabled in Parliament in December 2024.

- The Amendment Bill aimed to embed the Tasmanian Government's response to important policy recommendations made within Report and to address the Report's four recommendations.
- Interim arrangements were put in place while the Amendment Bill was being progressed to provide DPAC with line of sight to grants supported by the TCF Board.
- The Bill was initially debated in Parliament on 13 March 2025, with revised amendments moved in the House of Assembly in May 2025.
 - The amendments responded to concerns raised during the March debate.
- The Amendment Bill was passed by the House of Assembly on 6 May 2025, however, is currently on hold due to the calling of the 2025 State Election.
- Following the 2025 State Election, the incoming Government will be required to consider whether the bill should be reintroduced to Parliament.

Funding - Tasmanian Community Fund

- The TCF receives a reserved-by-law appropriation, which is indexed to the March quarter Consumer Price Index for Hobart.
- The TCF appropriation was \$8.309 million in 2024-25, and forecast as \$8.674 million in 2025-26.
- Under the Service Level Agreement (SLA) between the TCF and DPAC, the appropriation included in the State Budget is to be provided to the TCF within two months of the State Budget receiving Royal Assent by the Governor.
- As the Tasmanian Government is currently operating under the Supply Bill which passed Tasmanian Parliament on 13 June 2025, the 2025-26 appropriation is not currently available for the TCF.
- As at 30 June 2025, the TCF had a cash balance of \$21.99 million.
- The TCF's full year expenditure for 2024-25 was \$5.809 million.
- The TCF has a sufficient cash balance to maintain operations at the 2024-25 level until such time that the 2025-26 appropriation is available.
- DPAC will write to the TCF Board to confirm this arrangement.

Background

- The TCF was established in 1999 from the sale of the Trust Bank to provide grants to community organisations.
- Since 1999, the TCF has allocated over \$137 million to more than 3,230 projects across Tasmania.
- The TCF is governed by the Act and administered by an independent board.
- DPAC has administrative responsibility for the Act.
- The Act specifies that grants may be made by the TCF Board for charitable purposes; sporting or recreational purposes; cultural and arts purposes; educational purposes, religious purposes and any other community purpose approved by the Minister on the recommendation of the TCF Board.

TCF Board

- The Act stipulates that:
 - The TCF Board is to consist of not more than six persons appointed by the Governor on the recommendation of the Minister; and
 - One of the persons appointed to the Board is to be appointed by the Governor, on recommendation of the Minister, as Chairperson.
- As part of the 2014-15 State Budget, the Tasmanian Government announced it was considering future options of the TCF and the Board.
- Following a period of consultation, the Government decided that the TCF Board would remain but would be reduced by one member to five members.
- This took effect from 1 January 2016, following the expiration of tenure of two Board members, however there were no formal amendments to the Act.
- The sixth Board position had not been filled since that time until 1 January 2025, when the TCF Board returned to its full capacity of six members, following the recruitment of a new Chairperson and two new Board members.
- Currently, Board members are paid remuneration of \$21,472 and the Chairperson \$35,793. Reasonable out-of-pocket expenses are also provided to Board members.
- The Board must perform its functions and exercise its powers honestly and in the best interests of the Tasmanian community.

TCF Board Recruitment

- As the Act is silent in relation to the administrative aspects of Board member recruitment and tenure, members have historically been appointed in line with the TCF's Board Appointment Policy, which stipulates that:
 - The Chair can be reappointed if they have served less than 9 years, and a board member can be reappointed if they have served less than 6 years;
 - Expressions of Interest are to be advertised regionally;
 - A Selection Advisory Panel comprising the Chair, one board member, and a senior DPAC representative is formed to recommend candidates, unless a member is deemed suitable for reappointment; and
 - A panel is only required if the board opts to consider others or the Minister requests it.
- In August 2024, the recruitment for TCF board vacancies from 1 January 2025, including the proposed appointment of a new Chairperson, was paused to ensure that the recruitment process was open and transparent, and that an appropriate mix of skills and regional representation were considered.
- Recruitment of these vacancies was subsequently progressed by DPAC in late 2024.
- A recruitment agency, Orchard Talent, was engaged by DPAC to ensure a transparent and independent process was conducted.

- Following the recruitment process, a new Chairperson and two Board members were appointed by the Governor upon the recommendation of the Minister for Community Services.
- Recruitment for two Board vacancies commencing on 1 January 2026 is expected to commence in September 2025, and DPAC understands that the TCF is considering the engagement of a recruitment agency to progress this process.
- DPAC will provide advice to the incoming Minister for Community Services in relation to this matter once Government is formed following the 2025 State Election.

TCF Strategic Plan 2022-2030 and Funding Strategy

- The TCF adopted a strategic plan for the period 2022 to 2030, noting that the TCF Board would be responsible for the development and implementation of initiatives to meet the goals of the plan.
- The strategic plan outlines a vision for the TCF of driving systemic change to achieve positive outcomes for all Tasmanians; and enabling communities to develop, deliver and lead place-based responses to needs.
- The TCF Board also finalised a funding strategy for the period 2024-2030, which focuses on removing barriers to learning for children and young people between the ages of 8 and 19.
- The funding strategy prioritises building the capacity of community to create and lead its own solutions to complex local issues.
- Since 1999, the TCF has allocated \$137 million to more than 3,230 projects including \$6.6 million to 32 projects in 2023-24 and \$5.1 million to 30 projects in 2024-25.

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Incoming Government Brief 2025

Minister for Community Services

DPAC Group - Community and Government Services

Neighbourhood Houses

Recommendation

- **Note** the information contained within this brief in relation to Neighbourhood House funding and program delivery.
- **Note** the concerns raised by the Neighbourhood House Network (the Network) in relation to funding levels being inadequate to meet program delivery costs.
- **Note** the concerns related to four Neighbourhood Houses (Houses) that currently require rebuild or re-location, with no currently identified funding source.
- **Note** that there are several community-based organisations or local government areas that are requesting the creation of a new neighbourhood house.
- **Consider** recommended resourcing to support the continued delivery of the Community Connector Program at a base funding level of \$1.622 million in 2025-26, 2026-27 and 2027-28, as outlined in the Community Connector Program section below.
- In a letter to the Tasmanian Council of Social Services (TasCOSS) dated 7 July 2025, (refer to Attachment 1) the Tasmanian Liberal Party confirmed its commitment to allocations under the Community Services portfolio made in the 2025-26 State Budget delivered on 29 May 2025, including support for Neighbourhood Houses.
- Through the 2025 Election, the Tasmanian Liberals have committed to providing \$7.9 million over the next three years to Neighbourhood Houses to assist Tasmanians in the community that need extra support.

Key Points

Neighbourhood Houses

- The Tasmanian Government currently funds 34 Neighbourhood Houses across Tasmania.
 - There are a total of 35 Houses located across Tasmania, with one at Dowsing Point which is funded by the Australian Government Department of Defence.
- Houses provide a place-based approach to community capacity building through consultation, collaboration and the delivery of specialised programs and services.
- Houses work to support individuals in the community to reach their potential, foster strong and supportive families, encourage safe, inclusive and resilient communities, and improve general health and wellbeing.

- Funding provided to Houses involves a mixture of recurrent core funding and fixed-term funding for programs such as the Community Connector Program.
- Houses may also receive funding from other sources, including:
 - The Neighbourhood Houses Capital Improvement Program, which provides funds to assist in ensuring houses are fit for their designed purpose.
 - Other grant programs such as the Tasmanian Food Relief Grant Program or Emergency Relief Grants.
- There are several organisations or local government areas that are seeking recognition as a Network House.
 - These requests would require ongoing funding to be identified before being considered.

Neighbourhood Houses Tasmania

- The Tasmanian Government also funds Neighbourhood Houses Tasmania (NHT) as the sector peak body, which represents the majority of Houses across Tasmania.
- NHT's purpose outlines that it operates as a peak body that represents, supports, and enables Neighbourhood Houses in Tasmania to support local communities through a community-led approach.
- Since 2020-21, the Tasmanian Government has also committed significant funding to:
 - Support the delivery of an independent review of NHT.
 - Support the transition to a new governance structure for NHT and the Network.
 - Deliver a governance program to increase governance skills and knowledge in Houses.

Community Connector Program

- The Community Connector Program (CCP) provides Houses with additional resources to deliver place-based services that respond to distinctive local needs, including practical help to meet the increased volume and complexity of individuals that are accessing Houses.
- NHT and the Network continue to raise concerns about funding certainty of the CCP, and the associated effect on the ability of Houses to attract and retain qualified staff.
- In 2024-25, the Tasmanian Government committed funding totalling \$6.93 million for the continuation and expansion of the CCP over four years (2024-25 to 2027-28), with based funding of \$1.298 million available in each year.
- NHT and the Network expressed strong dissatisfaction with the funding allocated through the 2024-25 State Budget for the CCP and advocated for additional funding.
- Supplementary funding of \$324,000 for 2024-25 was subsequently provided to enable full wage and oncosts for the CCP to be addressed, providing equity across all Houses and ensuring that no Houses were significantly disadvantaged.
 - The 2024-25 shortfall was allocated through DPAC's 2024-25 Community Support Fund application for the Gambling Support Program.

- Funding of \$324,000 to address the shortfall in each year from 2025-26 to 2027-28 was sought through the 2025-26 State Budget, in order to increase the base funding allocation to \$1.622 million annually.
- The 2025-26 State Budget handed down on 29 May 2025 included this funding allocation, and there is significant community expectation that this funding shortfall will be addressed for the period 2025-26 to 2027-28.

Tasmanian Government Commitments

- Through the 2024 State Election and subsequent 2024-25 State Budget, the Tasmanian Government committed to a range of commitments to support Neighbourhood Houses including:
 - Boosting funding to all Neighbourhood Houses by \$50,000 a year for three years (2024-25 to 2026-27).
 - Providing \$6 million in new capital funding to ensure all Houses are fit for purpose and contemporary, including an investigation and modelling of the needs of East Devonport Neighbourhood House.
 - Continuing the employment of 11 FTE Community Connectors and beginning a staged expansion to deliver more Community Connectors each year.
 - Providing \$150,000 for the Hub in the Hood Community Garden initiative at the Warrane Mornington Neighbourhood Centre.
 - Providing additional funding of \$74,000 per year for four years to Phoenix Neighbourhood House to extend core funding.

Background

Funding of Neighbourhood Houses

- Tasmanian Government funding is provided to Houses across three categories, as detailed below.

Category	Catchment	Number of Houses	Base funding 2025-26 (Including 3% indexation)
A	Metropolitan	19	\$285,760
B	Non-metropolitan	14	\$261,844
C	Remote	1	\$177,275

Neighbourhood Houses Tasmania – Governance Program and Independent Review

Overview and History

- In 2019, following the resignation of the CEO and President of the Board, the Department of Communities Tasmania provided funding of \$109,740 in 2019-20 to NHT to appoint a Governance Project Officer, aimed at increasing the governance capacity of NHT and the Network.

- The funding was not expended by NHT and was carried forward to 2020-21.
- In 2021-22, the Tasmanian Government committed further funding of \$400,000 over four years (2021-22 to 2024-25) to extend the initial governance work.
- This four-year commitment was to support the volunteer Boards within the Network to develop skills to provide strong, adaptive and community led governance to their communities, and build upon the work undertaken in 2020-21.
- Funding of \$100,000 for this purpose is also available in 2025-26.

Independent Review

- In 2022, the NHT Board sought support from the Department of Communities Tasmania regarding long-standing governance concerns including high turnover on the NHT Board and in the Chief Executive Officer (CEO) role.
- This led to the Department of Communities Tasmania initiating an Independent Review of Governance within NHT, with the associated report provided to the Department in late 2022 and presented to the network in early 2023.
- The transition period for the implementation of the Review's 15 recommendations concluded in June 2025.
- DPAC is seeking clarification from NHT as to the progress of all recommendations.
- This includes advice as to whether NHT has sought to resolve the high level of disunity between the peak body and some member organisations, and how it will continue to pursue ongoing Network governance change in a sustainable manner.
- DPAC is concerned with the number of Neighbourhood Houses electing not to become members of NHT or opting out of membership after a period of time, leading to an increasing number of houses not engaged through the Peak Body.
 - Currently Tresca and Ulverstone are not members of NHT.
 - DPAC understands that Northern Suburbs Community Centre (NSCC) is considering whether to renew membership in 2025-26. As NSCC operates as a standalone and satellite house model, non-membership would see the number of NHT members drop by two Houses.
- DPAC is working with those houses and NHT to understand their concerns and to ensure appropriate support is in place.

Community Connector Program

- Through the CCP, Neighbourhood Houses are delivering place-based services that respond to distinctive local needs, including practical help and referrals to meet the increased volume and complexity of individuals that are accessing Houses.

Community Care Advisor Pilot

- Through the 2021-22 State Budget, funding of \$1.4 million per year for two years (2021-22 and 2022-23) was provided to support a Community Care Advisor Pilot (now known as the CCP).

- The pilot was based on a Host House model, with Host Houses providing logistical and administrative support for a cluster of local Houses to access CCP resources.
- A Deloitte Access Economics final evaluation report indicated that the CCP pilot delivered practical support to meet the increasing volume and complexity of individual and community demands on Houses through a place-based, resource sharing approach.

Interim period between programs

- Following a delayed start to the pilot, the original funding commitment concluded on 31 December 2023. An additional \$700,000 was sourced through DPAC's 2023-24 Community Support Fund (CSF) allocation to continue the pilot until 30 June 2024.
 - DPAC applies annually for funding through the CSF for the delivery of the Gambling Support Program.
 - The Gambling Support Program provides a public health response to the risks and harms of gambling, through community education, community grants, provision of services for people affected by gambling, policy development and research.

2024-25 State Budget Commitment

- In 2024-25, the Tasmanian Government committed to the continuation of the CCP, providing:
 - Continued support for the employment of 11 FTE Community Connectors, with funding of \$5,192,000 over four years (2024-25 to 2027-28); and
 - Funding of \$1,416,000 over three years from 2025-26 to 2027-28 to support a staged expansion of the CCP.
- NHT and Houses advocated strongly that the funding level represented a decrease from that provided for the pilot.
- Houses reported that previous levels of funding were already inadequate to meet program delivery costs, and that the reduction would result in significant difficulty retaining staff and delivering services.
- DPAC subsequently secured additional funding of \$324,000 through the agency's 2024-25 CSF allocation, increasing CCP funding in 2024-25 to \$1.622 million.
- Additionally, reflecting feedback from the pilot, DPAC worked with NHT and Houses to develop a new CCP model to address concerns identified around cost burdens for Host Houses and inequitable funding distribution.
- The new model implemented in 2024-25 is based on equal and direct individual House funding, and provides an opportunity for Houses that did not participate in the pilot to join the program.
- As a result, CCP funding is now equally distributed across all 34 Houses.

Capital Improvement Program

- The Capital Improvement Program (CIP) has been implemented since 2012-13 to upgrade Neighbourhood Houses across Tasmania.
- The most recent CIP round (2021 – 2024) included the development of functional assessments and costed concept plans for all Houses.
 - Based on the concept plans, improvements were prioritised for 12 Houses.
- In 2024-25, the Tasmanian Government committed funding of \$2 million per year for three years (2024-25 -2026-27) for a new CIP round.
- To enable the closure of the previous CIP round and for the governance for the new CIP to be considered, funding from 2024-25 was reprofiled for program delivery in 2027-28.
- DPAC is working with Homes Tasmania as the building owner of the majority of Houses, NHT, and the Network to deliver the new CIP round.

Rebuilds and Relocations

- While identification and scoping of potential works is covered in the CIP, full rebuild and relocations sits outside the scope of the CIP.
- There are four houses identified for rebuild or relocation, these being East Devonport Neighbourhood House, Bucaan Community House, Dunalley Tasman Neighbourhood House (two sites – Dunalley and satellite House at Nubeena).
- East Devonport Neighbourhood House remains the priority of these four identified Houses due to unresolvable safety concerns limiting access to the lower ground floor.
- Currently, there is no identified funding source for the four new builds or relocations.

New House Requests

- DPAC is aware of interest from several community-based organisations and local government areas relating to the establishment of new Houses, including:
 - Ouse (Central Highlands LGA).
 - Glamorgan-Spring Bay LGA.
 - Longford (Northern Midlands LGA).
 - Hobart CBD (with a focus on homelessness).
- In addition, Glenhaven Family Care currently deliver Kentish House which provides services similar to those provided at Houses within the Kentish Council municipality.
 - Glenhaven Family Care received one-off 2024 Election commitment funding of \$145,000 per year for three years (2023-24 to 2025-26) for the continuation of this service.

Prepared by	Name Cass Wise	Position Team Leader, Community Services
Cleared by	Corrina Smith	Director, Community Services

	Name	Contact number
DPAC contact for more information:	Corrina Smith	Out of scope - a 30

Attachments

1. [Premier – Letter to Tasmanian Council of Social Service \(TasCOSS\)](#)
2. Neighbourhood House Funding

Incoming Government Brief 2025
Minister for Community Services
DPAC Group – Community and Government Services

Neighbourhood Houses

Program / Activity	Funding Source	2021-22	2022-23	2023-24	2024-25	2025-26*	2026-27	2027-28
Neighbourhood House Funding								
Base Funding (including indexation)	Recurrent	\$8,335,606	\$8,527,475	\$8,698,024	\$9,002,453	\$9,550,704	\$9,837,226	\$10,132,343
	2022-23 Cost of Living Support	-	\$1,700,000	-	-	-	-	-
	2023-24 State Budget	-	-	\$1,750,000	-	-	-	-
Neighbourhood Houses - Uplift		-	-	-	\$1,700,000	\$1,700,000	\$1,700,000	-
Cost of Living Booster	2022-23 One off indexation booster (uplift to 3%)	-	\$62,550	-	-	-	-	-
	2023-24 One off indexation booster (uplift to 4%)	-	-	\$170,549	-	-	-	-
Capital Improvement Program								
Capital Improvement Program	2018 Election Commitment (Homes Tasmania)	\$1,000,000	\$1,000,000	\$1,000,000	-	-	-	-
Capital Improvement Program	2024 Election Commitment (DPAC)	-	-	-	**	\$2,000,000	\$2,000,000	\$2,000,000**
Community Connector Program								
Community Care Advisor Pilot	2021 Election Commitment	\$150,000	-	-	-	-	-	-
	2021 Election Commitment	\$1,400,000	\$1,400,000	-	-	-	-	-
	2024 Election Commitment	-	-	-	\$1,298,000	\$1,298,000	\$1,298,000	\$1,298,000
Extension Funding - 6 months	Community Support Fund	-	-	\$700,000	-	-	-	-
Additional Funding	Community Support Fund	-	-	-	\$324,000	\$324,000	-	-
Expansion Funding	2024 Election Commitment	-	-	-	-	\$236,000	\$472,000	\$708,000
Neighbourhood Houses Tasmania								
Peak Body (including indexation)	Recurrent	\$390,605	\$399,394	\$407,382	\$421,640	\$434,289	\$447,318	\$460,737
Cost of Living Booster	2022-23 One Off Indexation Booster (uplift to 3% cent)	-	\$2,930	-	-	-	-	-
Community Services Uplift	2023-24 One Off Indexation Booster (uplift to 4%)	-	-	\$7,988	-	-	-	-
Commission of Inquiry	One off (Community Engagement and Change Lead)	-	-	\$320,000	-	-	-	-
Growing a safer Network for the LGBTIQ+ community	One off	-	-	-	\$7,078	-	-	-
Governance Project	One off	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	-	-
Emergency Relief – Severe weather event August/September 2024	One off	-	-	-	\$255,000	-	-	-
One Off Funding Allocations								

Program / Activity	Funding Source	2021-22	2022-23	2023-24	2024-25	2025-26*	2026-27	2027-28
Community Garden Grant Program	Food Relief to Food Resilience Action Plan	-	\$91,006	-	-	-	-	-
	2022-23 State Budget Commitment	-	\$74,000	-	-	-	-	-
	2023-24 State Budget Commitment	-	-	\$74,000	-	-	-	-
Phoenix Community House top up funding	2024 Election Commitment	-	-	-	\$74,000	\$74,000	\$74,000	-
	2024 Election Commitment (Gagebrook Community House)	-	-	-	\$16,000^	-	-	-
	2024 Election Commitment (Hood in the Hub Community Garden Initiative)	-	-	-	\$150,000#	-	-	-
TOTAL		\$11,376,211	\$13,357,355	\$13,227,943	\$13,348,171	\$15,716,993	\$15,828,544	\$14,599,080

^ Jordan River Service – Gagebrook – Actual expenditure: \$15,524.

Warrane Mornington Neighbourhood Centre Hood in the Hub – 2024-25 funding is being provided over a two-year period (2024-25 to 2025-26) to better align with likely project timing.

** Capital Improvement Program – 2024-25 funding for CIP has been reprofiled to 2027-28 to better align with likely expenditure timing (revised available funding of \$2 million in each 2025-26, 2026-27 and 2027-28).

*All figures in 2025-26 represent the full financial year commitment, however, only six months of supply has been provided to date.

Incoming Government Brief 2025

Minister for Community Services

DPAC Group – Communities and Government Services

Diverse Communities and Priority Populations

Recommendation

- **Consider and release** the Tasmanian LGBTIQ+ Strategy and Tasmanian Volunteering Strategy.
- **Note** that work is underway to develop the Tasmanian LGBTIQ+ Action Plan and the Tasmanian Volunteering Action Plan.
- **Note** that the implementation of the Multicultural and Older Tasmanians Action Plans is underway.
- **Note** that work has commenced on the development of a new Carer Action Plan.
- **Consider** recommended resourcing for each priority population group, as outlined in the Department of Premier and Cabinet (DPAC)'s 2025-26 State Budget submission.
- In a letter to the Tasmanian Council of Social Services (TasCOSS) dated 7 July 2025 (refer to Attachment 1), the Tasmanian Liberal Party confirmed its commitment to allocations under the Community Services portfolio made in the 2025-26 State Budget delivered on 29 May 2025, including:
 - Continuing the Ticket to Wellbeing voucher programs for seniors, targeting those who need support.
 - Removing the Working with Vulnerable People registration fee for volunteers.

Key Points

Carers

- *Supporting Tasmanian Carers: Tasmanian Carer Action Plan 2021-2025* (the Action Plan) concludes at the end of 2025.
- DPAC is working with Carers Tasmania, Mental Health Families and Friends Tasmania and all Tasmanian Government agencies on a new Carer Action Plan for release in early 2026.
- Currently, there is no funding committed for the development or implementation of a new Carer Action Plan.

LGBTIQ+

- In 2024-25, the Tasmanian Government committed to deliver a new LGBTIQ+ Framework and Action Plan by 30 June 2025.
- Following significant work by the Department of Premier and Cabinet (DPAC) to progress this commitment, feedback from community representatives of the Whole-of-

Government LGBTIQ+ Reference Group (the Reference Group) flagged a desire for the Action Plan to include more concrete commitments from Tasmanian Government Agencies.

- This feedback included consideration of a headline commitment, along with clear targets and measures against which Agencies could be held accountable.
- In April 2025, to address the community feedback, the Minister for Community Services approved the separation of the Framework and Action Plan into:
 - A Strategy to be released prior to 30 June 2025, endorsed by Cabinet; and
 - An Action Plan to be released by the end of 2025, endorsed by the Secretaries Board.
- The Tasmanian LGBTIQ+ Strategy was not released prior to the 2025 State Election being called. The Strategy is complete and will require consideration by Cabinet prior to release.
- Currently, there is no funding committed to implement the LGBTIQ+ Strategy and Action Plan.

Multicultural

- *Embracing Diversity, Fostering Belonging: Tasmania's Multicultural Action Plan 2025-29* (the Action Plan) was released in March 2025.
- The Action Plan details over \$2 million of Tasmanian Government commitments to implement deliverables in the first two years of the Action Plan (2024-25 and 2025-26).
- There is no funding committed to implement the Action Plan from 2026-27.
- DPAC has commenced planning and stakeholder consultations to progress the establishment of a new Ministerial Advisory Group, a key deliverable in the Action Plan.

Older Tasmanians

- *A Respectful, Age-Friendly Island: Older Tasmanians Action Plan 2025-29* (the Plan) was released in January 2025.
- The Plan details over \$3 million of Tasmanian Government commitments to implement deliverables in the first two years of the Plan (2024-25 and 2025-26).
- There is no funding committed to implement the Plan from 2026-27 other than ongoing funding of \$500,000 per year allocated to DPAC for activities aligned with the prevention of elder abuse (actions 3 to 13 in the Plan).
- DPAC has commenced planning and stakeholder consultations to establish a community-led Governance Group, a key deliverable in the Plan.

Volunteering

- Tasmania's first Volunteering Strategy (the Strategy) has been drafted and is ready for Cabinet consideration and release.
- DPAC has worked closely with Volunteering Tasmania on the development of the Strategy.

- The Strategy will be supported by an Action Plan, currently under development, which is due for release by the end of 2025.
- There is no funding committed to implement the Strategy or Action Plan.

Background

Carers

- The *Carer Recognition Act 2023* details that the Minister is to approve a Carer Action Plan, and all Tasmanian Government agencies are required to take reasonable steps to implement the Action Plan and Carers Charter, and monitor and report on these steps to the Minister.
- The Minister's Carer Advisory Council (MCAC), chaired by the Minister for Community Services, includes representation from five lived experience members and provides a reference point on issues affecting carers.
- MCAC meets three times per year with the next meeting scheduled for November 2025.
 - The most recent meeting was held on 21 July 2025.
 - As the Tasmanian Government was adhering to Caretaker conventions at this time, the meeting was chaired by DPAC's Deputy Secretary, Community and Government Services, and the Minister did not attend.
- DPAC's 2025-26 State Budget submission requested funding of \$110,000 to develop the new Carer Action Plan in 2025-26 and \$10,000 over four years (2025-26 to 2028-29) to ensure that lived experience representation is included in the monitoring of the Action Plan.
- The 2024-25 State Budget committed \$40,000 per year for three years to deliver the Carers Week Small Grants Program. The 2025-26 program is forecast to open in August 2025.

LGBTIQA+

- The development of the LGBTIQA+ Strategy was informed by the 2021 survey of LGBTIQA+ Tasmanians, with findings captured in the *Telling Us the Story Report*.
- The Strategy, developed by DPAC, seeks to improve outcomes for LGBTIQA+ Tasmanians across four areas: safety, health and wellbeing, belonging and voice and visibility.
- DPAC has been working closely with Working it Out and Equality Tasmania on the development of the Strategy and Action Plan, with both organisation's receiving funding of \$87,500 per year in 2024-25 and 2025-26 for this work.
- The Whole-of-Government LGBTIQA+ Reference Group, co-chaired by the CEO of Working It Out and Secretary, Department of State Growth, has also provided input into the Strategy and Action Plan, alongside all Tasmanian Government agencies.
- DPAC's 2025-26 State Budget submission requested \$202,000 for the delivery of the first year of the Strategy and Action Plan (2025-26), including \$10,000 in 2025-26 to

ensure that lived experience representation is included in the monitoring of the Strategy and Action Plan.

LGBTIQA+ Grants Program

- The 2024-25 State Budget committed \$75,000 per year for two years to deliver a LGBTIQA+ Grants Program (\$65,000) to build inclusion and capacity, along with a Small Grants Program (\$10,000), administered by Working It Out, providing funding for grass roots events and activities.

Multicultural

- The Action Plan's priorities are to:
 - Address racism and foster social cohesion.
 - To ensure culturally and linguistically diverse Tasmanians can participate and achieve.
 - Ensure that services are culturally safe and accessible.
- DPAC's 2025-26 State Budget submission requested \$190,000 for the delivery of actions in 2025-26 and \$10,000 per year for four years (2025-26 to 2028-29) to ensure that lived experience representation is included in the monitoring of the Action Plan.
- In June 2025, the Australian Government announced the establishment of the Office for Multicultural Affairs to drive a national approach to a multicultural Australia, providing leadership across the three tiers of government.
- The Australian Government hosts a biannual Ministerial Forum on Multicultural Affairs, and the next meeting is scheduled for September 2025.
- The Australian Multicultural Council (AMC) is a community-led, federally appointed body focusing on collaboration across country and community, representing a broad cross-section of Australian interests.
- Tasmanian representatives on the AMC are Hon. Peter Gutwein and Aimen Jafri.

Older Tasmanians

- The Plan incorporates actions to progress *Lifelong Respect: Tasmania's Strategy to end the abuse of older people 2023-2029*, as well as wider initiatives to reduce ageism, ensure older Tasmanians achieve and ensure that their needs are met.
- DPAC's 2025-26 State Budget submission requested \$10,000 per year for four years (2025-26 to 2028-29) to ensure that lived experience representation is included in the monitoring of the Plan and \$271,000 per year in 2026-27 to 2028-29 to implement actions in the outer years of the Plan.

National Plan to End the Abuse and Mistreatment of Older People

- The Australian Government is collaborating with all jurisdictions to release the draft National Plan to End the Abuse and Mistreatment of Older People 2025-35 (National Plan) later in 2025.

- The draft National Plan is progressing to the Standing Committee of Attorneys General for consideration on 15 August 2025.
- Endorsement of the National Plan will be led by the Tasmanian Attorney-General through the Tasmanian Cabinet with input from the Minister for Community Services as responsible minister for older Tasmanians.

Volunteering

- The draft Volunteering Strategy has been informed by public consultation undertaken in early 2025. The Strategy aims to
 - Celebrate volunteers.
 - Localise the National Volunteering Strategy for Tasmania
 - Ensure the sustainability of the volunteering industry into the future.
- DPAC's 2025-26 State Budget submission requested \$100,000 for the delivery of initiatives in the first year (2025-26), along with funding of \$300,000 per year for two years (2025-26 and 2026-27) to pilot making the Registration to Work with Vulnerable People free for volunteers (to be administered by the Department of Justice).

	Name	Position
Prepared by	Lindsey Fidler	Senior Policy Analysts, Community Services
	Sarah Jacobs	
Cleared by	Corrina Smith	Director, Community Services

	Name	Contact number
DPAC contact for more information:	Corrina Smith	

Attachments

1. Premier – Letter to Tasmanian Council of Social Service (TasCOSS)

Incoming Government Brief 2025

Premier

DPAC Group – Office of the Associate Secretary

Motion for Respect

Recommendation

- **Note** the current status of the recommendations relating to Motion for Respect review as they pertain to Ministerial and Parliamentary Service.

Key Points

- The Report into Workplace Culture in the Tasmanian Ministerial and Parliamentary Services, Motion for Respect, was publicly released on 29 August 2022.
- The review, undertaken by then Anti-Discrimination Commissioner, Sarah Bolt, investigated the culture of workplaces across the parliament, Ministerial and Parliamentary Services and electorate offices, including practices and procedures.
- The Joint Sessional Committee - Workplace Culture Oversight (the Committee) was established to oversee the progress and completion of recommendations from the Report and regularly provides updates on progress on the Parliament website. The current Committee has disbanded as a result of the proroguing of Parliament due to the calling of the 2025 State Election.
- Recommendations have been progressed by three separate entities as follows:
 - The Motion for Respect project team has progressed actions pertaining to parliamentarians.
 - The Clerk of the House of Assembly and the Clerk of the Legislative Council have progressed actions pertaining to parliament.
 - The Office of the Premier and the Department of Premier and Cabinet have progressed actions pertaining to Ministerial and Parliamentary Services (MPS).
- To date, monthly reports have been provided to the Joint Sessional Committee – Workplace Culture Oversight (the Committee) which was established to oversee the progress and completion of recommendations from the Report and regularly provides updates on progress on the Parliament website.

Actions being undertaken for Ministerial and Parliamentary Services (MPS)

- Completed actions pertaining to MPS staff as at June 2025:
 - Implementation of a formal complaint and grievance handling process for government MPS staff.

- Training staff within the MPS network as Workplace Contact Officers who provide information and support for staff experiencing bullying and harassment in the workplace.
- Implementation of the MPS Code of Conduct for government MPS staff.
- The establishment of a dedicated unit within the DPAC Human Resources Branch (People Culture and Change) to support the delivery of contemporary human resource services across Ministerial and Parliamentary Services.
- Continuing work:
 - Development of a formal complaint and grievance handling process for non-government MPS staff.
 - Development of a formal performance management framework for MPS.
 - Development of specific management and leadership training modules for senior MPS staff and Ministers that address issues identified in the report.
 - Development of an internal intranet for non-government MPS offices to enable sharing of policies guidelines and critical information.
 - Exploring access for MPS staff to DPAC's iLearn system to provide a range of training and professional development modules.
 - Design and implementation of an induction program to onboard new staff.

Background

Overview

- The Report into Workplace Culture in the Tasmanian Ministerial and Parliamentary Services, Motion for Respect, was publicly released on 29 August 2022.
- The review, undertaken by then Anti-Discrimination Commissioner, Sarah Bolt, investigated the culture of workplaces across the parliament, Ministerial and Parliamentary Services and electorate offices, including practices and procedures.
- The Report encourages a positive and respectful workplace culture that promotes safe and best practice, attracts a diverse workforce, and sets a standard of which all Tasmanians can be proud.

Motion for Respect Project Team

- A small project team was established to progress recommendations pertaining to parliamentarians.
- The project team is comprised of two staff (Band 7 and Band 4) who have been seconded to DPAC until September 2025.
- In January 2025, the Joint Sessional Committee – Workplace Culture engaged Mr Andrew Young as a consultant to work with the project team to progress a specific set of recommendations of the Bolt report.
- Mr Young has reported directly to the Committee and provides guidance and direction to the project team members.
- Mr Young's consultancy services have been engaged for an average of two days per week until September 2025.

Prepared by	Name Noelene Kelly	Position Deputy Secretary, Community and Government Services
Cleared by	Shane Gregory	Associate Secretary

	Name	Contact number
DPAC contact for more information:	Noelene Kelly	Out of scope, s.38

Attachments

1. Motion for Respect Report Implementation Tracker May-June 2025



JOINT SESSIONAL COMMITTEE
WORKPLACE CULTURE OVERSIGHT

Motion for Respect Report Implementation Tracker – May/June 2025

Expected completion dates start from the appointment of the Independent Project Manager (IPM): Motion for Respect (13 June 2023)

Please note: The IPM resigned in January 2025 and Mr Andrew Young was appointed shortly after to act as a consultant to the Committee and work along side the Motion for Respect Team (January 2025)

Key – Implementation responsibility:		Independent Project Team Members	Clerks Parliamentary Services Staff	Manager, PAMs (DPAC) MPS unit
See sharing of responsibilities table for implementation of Motion for Respect Recommendations for further information				
Acknowledge the need for change and initial steps for action Recommendations 1*, 2*, 3 * Recommendations 1&2 complete – see Motion for Respect Report Completed Recommendations Tracker for further information.				
Recommendation	Time frame	Status	Next steps	Expected completion
3 The Committee is to commission an independent review of Ministerial and Parliamentary Services organisational and governance structure, including an audit of instruments of appointment, employment conditions, recruitment processes and pay structures.	6 mths	On 20 September 2024, the Clerks communicated WRA Report to staff at a Town Hall and by email. The WRA Report is available on the Committee's webpage . A funding request has been submitted, with significant progress of organisation structure recommendations dependent upon the provision of additional funding. The organisational structure recommendations are being incorporated into recruitment strategies where applicable. Risk and Audit Committee have undertaken two reviews of governance within the Parliament. Implementation of	Implementation of organisational structure recommendations (dependent upon funding). Continual improvement and review of recruitment process.	To be advised.



JOINT SESSIONAL COMMITTEE
WORKPLACE CULTURE OVERSIGHT
Motion for Respect Report Implementation Tracker – May/June 2025

Expected completion dates start from the appointment of the Independent Project Manager (IPM): Motion for Respect (13 June 2023)

Please note: The IPM resigned in January 2025 and Mr Andrew Young was appointed shortly after to act as a consultant to the Committee and work along side the Motion for Respect Team (January 2025)

			the recommendations from these reviews is largely complete.		
			Letter of Offer Templates for all forms of employment have been created and undergo consistent review in line with the continuous improvement cycle.		
			Employee Value statements have been drafted and are featured in positions descriptions, job ads.		
			Psychometric testing is required for all recruitment campaigns (excluding casual positions and those roles where only one internal applicant wins the role or is selected from a merit list). Results have been highly valuable.		
			Surveys, discussion with managers and staff, as well as performance of new employees are being monitored.		
			Policy, procedure and associated forms/guides/templates launched.		
			Further discussion and consideration regarding alignment of House of Assembly and Legislative Council Electorate Office conditions to be given, following receipt of correspondence	Discussions continuing.	To be confirmed.



JOINT SESSIONAL COMMITTEE
WORKPLACE CULTURE OVERSIGHT
Motion for Respect Report Implementation Tracker – May/June 2025

Expected completion dates start from the appointment of the Independent Project Manager (IPM): Motion for Respect (13 June 2023)

Please note: The IPM resigned in January 2025 and Mr Andrew Young was appointed shortly after to act as a consultant to the Committee and work along side the Motion for Respect Team (January 2025)

			from the Committee regarding this matter.		
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JOINT SESSIONAL COMMITTEE
WORKPLACE CULTURE OVERSIGHT

Motion for Respect Report Implementation Tracker – May/June 2025

Expected completion dates start from the appointment of the Independent Project Manager (IPM): Motion for Respect (13 June 2023)

Please note: The IPM resigned in January 2025 and Mr Andrew Young was appointed shortly after to act as a consultant to the Committee and work along side the Motion for Respect Team (January 2025)

Key – Implementation responsibility:		Independent Project Team ➤ Members	Clerks ➤ Parliamentary Services Staff	Manager, PAMS (DPAC) ➤ MPS unit
See sharing of responsibilities table for implementation of Motion for Respect Recommendations for further information				
Steps to create long-term change Recommendations 4, 5, 6, 7, 8, 9, 10				
Recommendation	Time frame	Status	Next steps	Expected completion
4 Establishment of a centralised and independent human resources unit, accessible for all Ministerial and Parliamentary Services personnel, called 'MPS People, Culture and Change'.	12 mths	A People and Culture Unit (2 FTE) has been created within the Legislature-General and currently operates in support of the Legislative Council, the House of Assembly and the Legislature-General.	Awaiting the implementation of the structural review – recommendation 3. Additional People and Culture resources will be engaged as a component of the change management process and to support ongoing operations.	To be advised.
	12 mths	Two new staff have been appointed in DPAC HR to support MPS providing HR support for Government, Labor, Greens and Independent Members and their staff. Meetings will be held with key stakeholders. The team are also responding to queries from individual MPS staff and offices.	Liaison with MPS offices regarding draft policies are continuing. See separate recommendation updates.	Established. Support will be ongoing. COMPLETE.



Parliament of Tasmania

JOINT SESSIONAL COMMITTEE

WORKPLACE CULTURE OVERSIGHT

Motion for Respect Report Implementation Tracker – May/June 2025

Expected completion dates start from the appointment of the Independent Project Manager (IPM): Motion for Respect (13 June 2023)

Please note: The IPM resigned in January 2025 and Mr Andrew Young was appointed shortly after to act as a consultant to the Committee and work along side the Motion for Respect Team (January 2025)

Key – Implementation responsibility:	Independent Project Team Members	Clerks	Parliamentary Services Staff	Manager, PAMs (DPAC) MPS unit
See sharing of responsibilities table for implementation of Motion for Respect Recommendations for further information				
Steps to create long-term change (continued) Recommendations 4, 5, 6, 7, 8, 9, 10				
Recommendation	Time frame	Status	Next steps	Expected completion
5 Implementation of a complaints and reporting framework for MPS People, Culture and Change to operate within including: » The power to investigate complaints about discrimination, sexual harassment and bullying, including allegations against Members of Parliament (5.1) » Setting internal processes for dealing with conduct matters both informally and formally (5.2) » Setting investigation procedures, protections against victimisation, sanctions, and policies containing information about external complaint bodies. (5.3)	12 mths	Draft in progress. MRPT has met with the Clerks of the Parliament to discuss the draft Independent Complaints Commissioner (ICC) process. Also, MRPT has met with the Integrity Commission and discussed aspects of the <i>Integrity Commission Act 2009</i> and its effect on the draft ICC process. The Committee endorsed MRPT to consult with key stakeholders on a draft ICC flowchart and report back to the Committee. The Committee received a briefing from Clerks of the Parliament and Executive Director, Legislature-General in relation to the draft ICC, resourcing needs and training. The Committee requested	MRPT to commence briefings with WSCOs to get feedback on flowchart version of the ICC process.	To be advised.



JOINT SESSIONAL COMMITTEE
WORKPLACE CULTURE OVERSIGHT
Motion for Respect Report Implementation Tracker – May/June 2025

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		written advice be provided to the Committee on their views. The Committee agreed to write to the Integrity Commission seeking their views on the draft ICC process. The Integrity Commission provided a briefing on the draft ICC process. On 1 June 2024 a suite of policies, procedures and forms were launched. These include a Code of Conduct, with policies on bullying, sexual harassment and discrimination, as well as complaint and grievance procedures. Training was completed in workshop #1 – Purpose, Vision, Mission and Core Values. A proposal seeking approval to use the <i>Australian Human Rights Commission eLearning Workplace Behavior Course</i> for all staff has been approved by the Clerks and is scheduled for delivery in 2025. Complaints framework for Government MPS staff completed and available. DPAC has provided a draft framework for non-government MPS offices. This will stand as the current version noting that DPAC welcome feedback from offices and will update accordingly.			
			Investigation of outsourcing of training for further workshops on workplace behaviour.	To be advised.	
			The framework is now available on the MPS intranet for Government MPS staff. DPAC will email non-government MPS offices to confirm the draft framework will be used in the interim while offices consider if feedback is required.	Complete for Government MPS staff. Email to be sent to non-government MPS offices in late May to confirm draft will stand as	



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					framework but feedback is welcome. Framework will then be updated as feedback is provided from each office.
6	Create and implement (in consultation with staff) the following: » Ministerial and Parliamentary Services Code of Conduct for: - Parliamentarians - MPS personnel (6.1) » Diversity and inclusion strategy (6.2) » A family friendly workforce strategy (6.3) » Performance management framework (6.4) » Consumption of alcohol policy (6.5)	12 mths	The Committee considered a further draft Code of Conduct for Members and provided feedback. (6.1) The Committee received a briefing from Clerks of the Parliament and Executive Director, Legislature-General in relation to the draft Code of Conduct for Members, Alcohol and Other Drugs Members' Statement and resourcing and training needs required. The Committee requested written advice be provided to the Committee on their views. (6.1 & 6.5). Code of Conduct delivered with organisational values providing an overarching position for ways of working. (6.1) The Code of Conduct offers inclusivity and diversity elements. The Parliament are members of the Diversity Council	MRPT to present a further draft Code of Conduct for the Committee at the next meeting. A Diversity and Inclusion Strategy is planned for delivery by 30 June 2025. (6.2) Performance management framework – The Parliament has no individual goals or a	To be advised. To be advised.



Parliament of Tasmania

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		Australia (DCA) which has been communicated to staff. Management team (Band 8 and above) requested to complete four online training modules (suggested by IPM). 100% completion rate (16/16) as of 3 February 2025. (6.2) Family friendly elements contained within the Flexible Work Policy & Procedure. (6.3) Policy framework for managing performance and discipline in place. (6.4) Drug and Alcohol Policy & Procedure launched in August 2024. (6.5) The Code of Conduct (CoC) for Government MPS staff completed. For non-government MPS staff this draft has been shared as a starting point and consultation is underway noting that broad elements relating to conduct are included in employment contracts. Diversity and Inclusion strategy will be largely based around the Workplace Equality and Respect Standards (WERS); Work still to progress on this. (6.2) Family friendly workplace strategy will progress with MPS in 2025. (6.3)	performance score card for our employees. A performance management framework including performance development and review is yet to be developed. Implementation will be dependent upon the comprehensive review of Statement of Duties, to be undertaken as part of the change management program (funding dependent). (6.4)	To be advised.
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Parliament of Tasmania

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		Performance management framework will progress with MPS in 2025. (6.4) The Government MPS Consumption of Alcohol policy has been drafted and will be finalised in the near future. The policy will then be offered to non-government offices, noting an approach will take into consideration the work of the Clerks of the Parliament and the Motion for Respect team. Policies, procedures and guidelines for Government MPS staff are accessible on the newly updated iMIN intranet. DPAC has been working to develop a similar environment for each non-government office. This work is nearing completion and individual intranets for each office will be available shortly. (6.5)		
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7	Implementation of formal induction and exit processes which include training on acceptable workplace conduct, complaint processes, external mechanisms and Workplace Support Contact Officers.	18 mths	Pending. Recommendations 7 and 8 are being considered together. Research information from MRPT has been provided to the Committee. Onboarding checklists created. Exit templates created.	The Committee to consider research information at next meeting and provide guidance to MRPT. A WHS Framework that encompasses elements of recommendation 7 is currently	To be advised. To be advised.
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		Policies and procedures for complaints went live on 1 June 2024. Contact Officers have completed the required training. There are currently four WSCOs within Parliament of Tasmania staff. The People and Culture team have had an initial meeting with the WSCOs to discuss training needs and general support requirements.	being developed by IPM Consulting Services. The People and Culture team are assessing a request from WSCOs for further training. A communication to all staff regarding the WSCOs is planned once further training needs have been assessed and implemented.	Some elements complete. Induction program into ilearn being progressed in June and July 2025.	
8	Mandatory external in-person workplace conduct training to be undertaken by all current Ministerial and Parliamentary Services personnel, including Members of Parliament;	18 mths	The Government MPS induction processes are complete, and the exit processes are in place and available on the intranet. Induction also includes a basic Workplace Health and Safety module. A basic induction program is also available for non-MPS staff. The HR unit is currently working to deliver this via the DPAC ilearn system. Exit procedures are already in place. Departing staff have the opportunity to complete an anonymous survey or to meet with a senior person to discuss their feedback. Exit surveys are sent to HR who will discuss any trends or patterns with the relevant MPS office. Pending. Recommendations 7 and 8 are being considered together. Research information from MRPT has been provided to the Committee.	Deliver the induction program through DPAC's ilearn system to enable structured delivery and the collation and analysis of data such as progress and course completion. The Committee to consider research information at next meeting and provide guidance to MRPT.	To be advised.



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people management training to be undertaken by all Ministerial and Parliamentary Services personnel who have staff reporting to them; and a structured training plan be developed.	Workplace Behaviour Policy and Procedures have been launched (visible on intranet). These include a Code of Conduct, with a policy framework for bullying, sexual harassment and discrimination, as well as complaint and grievance procedures. (8.1)	Workshop 2 – Bullying, Sexual Harassment and Discrimination – to connect with an external provider (potentially OurWatch) to facilitate this workshop. OurWatch have provided a quote for gender based violence awareness training and policy review. (8.1).	To be advised.
	A roadmap to creating an inspiring culture includes building awareness and commitment for employees with workplace behaviour workshops. Training was completed in workshop #1 – Purpose, Vision, Mission and Core Values. (8.1)	Mandatory external in-person workplace conduct training to be undertaken by all current parliamentary services staff. (8.3)	
	A proposal seeking approval to use the <i>Australian Human Rights Commission eLearning Workplace Behavior Course</i> for all staff has been approved by the Clerks and is scheduled for delivery in 2025. (8.1)	A structured training plan to be developed. (8.3)	
	More than 80% of MPS Government staff have undertaken mandatory workplace bullying and cultural training – with the remainder of staff to be finalised in May and July. Following completion this training will be rolled out quarterly to ensure all new staff are captured. The trainer's details will be provided to non-government offices to see if they wish to	Further training to occur in May/July for MPS Government staff with details of the trainer to be provided to non-government MPS offices. People management training to be piloted by Government MPS in the first instance.	Underway.



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		take up the training. Mental Health First Aid training is also being organised for Government MPS staff. Options for people management training are being sourced and will be provided in the first instance to Chiefs of Staff and members. Once piloted, the program will be offered to other offices.		
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9	A minimum of 12 Workplace Support Contact Officers be appointed, maintained and appropriately trained across Ministerial and Parliamentary Services.	18 mths	WSCO training complete. The WSCO network have had their first meeting with second scheduled for February. MRPT attended to provided initial support.		Complete.
			WSCOs have completed required training. Currently, there are four WSCOs within Parliament of Tasmania staff.	WSCOs to be maintained and appropriately trained.	To be advised.
			WSCOs are undergoing training in the accredited Mental Health First Aid Training. Three out of the four Contact Officers have currently completed the training.		
10	Completion of Our Watch's Workplace Equality and Respect Standards across Ministerial and Parliamentary Services.	24 mths	22 in total with 19 throughout MPS WSCOs have been trained and are now available to support staff. This has been coordinated by the IPM.	We continue to work with WSCOs to ensure they are receiving ongoing support and training as required.	Complete.
			In progress — engage with Our Watch to determine requirements for participation.		30 June 2026.
			Governance and Compliance aligned Child and Youth Safe Organisations framework and implementation of Our Watch are planned for implementation by 30 June 2026.		
			The Workplace Equality and Respect Standards (WERs) will be used as a basis for the Diversity and Inclusion strategy. Further work regarding embedding the	The MPS People, Culture and Change team are currently developing a simple reporting mechanism for MPS to report	Underway.



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		standards across MPS offices will be required in 2025. WERS is referred to in the MPS induction program and is also used to inform the various policies that MPS staff are required to adhere to (eg: family violence leave, grievance and complaints policy). The standards align with the government MPS code of conduct.	through annually for the Premier. The standards will also be posted up on the iMIN system for government MPS staff and on the non-government MPS intranets when they become available.	
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See sharing of responsibilities table for implementation of Motion for Respect Recommendations for further information				
Measuring change Recommendations 11*, 12, 13, 14 * Recommendation 11 complete – see Motion for Respect Report Completed Recommendations Tracker for further information.				
Recommendation	Time frame	Status	Next steps	Expected completion
12 MPS personnel are surveyed to measure: » Perceptions of the implementation of the recommendations arising from the Review » Experiences of workplace discrimination, sexual harassment and bullying since the Review » Changes to workplace culture » Improvements to employment conditions » Participation in training and perceptions thereof » View of and access to complaint and reporting processes » Problematic issues and perceptions that remain.	At 18 mths	Draft survey is being prepared and survey consultant engaged. Three engagement surveys have been completed with Parliament staff. The surveys have indicated positive to stable shifts in all areas. Agreement has been reached regarding funding of the previously used survey.	The Committee to consider further. Agree to allow survey to be conducted by external provider, facilitated by MRPT. Utilisation of surveys to measure psychosocial hazards. This will be coordinated by the MRPT/DPAC.	To be advised. To be advised. To be advised.



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13	A report outlining the implemented recommendations, any subsequent survey findings (Recommendation 12), steps remaining and any adjustments needed to ensure the purpose of the recommendations is achieved, is published on the Tasmanian Parliament website homepage.	At 24 mths	To progress. The Report will be published to the Committee's webpage.		June 2025.
			To progress. The Report will be published to the Committee's webpage.		June 2025.
			To progress. The Report will be published to the Committee's webpage.		June 2025.
14	A Ministerial and Parliamentary Services Workplace Culture Survey is to be created and administered by MPS People, Culture and Change, to all personnel on at least a bi-annual basis, with results published on the Tasmanian Parliament website.	Bi-annual	To facilitate creation of survey through an external provider for use by the Parliamentary entities and MPS unit reporting directly to the Committee on results.		To be advised.
			Implementation of a MPS Workplace Culture Survey is a matter for the Committee. The Parliament will continue to undertake its annual engagement survey.		To be advised.
			Implementation of a MPS Workplace Culture Survey is a matter for the Committee.	The Orima survey framework is available for completion by all Tasmanian State Service staff annually. This will require a budget submission with the cost likely to be in the vicinity of approximately \$15,000.	To be advised.

Incoming Government Brief 2025

Premier

Overview – Community and Government Services

Role of Group

- The Community and Government Services (CGS) Group within the Department of Premier and Cabinet (DPAC) consists of three outputs –Digital Strategy and Services (DSS – Output 3.1), Service Tasmania (Output 3.2) and Community Services (Output 3.3).
- The CGS group was formed in September 2024 following a realignment of business areas within the Department of Premier and Cabinet and has a common service delivery and community focus.
- There are a range of synergies between the public-facing Service Tasmania, the community-focussed Community Services and the opportunities that digital transformation brings in the delivery of services to Tasmanians.

Digital Strategy and Services

- Partnering with government agencies, Digital Strategy and Services (DSS) provides fit-for-purpose digital policy and strategy and whole-of-government services including agency information technology services, cyber security and the governance of data and digital priorities across government.
- Digital Strategy and Services (DSS) also provides advice and support to the relevant Minister on the digital, data and technology portfolio and supports the Minister as a member of the national Data and Digital Ministers Meeting.
- DSS represents Tasmania at a range of National Committees and working groups and works closely with other jurisdictions on significant policy agendas including data and information sharing, cyber security, digital credentials and identity and digital literacy.
- Priority focus areas include:
 - governance and support for whole-of-government data and digital priorities;
 - governance of cyber security and delivery of whole-of-government cyber security services;
 - responding to the national digital transformation agenda and coordinating the associated intergovernmental relationships driven by the Data and Digital Ministers Meeting;

- delivery of critical whole-of-government digital infrastructure services to Tasmanian Government agencies and organisations, supporting the service-lifecycle and progressing major contract renewals and service improvements;
- *Our Digital Future* strategy refresh;
- coordination of the Government's digital inclusion strategy; and
- supporting the development of digital skills and capabilities within the Tasmanian State Service.

Service Tasmania

- Service Tasmania provides the Tasmanian community convenient access to a wide range of government services:
 - face-to-face at Service Tasmania's 27 service centres;
 - via phone through the Government Contact Centre; and
 - online through www.service.tas.gov.au; and the myServiceTas digital portal.
- Customers can access over 500 services and pay bills electronically, online or by phone.
- Service Tasmania has a growing range of digital options, such as myServiceTas, launched in April 2024, allowing Tasmanians to access a personalised online account for selected government services in one place, 'anytime, anywhere'.
- In 2024-25, Service Tasmania formed a Community Grants and Programs unit including which includes delivery of:
 - Seniors and Companion Cards;
 - Veterans Wellbeing Voucher Program;
 - Tasmanian Concessions and Discounts Guide; and
 - Community Grants.
- The Community Grants team administer all grant programs within DPAC including specific purpose funding grants, competitive grant programs and emergency assistance grants.

Community Services

- The Community Services unit supports capacity building of community service organisations and the Tasmanian community through the oversight of programs and services, the provision of policy advice to Government, the building and management of relationships with community sector organisations and the delivery of a diverse range of grant programs.
- The aim of the community services output is to deliver community priorities, support Tasmanians and address cost of living.
- Priority focus areas include: community service organisations; carers (including informal kinship care); financial counselling services; food insecure Tasmanians; gambling harm minimisation; LGBTIQ+ Tasmanians; Men's Sheds; multicultural Tasmanians; Neighbourhood Houses; older Tasmanians; personal and family counselling; and volunteers.
- Support is also provided through this output to the Tasmanian Community Fund.

Key Facts

FTE Information

Community Services

- Paid FTEs – 31.8 at 31 March 2025.
- The FTE data includes executive oversight through the Deputy Secretary, Community and Government Services, and 5 FTEs for the Tasmanian Community Fund.

Digital Strategy and Services

- Paid FTEs – 70.0 at 31 March 2025, excluding DPAC's IT Services unit.

Service Tasmania

- Paid FTEs – 171.6 at 31 March 2025.

Group Budget Information

Community Services

- The Community Services output expense budget was \$54.3 million in 2024-25, noting that this included \$18.6 million in one off 2024 election commitments.

Digital Strategy and Services

- The output expense budget for Digital Strategy and Services for 2024-25 was \$31.503 million. This is excluding DPAC's IT Services unit.

Service Tasmania

- The Service Tasmania output expense budget was \$23.6 million in the 2024-25 budget.
- Also in the 2024-25 budget:
 - Service Tasmania received appropriation revenue of \$18.1 million and a \$250,000 Capital Investment Program for service centre refurbishments.
 - Revenue of \$2.3 million was received from government agencies for over-the-counter services through a cost per transaction model.
 - Additional revenue of \$1.1 million was generated through provision of government contact centre services, a service contract with the Commonwealth (Services Australia) and the sale of Personal Information Cards to the public.
- Service Tasmania receives an annual Capital Investment Program (CIP) allocation of \$250,000. It is used to:
 - maintain and refurbish Service Tasmania service centres;
 - upgrade core technology systems, and;
 - improve customer amenities
- This figure is unchanged in more than 10 years despite rapidly escalating costs for building, architecture, insurance, IT and other necessary expenditure.

Priority Areas (list of Topic briefs included in pack)

Topic title	Recommendation
Portfolio Overview – Community Services	
Community Services Funding Review	Note details of the Community Services Funding Review which is focused on indexation, longer-term (five-year) funding arrangements and the delivery of an Outcomes Framework. Note there is significant community expectation that surrounds this work, with many community service organisations advocating the transition to longer term arrangements to assist with attracting and retaining suitably skilled employees and providing certainty regarding funding. Note the complexities associated with the implementation of all aspects of the Review, specifically those related to the transition to longer term funding arrangements.
Community Services Industry Plan	Note that a review of the Community Services Industry Plan 2021-2031 (Industry Plan) was completed in 2025. Note that DPAC is working with the Tasmanian Council of Social Service (TasCOSS) and the broader community services industry to determine the most appropriate approach to consider the findings and recommendations of the review. Note that there is no funding currently available for the implementation of the recommendations. Consider recommended resourcing of \$150,000 to support sector sustainability and efficiency, including addressing key recommendations from the review, as outlined in DPAC's 2025-26 State Budget submission.
Community Support	Continue to develop and release the Food Resilience Strategy in 2025, and the underpinning Action Plan in 2026. Consider recommended resourcing to support community focused activities and cost of living initiatives, as outlined in DPAC's 2025-26 State Budget submission including the Energy Hardship Fund, Glenhaven Family Care, Food Resilience Strategy and Action Plan, and food relief programs and services.

Diverse Communities and Priority Populations	Consider and release the Tasmanian LGBTIQ+ Strategy and Tasmanian Volunteering Strategy. Note that DPAC continues to develop the Tasmanian LGBTIQ+ Action Plan and the Tasmanian Volunteering Action Plan. Note that the implementation of the Multicultural and Older Tasmanians Action Plans is underway. Note that work has commenced on the development of a new Carer Action Plan. Consider recommended resourcing for each priority population group, as outlined in DPAC's 2025-26 State Budget submission.
Gambling Harm Minimisation	Note the work being conducted through the Gambling Support Program offered through DPAC and the concerns that exist with the current process for seeking funds for non-regulatory gambling support through the Community Support Fund. Note the concerns with the development of the Gambling Harm Minimisation Package and its potential impact on the Gambling Support Program and the refresh of the Gambling Support Program Strategic Framework. Note that gambling regulation forms part of a separate ministerial portfolio (Minister for Finance) and is supported by the Department of Treasury and Finance.
Neighbourhood Houses	Note the concerns raised by the Neighbourhood House Network (the Network) in relation to funding levels being inadequate to meet program delivery costs. Note the concerns related to four Neighbourhood Houses (Houses) that currently require rebuild or re-location, with no currently identified funding source. Note that there are several community-based organisations or local government areas that are requesting the creation of a new neighbourhood house. Consider recommended resourcing to support the continued delivery of the Community Connector Program at a base funding level of \$1.622 million in 2025-26, 2026-27 and 2027-28, as outlined in DPAC's 2025-26 State Budget submission.

Tasmanian Community Fund	Note the Tasmanian Audit Office's review of the Tasmanian Community Fund (TCF) identifying governance and process issues, with four recommendations to improve the transparency of the TCF's operational practices. Note that in April 2025, the Board reported that three of the four recommendations were functionally complete, and that the remaining recommendation was being progressed. Note that the Tasmanian Community Fund Amendment Bill 2024 (the Amendment Bill) was tabled in Parliament in December 2024 and was passed by the House of Assembly on 6 May 2025. Consider the reintroduction of the Amendment Bill to Parliament. Note that recruitment for TCF Board vacancies commencing in January 2026 is expected to commence in September 2025. Note that there is no 2025-26 appropriation available to the TCF as the Tasmanian Government is operating under the Supply Bill for the period 1 July to 31 December 2025.
Portfolio Overview - Digital Strategy and Services	
Artificial Intelligence (AI) in Government	Note that the Tasmanian Government has guidelines in place for the use of artificial intelligence within Government Agencies and continues to work with other jurisdictions and the Australian Government on a nationally consistent approach to enhance AI governance and assurance. Note that a cross-agency AI Working Group is developing a 2-year roadmap for taking the AI agenda forward, under the guidance of the Data and Digital Sub Committee of the Secretaries Board. The roadmap includes recommendations on directions for policy; opportunities for government; collaboration and knowledge sharing; procurement and technology sourcing; and longer-term governance.
Cyber Security	Note the strategic risks and emerging challenges for the Tasmanian Government in relation to cyber security and resilience.

	Note DPACs role in providing leadership and whole-of-government cyber security coordination for major incidents and common services. Note the Tasmanian Government Cyber Security Strategy 2024-2028 and current Cyber Hubs program.
Digital Inclusion	Note improving digital inclusion is a key priority to ensure all Tasmanians can participate in everyday life. Note as part of the broader remit to refresh the Our Digital Future Strategy, consultation is currently underway with industry and community to ensure the development of a well-rounded and representative plan. The Digital Community objectives and priorities outlined in Our Digital Future form the basis of the plan for digital inclusion.
Digital Drivers Licences – Digital Identity and Credentials	Note that the implementation of digital driver licences in Tasmania requires substantial investment and change, but it offers significant benefits – including greater user choice, improved safety, and streamlined access to government and business services. Note that it is recommended that the Tasmanian Government establish a clear strategic direction for digital credentials and identity, supported by a shared digital capability across all agencies. This approach will help prevent fragmentation, which can lead to duplicated investments, inconsistent customer experiences, and the risk of stranded assets. Note a submission from the Department of Premier and Cabinet (DPAC) through the Structured Infrastructure Investment Review Process (SIIRP), requesting funding to develop a comprehensive business case and roadmap for implementing digital driver licences and other digital credentials across Tasmania. Although the submission was initially declined in March 2025, it was noted for potential reconsideration in the 2025–26 financial year. The Secretary of DPAC has since written to her counterpart in the Department of Treasury and Finance, formally requesting renewed consideration of the proposal. Note that Tasmania continues to collaborate with the Australian Government and other states and territories to develop a nationally consistent approach to digital identity

	and credentials to ensure national and international interoperability.
National Data and Digital Agenda	Note the requirement to attend National Data and Digital Ministers' Meetings with the next meeting scheduled for Friday 22 August 2025.
Our Digital Future Strategy	Note work underway to refresh the Our Digital Future Strategy including consultation and community engagement. Support the continued development of a strategic economy-wide approach to digital transformation.
Portfolio Overview – Service Tasmania	
Service Tasmania Key Initiatives	Note the status of key initiatives.

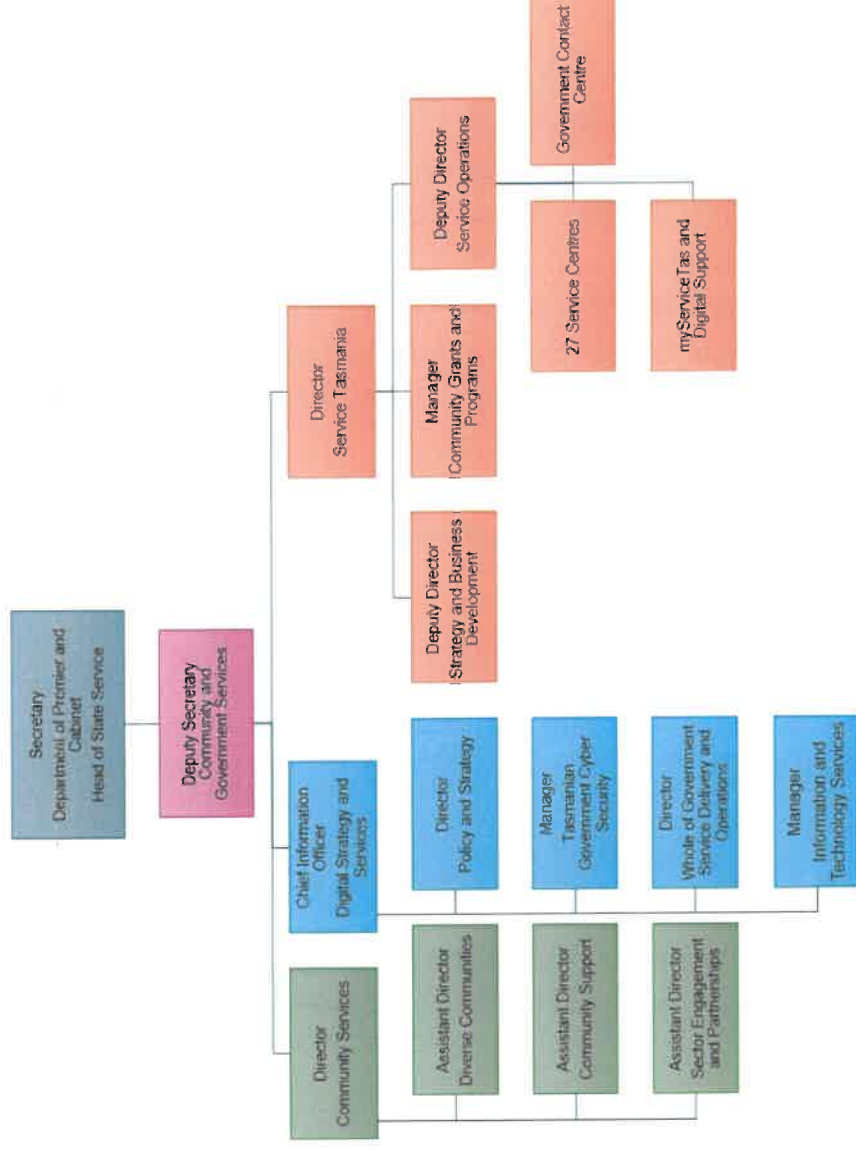
Attachments

1. Community and Government Services - Organisational chart

	Name	Position
Prepared by	Catherine Forman	Executive Support Officer, Community and Government Services
Cleared by	Noelene Kelly	Deputy Secretary, Community and Government Services

	Name	Contact number
DPAC contact for more information:	Noelene Kelly	Out of scope, s.35

Organisation Chart – Community and Government Services - Department of Premier and Cabinet



July 2025

Incoming Government Brief 2025

Minister for Community Services

DPAC Group - Community and Government Services

Gambling Harm Minimisation (including Community Support Fund)

Recommendation

- **Note** that gambling regulation and non-regulatory gambling harm reduction are separated across two Tasmanian Government ministerial portfolios.
- **Note** that the Minister for Finance is responsible for gambling regulation, and the Minister for Community Services is responsible for non-regulatory gambling harm prevention and reduction.
- **Note** that the Department of Premier and Cabinet's Gambling Support Program delivers the Tasmanian Government's non-regulatory response to gambling harm and is funded through the Community Support Fund, administered by the Department of Treasury and Finance (Treasury).
- **Note** that in September 2022, the Tasmanian Government committed to introducing mandatory card-based gaming statewide and re-affirmed this commitment during the 2024 State Election.
- After placing an indefinite hold on the scheme in November 2024, in June 2025, the Tasmanian Liberal Party announced that a cashless gaming card would not be introduced in Tasmania unless there is a national approach on the issue.
- **Not relevant** [REDACTED]
- **Note** that both the Tasmanian Greens and independent members of Parliament have heavily criticised the decision not to implement mandatory card-based gaming.

Key Points

Gambling Support Program

- The Gambling Support Program (GSP) has a multifaceted, evidence-informed approach to addressing gambling harm that includes prevention, support, research and capacity building.
- The Community Support Fund (CSF) is the funding mechanism for addressing gambling harm in Tasmania and is managed by Treasury.

Community Support Fund

- Funding for the CSF is primarily collected through a levy on electronic gaming machines (EGMS or pokies) in casinos, hotels and clubs.
- In addition to EGM receipts, the Tasmanian Government provides 'top-up' funding to ensure CSF funding consistency and certainty from year-to-year.
- The 2024-25 State Budget Forward Estimates projected that \$8,360,000 per year will be available through the CSF until 2027-28.

CSF Allocation Process Concerns

- Prior to the amendment of the *Gaming Control Act 1993*, the GSP was issued an allocation of funding each year.
- In July 2023, the *Gaming Control Act 1993* was amended to enable the introduction of the CSF.
- Despite being directly responsible for delivering the Government's non-regulatory response to gambling harm, DPAC is required to apply annually for CSF funding.
- Treasury delays to the opening and assessment of CSF submissions has resulted in:
 - Challenges with the implementation and delivery of activities under the GSP.
 - Difficulty in ensuring continuity of GSP programs and services delivered by DPAC and community-based organisations.
- As an example, the 2024-25 CSF application process opened on 11 September 2024, six months later than required under the Ministerial Guidelines for the CSF. DPAC provided a submission for GSP activities on 1 October 2024 but was not notified of the outcome of the submission until 28 November 2024.
- Treasury has advised that, due to the 2025 State Election, it is unable to finalise the application process for CSF allocations for 2025-26. As a result, DPAC does not have access to funding to deliver GSP activities for 2025-26 to ensure critical service continuation.

Gambling Harm Minimisation Package

- On 19 November 2024, the Tasmanian Government announced that Treasury had been tasked with developing a Gambling Harm Minimisation Package (the Package).
- In February 2025, DPAC provided advice to Treasury in relation to the development of the Package, including potential options for wrap-around services for Tasmanians experiencing gambling harm.
- The Package was not finalised prior to the calling of the 2025 State Election.
- Although the specifics of the package remain unclear, DPAC understands that it included a suite of measures such as facial recognition technology and an improved database and application system for the Tasmanian Gambling Exclusion Scheme.
- As the Package would have an impact on the services and supports offered through the GSP, in consultation with the Minister for Community Services, DPAC paused the refresh of the Gambling Support Program Strategic Framework (detailed below).

Background

Gambling Support Program

- The GSP delivers the Tasmanian Government's non-regulatory response to gambling harm, and its role is to:
 - Assist Tasmanians to make informed decisions to prevent and reduce their chance of harm from gambling.
 - Ensure that Tasmanians who are harmed by gambling can access specialist supports.
- The GSP addresses gambling harm through four main program areas:
 - Commissioning and managing specialist gambling support services.
 - Developing and delivering community education campaigns to build awareness and knowledge of gambling and gambling harm.
 - Delivering community grants programs to empower community organisations to address gambling harm, its drivers and impacts.
 - Commissioning local research to complement and expand on the findings of Treasury's Social and Economic Impact Studies (SEIS) and to inform other GSP activities.

Gambling Support Program Strategic Framework

- The GSP Strategic Framework 2019-2023 (the Framework) provides a roadmap for how the GSP will prevent and reduce gambling harms.
- The Framework was developed in partnership with key stakeholders using contemporary research, including prevalence and gambling losses, and sets out the priority areas, outcomes and actions that the GSP will focus on between 2019 and 2023.
- The Framework aims to:
 - Prevent gambling harms before they begin by building community understanding and awareness of gambling.
 - Reduce the impact of gambling harms through early intervention and specialist support services for people impacted by gambling.
- The Framework was to be refreshed by the end of 2024, with a new conclusion date of 2026.
- However, the development of the refreshed Framework was paused while the Tasmanian Government considered the Package that would impact the strategic direction of the GSP.
- The refreshed Framework would aim ensure that the GSP can respond to the significant changes expected in the gambling environment in the coming years, including potential Australian government and inter-jurisdictional online gambling reforms that will need to be considered and incorporated in any future Strategic Framework development.

- In the meantime, the existing Framework remains relevant and is being utilised to strategically guide the development and implementation of initiatives delivered through the GSP.

Concerns existing with current Community Support Fund (CSF) processes

- On 1 July 2023, Section 151A of the *Gaming Control Act 1993* was amended to enable the establishment of the CSF.
- The CSF is available to all Tasmanian Government agencies through a funding submission process, which the Treasurer approves upon recommendations provided by the Tasmanian Liquor and Gaming Commission (the Commission).
- CSF funding submissions must meet the criteria of the *Gaming Control (Community Support Fund) Regulations 2023* and align with the GSP Strategic Framework.
- Prior to the amendment of the Act, the GSP was issued funding each year from the Community Support Levy.
- DPAC is now required to apply for funding on an annual basis through the CSF, which has had an impact on the timely delivery of programs and services under the GSP.
- DPAC is required to carry the risks associated with financial support for ongoing gambling harm minimisation services on the basis that the CSF has no consistent or defined time frame for application or decision.
- Additionally, Treasury has not been distributing funds approved to DPAC under the CSF until the end of the financial year, requiring DPAC allocate funds for the continuation of GSP activities from within the agency's existing resources.

Gambling Harm Minimisation Support Programs

- The GSP delivers support services for Tasmanians impacted by gambling, including:
 - Gambling Help Online (www.gamblinghelponline.org.au) and Gamblers Helpline Tasmania (1800 858 858). These services include 24 hours a day, 7 days a week access to online counselling, information and referrals, and are provided by Eastern Health.
 - Gamblers Help In-Person Support (1800 243 232). This includes state-wide personal and family support, support groups and access to self-exclusions through the Tasmanian Gambling Exclusion Scheme, and are provided by Anglicare.
- In addition, Tasmania's partnership with Australian and jurisdictional governments has delivered protections for Tasmanian online gamblers through the National Consumer Protection Framework for Online Wagering in Australia.
- Key Community Education initiatives delivered through the GSP in 2024-25 include:
 - A new phase of the *Know Your Odds* campaign focussing on early signs of risky gambling behaviours.

- A new exclusions campaign promoting the Tasmanian Gambling Exclusion Scheme, including third-party exclusions, which is being delivered through traditional and digital media and through in-venue resources.
- A new youth-targeted initiative to be co-designed with young people and leveraging the Young People and Gambling Communications Strategy developed in 2023 in partnership with the Youth Network of Tasmania.

Mandatory card-based gaming

- In 2022, the Treasurer issued a Ministerial Direction to the Commission to implement harm minimisation technology by:
 - Overseeing the development and implementation of a state-wide player card gaming system with pre-commitment for EGMs in hotels, clubs and casinos.
 - Enforcing the implementation of such a system through amendment to the Commission's Rules and other technical instruments.
- The key components of this Ministerial Direction for EGMs was for:
 - A common statewide player account for all EGM play, regardless of venue and venue type (hotel, club or casino).
 - Default pre-commitment limits with a simple change process up to a set limit.
 - A comprehensive process to increase pre-commitment above the set limit.
 - Statewide cashless gaming.
- The development and introduction of the mandatory card-based gaming system was to be managed by Treasury.
- During the 2024 State Election, the Tasmanian Liberal Party re-affirmed its commitment to introducing mandatory card-based gaming.
- On 2 July 2024, the Tasmanian Government announced an 18-month delay to the introduction of the system.
- In November 2024, an indefinite hold was placed on the system's introduction, due to the complexities of developing the brand-new technology required to administer the system.
- In June 2025, the Tasmanian Liberal Party announced that a cashless gaming card would not be introduced in Tasmania unless there is a national approach on the issue.
- **Not relevant** [REDACTED]
- Victoria has recently delayed its rollout of its version of a pre-commitment card scheme, while New South Wales is still considering the best way to implement a cashless system.

2024 State Election Commitments

- Through the 2024 State Election, the Tasmanian Government committed to:
 - Providing \$100,000 to promote awareness of the Tasmanian Gambling Exclusion Scheme, which includes third party exclusion.

- Examining the option of implementing Automatic Responsible Gambling Systems (ARGS).
- Engaging with venues interested in implementing Facial Recognition Technology (FRT).
- Maintaining the responsible conduct of gambling competency, by ensuring every relevant employee undertakes a Responsible Conduct of Gambling course with a registered training organisation every two years.
- The commitment for the Tasmanian Gambling Exclusion Scheme has been managed by DPAC, while Treasury is responsible for the delivery of all other 2024 State Election commitments.

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