



**Tasmanian
Government**

DPAC Budget Estimates 2024-25

Premier

17 November 2025 – 20 November 2025

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Output Group – Output Group 3 - Community and Government Service Delivery
Output – 3.2 Management and Ongoing Development of Service Tasmania

Capital Investment Program

Current as at: **03-October-2025**

Talking Points

- 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
 - improve customer amenities.
- The CIP primarily supports Service Tasmania's proactive approach to:
 - improve the customer experience
 - enhance public safety and access to Service Tasmania service centres across the State
 - mitigate Workplace Health and Safety issues.

Additional talking points:

- For 2024-25, Service Tasmania utilised its Capital Investment Program funds for:
 - Completion of upgrades at the Deloraine and Ulverstone service centres in line with Service Tasmania's contemporary look and feel, including updates to customer service areas, internal and external signage, joinery and painting.

- Costs associated with the relocation of the Sorell service centre to a new shared facility with Services Australia, including security installation and de-fit of old premises.
- An upgrade to security CCTV at Glenorchy and George Town service centres, and a mobile duress rollout across the service centre network.
- New chairs in the customer service areas across the service centre network.
- For 2025-26, Service Tasmania has utilised its full Capital Investment Program allocation to contribute to the costs for upgrading the Smithton service centre to Service Tasmania's modern look and feel, to significantly improve customer and staff amenities. The refurbished site opened on 11 August 2025.

Budget Information

Table 1

Service Tasmania Capital Investment Program

Project	June 2024	June 2025	June 2026
Service Tasmania Service Centre Capital Investment	\$250,000	\$250,000	\$250,000

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Cleared by	Noelene Kelly	Deputy Secretary Community and Government Services

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Output Group 1 - Policy, Reform and Government Priorities

Output – 1.2 Child and Youth Wellbeing

Overview - Output 1.2

Current as at: **10-November-2025**

Talking Points

- This output supports delivery of whole-of-government Child and Youth Wellbeing, focused on improving outcomes for Tasmanian children and young people aged 0–25.
- The Keeping Children Safe Coordination Taskforce oversees coordination of government responses to the Commission of Inquiry into the Tasmanian Government's Responses to Child Sexual Abuse in Institutional Settings and related reviews, and leads key reform initiatives, including early intervention and engagement with community and sector partners.
- The Taskforce has led the development of the Change for Children Strategy: Tasmania's 10-year strategy for upholding the rights of children by preventing, identifying and responding to child sexual abuse in March 2025.
- The taskforce is now leading development of the forthcoming Action Plan and Outcomes Framework to be delivered in early 2026.
- Change for Children brings together the extensive child safety reform agenda including changes to systems and culture. These changes will make sure that children and young people are safe in Government institutions as well as in the community.

- Our Government committed \$424.5 million in the 2024-25 Budget and Forward Estimates for the ongoing implementation of these reforms, including \$92.0 million in 2025-26.
- This builds on funding of \$55.1 million provided in 2023-24.
- For 2025-26, \$46.0 million was allocated through the initial Supply Bill, with further funding to be provided in the interim budget.
- In addition, this budget allocates \$140 million to deliver the new Tasmanian Youth Justice Facility now that the site, masterplan and development application are completed.
- The Keeping Children Reform Group has also been responsible, in its establishment phases, for implementation of the Child and Youth Wellbeing Strategy, It Takes a Tasmanian Village including grant processes, annual reporting, sector and place-based partnerships, and engagement across levels of government, and Tasmanian Government agencies.
- We are now undertaking a mapping of child and youth wellbeing related programs across Government including a gap analysis to inform the next phases of work.
- The programs associated with this output provides policy and program advice on priority areas such as youth wellbeing, harmful sexual behaviours, and child and youth participation.
- The decrease in funding for Output 1.2 Child and Youth Wellbeing in 2025–2026 and variation across the Forward Estimates reflects the transfer of \$8.0 million in funding to the Department of Health and the Department for Education, Children and Young People, and the transfer of Commission of Inquiry funding for the Commission for Children and Young People and the Implementation Monitor from the Department of Premier and Cabinet to the Department of Justice.

- The decrease in 2028–2029 reflects the funding profile for the Commission of Inquiry responses.
- The 2025-2026 Budget provides \$2.5 million in 2025-2026 for Therapeutic Services for Victim-Survivors of Sexual Violence (SASS and Laurel House), with a further \$7.1 million across 2026-2027 and 2027-2028.

FTE Information

- Overall Paid FTEs increased by 4.3 FTE, from 7.8 at 30 June 2024 to 12.1 at 30 June 2025.

Table 1 Paid FTE comparison – June 2023 to June 2025

<i>Paid FTEs¹</i>	<i>30 June 2023</i>	<i>30 June 2024</i>	<i>30 June 2025</i>
Keeping Children Safe	-	7.8	2.0
Child & Youth Wellbeing	-	-	0.8
COI Coordination Taskforce	-	-	5.4
Youth Justice Taskforce	-	-	3.9
Totals	-	7.8²	12.1

Notes:

1. Agencies now report using Paid FTEs for a more consistent reflection of FTEs, and the number provided is how many FTEs are paid as at the last pay period in March. This figure changes constantly with ons and offs, work pattern changes and unpaid leave.
2. Output Groups were updated for the year ending 30 June 2025. Paid FTE data for June 2024 reflects the previous Output structure: 7.4 – Child and Youth Wellbeing

Budget Information

Table 2

**Allocation to Output 1.2 Child and Youth Wellbeing
(Total Expenses by Portfolio and Output)**

Premier	2025-2026 \$'000	2026-2027 \$'000	2027-2028 \$'000	2028-2029 \$'000
Base Budget Funding	725	773	991	1,026
Child and Youth Wellbeing	9,000	9,000	9,000	9,000
Child and Youth Wellbeing Transfer	-7,975	-7,975	-7,975	-7,975
Commission of Inquiry	8,990	6,990	6,990	0
Commission of Inquiry Rollover	435	0	0	0
TOTAL 1.2	11,175	8,788	9,006	2,051

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Output Group 1 - Policy, Reform and Government Priorities

Output – 1.2 Child and Youth Wellbeing

Child and Youth Wellbeing Strategy

Current as at: **07-November-2025**

Talking Points

- My vision for Tasmania is a place where everyone feels valued, included, encouraged and supported to be the best they can be.
- This starts with providing Tasmania's children, young people and their families with the services, supports and opportunities they need to have the best start in life.
- In 2021, we launched Tasmania's first comprehensive, whole of Government, Child and Youth Wellbeing Strategy - "It Takes a Tasmanian Village".
- The Strategy and its four-year action plan were directly informed by the voices of Tasmanian children, young people and their families and responded to the needs and gaps in services and supports that were identified.
- In December last year, the third Annual Report for the Strategy was released which highlights the personal stories and practical impacts that actions are having on the wellbeing of Tasmanian children, young people and their families; as well as examples of how my government is driving longer term policy and system change.
- In terms of the next phase of supporting Child and Youth Wellbeing in Tasmania, we are now undertaking a comprehensive review and audit of all programs across

Government that support our children and young people to inform our next steps.

- This review will consider whether a new Action Plan is the best way forward, or another approach noting the substantive work undertaken since 2021 to support child and youth wellbeing in our state.

Achievements

- Recent action highlights include:
 - Establishment of a family space and commencement of a school-based model of the Child and Family Learning Centre (CFLC) community outreach at Jordan River (Herdsman Cove Primary School);
 - Delivery of a series of community storytelling and co-design workshops by Burnie Works as part of the first 1,000 days project;
 - Establishment of a Vocational Fund within the Sure Start Program providing support to young people who have been in out of home care to access vocational training;
 - Delivery of the Circles of Security parenting program to inmates across the Tasmanian Prison Service;
 - Distribution of over 11,000 Little Tasmanian bags to new Tasmanian parents;
 - Delivery of a Careers Expo at the Northern Employment and Business Hub with over 430 exhibitors and nearly 400 school students in attendance; and
 - Completion of the second round of statewide conferences for the Youth Climate Leadership program, providing opportunities for students to share learnings from their community-based climate change projects.

Next Steps:

- A number of innovative programs have been developed and delivered by Tasmanian Government agencies across Tasmanian communities over the first five years and I'm pleased to share that these will continue to meet the wellbeing needs of children and young people over the forward estimates.

- To enable this, funding has been transferred to line agencies to ensure these programs are embedded in their core services.

These are:

- Kids Care Clinics, delivered by the Tasmanian Community Paediatric Service, have to date offered over 5,000 appointments to children across Tasmania who are experiencing social vulnerability. This will program will continue through an ongoing annual funding commitment of \$2,500,000.
- The Sustained Nurse Home Visiting Program, delivered by CHaPS, has successfully provided a targeted home visit program to families with complex needs who would benefit from additional child health support in the first 1000 days. This program will continue through an ongoing annual commitment of \$2,250.000.
- Bringing Baby Home, delivered by DECYP, provides support to parents who have been assessed as being at imminent risk of having their infant removed and placed in care. This program will continue through an ongoing annual commitment of \$2,580,000.
- The DECYP Child and Family Learning Centre, Staged Outreach Model, which was developed under the first four-year Action Plan, will continue with an ongoing annual funding commitment of \$645,000.

- Additionally, funding commitments have been extended across the next four years to BRAVE Foundation and Playgroup Tasmania to continue delivering the Supporting Expecting and Parenting Teens (SEPT) and Baby Villages programs. Both have been highly successful features of the first four-year Action Plan.
- The Tasmanian Government will also continue to support YNOT to deliver Youth Week and continue to contribute to Connected Beginnings, delivered by Tasmanian Aboriginal Corporation (TAC) and Stronger Places, Stronger People (SPSP), delivered by Burnie Works.
- In terms of the next phase of supporting Child and Youth Wellbeing in Tasmania, we are now undertaking a comprehensive review and audit of all programs across Government that support our children and young people to inform our next steps.
- This review will consider whether a new Action Plan is the best way forward, or another approach noting the substantive work undertaken since 2021 to support child and youth wellbeing in our state.

Background

Evaluation

- The University of Tasmania has completed an evaluation of the Strategy and produced an internal evaluation report.
- The action plan was focused on the first 1,000 days which is critical in a child's development. The evaluation findings will help guide us with future priority areas and alignment with Government policy.
- **s.27**
[REDACTED]

- **S.27**

Funding

- Recurrent funding of \$9.0 million per annum has been provided for initiatives in the Strategy to enable the ongoing implementation of successive action plans and initiatives that are funded under the Strategy budget.
- From 2025-26 \$8.0 million per annum of this funding has been reallocated across agencies to enable the continuation and embedding of highly successful programs funded through this appropriation in previous years.

Reporting

- Action update reporting for all 65 strategy actions within the Strategy occurs three times per year. These timings coincide with start of parliament sitting, budget estimates and the production of the annual report for the Strategy.
- An annual report for the Strategy is publicly released in November each year and includes an update on all 65 actions, case studies and data updates.
- The 2024 annual report was released on 18 December 2024.

Budget

Table 1

Child and Youth Wellbeing Strategy

	2023-24 \$'000	2024-25 \$'000	2025-26 \$'000	2026-27 \$'000	2027-28 \$'000
Whole-of-Government Child and Youth Wellbeing Strategy Grants and Subsidies – Total Annual Amount	9,000	9,000	9,000	9,000	9,000
DPAC portion of above Strategy ¹	9,000	9,000	1,025	1,025	1,025

Note:

1. The decrease from 2025-26 reflects the transfer of \$8.0 million from the Department of Premier and Cabinet to the Department of Health, and the Department of Education, Children and Young People.

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Output Group 1 - Policy, Reform and Government Priorities

Output – 1.2 Child and Youth Wellbeing

COI Funding - Whole-of-Government

Current as at: **10-November-2025**

Talking Points

- Our Government committed \$424.5 million in the 2024-25 Budget and Forward Estimates for the ongoing implementation of these reforms, including \$92.0 million in 2025-26.
- This builds on funding of \$55.1 million provided in 2023-24 prior to the acceptance of the COI report.
- In addition, this budget allocates
 - \$106 million over the forward estimates to deliver the new Tasmanian Youth Justice Facility now that the site, masterplan and development application are completed.
 - This is in addition to the \$50 million already allocated for the delivery of the new Youth Justice Facility in previous budgets.
 - This brings the total budget for the new Youth Justice Facility to \$156 million over the forward estimates.
 - An additional \$30.8 million to deliver a new Human Resource Information System across Government to link up employee information.
 - This is a critical enabler to delivering on the recommendations of the COI and Woolcott Reviews;
 - An additional \$2.9 million for the State Archives to digitise and make accessible files to victim-survivors; and

- A further \$26 million across agencies for various recommendations for delivery until 2028-29.
- We have had to reprofile some funding over the forward estimates as the Commission of Inquiry implementation has evolved.
- This is long term reform, and it was expected that funding profiles would change. This reflects our commitment to genuine, meaningful reform.
- **However, with our additional investments this year and in previous years (2023-24 and 2024-25), the whole of government budget to deliver Commission of Inquiry has increased from \$424.5 million over the forwards to over \$600 million.**
- In addition, we have set aside funding to compensate victim-survivors of child sexual abuse in our institutions. It is estimated that claims will exceed \$580 million. It is critical we right the wrongs of the past.

If asked - funding reprofiling

- As with all budget management we have monitored expenditure and reprofiled funding based on the progress of implementation across agencies.
- It was expected that funding would change as agencies better understood reform requirements and resourcing needs.
- It was also expected that funding would need to be reprofiled where it hasn't been expended in that financial year, for a variety of reasons.
- We are not compromising quality for arbitrary timeframes.

- We are listening to our Independent Monitor's advice as we move through reform and balancing within our changing contexts.
- This will include consideration of additional funding, or funding transfers between programs and agencies, required to progress reforms in future budget years.
- A good example of this is our allocation this year of additional funding this year to deliver the new youth justice facility.
- This funding was allocated in this year's budget reflecting the finalisation of the site, masterplan and development application.
- We have also transferred:
 - \$800 000 out of the DPAC COI allocations to the Department of Justice for the establishment of the ongoing support service for individuals impacted by the Commission of Inquiry; and
 - \$1 million from the DPAC budget to DPFEM to support implementation of the recommendations of the Weiss Review.
- We will continue to work collaboratively across Government to drive investment where it is needed to keep our children and young people safe.

Background

Presentation of Commission of Inquiry Funding – 2025-26 Budget Papers

- The 2024-25 Budget clearly outlined and detailed the whole--of--government Commission of Inquiry funding allocation as a key deliverable in 2024-25.
- This information is not repeated in the 2025-26 Budget Papers as Commission of Inquiry funding is a continuing commitment and not new funding.
- A full outline of the whole Commission of Inquiry funding position by line item is provided in Budget Information below or Attachment 1 (Spreadsheet - 2025-26 Budget COI funding).

- the 2025-26 Budget refers to Commission of Inquiry when:
 - describing new key deliverables related to the Commission of Inquiry response, such as additional funding for DPACs Therapeutic Services for Victim-Survivors of Sexual Violence (SASS and Laurel House), which is allocated \$9.6 million over three years.
 - referring to the reprofiling of Commission of Inquiry response funding.

'Reprofiling' of Commission of Inquiry funding in 2025-26 Budget Papers

- Reprofiling refers to the adjustment made to the 2024-25 Budget's funding for Commission of Inquiry responses, including over the forward estimates.
- The 2025-26 Budget papers refer to the 'profile of funding' when there has been a variation from the 2024-25 Budget allocation.
- In the 2025-26 Budget Papers 'profile of funding' is referred to several times in relation to Commission of Inquiry response initiatives to indicate a decrease or variation in funding from the 2024-25 Budget.

Attachment

- Spreadsheet - 2025-26 Budget COI funding

Budget Information

2025-26 whole of Government Position Commission of Inquiry operational funding

Agency	2024-24 Budget Allocation				2025-26 Budget profile			
	2025-26	2026-27	2027-28	2028-29	2025-26	2026-27	2027-28	2028-29
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
DECYP Total	50,000	50,000	50,000	3,742	43,228	48,362	48,918	31,150
Health Total	13,595	15,585	16,576	16,576	12,595	12,705	12,625	12,625
Justice Total	11,065	10,288	10,023	4,284	11,876	12,945	13,070	10,029
DPFEM Total	9,616	8,452	8,707	8,149	7,778	7,471	7,681	8,149
DPAC Total	11,482	8,922	8,929	2,475	8,990	6,990	6,690
Integrity Commission Total	200	200	200	...	200	200	200	...
DPP Total	2,700	2,700	2,700	2,700	2,700	2,700	2,700	...
Ombudsman Total	200	200	200	...	200	200	200	...
TOTAL	98,858	96,347	97,335	35,226	87,567	91,573	92,384	61,953

Agency	Variance operational funding (2024-25 and 2025-26 Budget adjustment)			
	2025-26	2026-27	2027-28	2028-29

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	\$'000	\$'000	\$'000	\$'000
DECYP Total	-6,772	-1,638	-1,082	27,408
Health Total	-1,000	-2,880	-3,951	-3,951
Justice Total	811	2,657	3,047	5,745
DPFEM Total	-1,838	-981	-1,026
DPAC Total	-2,492	-1,932	-1,939	-2,475
Integrity Commission Total
DPP Total
Ombudsman Total
TOTAL	-11,291	-4,774	-4,951	26,727

2025-26 whole of Government Position Commission of Inquiry capital funding

Agency	2024-24 Budget Allocation				2025-26 Budget profile			
	2025-26	2026-27	2027-28	2028-29	2025-26	2026-27	2027-28	2028-29
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
DECYP Total	2,882	2,777	2,793	...	2,882	2,777	2,793	...
Health Total	2,000	5,000	9,000	15,000	600	1,400	16,000	16,000
Justice Total	420				520			
TOTAL	5,302	7,777	11,793	15,000	4,002	4,177	18,793	16,000

Agency	Variance capital funding (2024-25 and 2025-26 Budget adjustment)			
	2025-26	2026-27	2027-28	2028-29
	\$'000	\$'000	\$'000	\$'000
DECYP Total				
Health Total	-1,400	-3,600	7,000	1,000
Justice Total	100			
TOTAL	-1,300	-3,600	7,000	1,000

Total Variance (operational plus capital funding)

Agency	Variance (2024-25 and 2025-26 Budget adjustment)			
	2025-26	2026-27	2027-28	2028-29
	\$'000	\$'000	\$'000	\$'000
DECYP Total	-6,772	-1,638	-1,082	27,408
Health Total	-2,400	-6,400	3,049	-3,951
Justice Total	911	2,657	3,047	5,745
DPFEM Total	-1,838	-981	-1,026
DPAC Total	-2,492	-1,932	-1,939	-2,475
Integrity Commission Total
DPP Total
Ombudsman Total
TOTAL	-12,591	-8,294	2,049	26,727

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Output Group 1 - Policy, Reform and Government Priorities

Output – 1.2 Child and Youth Wellbeing

COI - Progress of Recommendations

Current as at: **12-November-2025**

Talking Points

- The Tasmanian Government is committed to keeping children and young people safe by implementing all 191 recommendations of the Commission of Inquiry.
- The Commission's report set out a substantial six-year reform program to 2029, and we are delivering these reforms within that timeframe over the next four calendar years.
- Progress is being reported regularly through the Keeping Children Safe website, ensuring transparency and accountability.
- This is not a box-ticking exercise. Change will take time, but every step moves us closer to a safer Tasmania for children and young people.

Status of Commission of Inquiry recommendations

- Progress is being made. As at our most recent report (1 August– 31 October 2025), we have implemented 57 recommendations.
- Importantly, these reforms are not abstract. They are delivering practical changes that matter to Tasmanians:

- We have launched *Change for Children*, Tasmania's 10-year strategy to protect children and young people.
- We have strengthened the Registration to Work with Vulnerable People Scheme, tightening rules for workers and organisations who work with children.
- A new online portal now makes it easier, and anonymous, to report police misconduct.
- The Victims of Crime Assistance Scheme has been expanded to provide more timely, trauma-informed support.
- Tasmanian State Service employees are undertaking new training to better recognise and respond to child sexual abuse.
- In addition, a bill to establish a new Commission for Children and Young People has passed the House of Assembly, which is another significant reform.
- These achievements build on our first two years of the reform program, which laid the foundations for long-term change.
- Over the next four years we are focused on systemic reforms across youth justice, out-of-home care, information sharing and workforce culture.
- Transparency is critical. That is why we are publishing regular progress reports on the Keeping Children Safe website.
- Our last progress update was published on Friday [14 November], aligned with our set schedule for updates.
- This report demonstrates more progress.
- It is also the first report where we have revised some delivery timeframes.

- This includes recommendations that will be delivered earlier than the timeframes suggested by the Commission [13 recommendations] and recommendations that will be delivered later than those timeframes suggested by the Commission [27 recommendations]. [See specific QA on timeframes below]
- This approach has been discussed with the Child Safety Reform Implementation Monitor, who has urged us to focus on quality not arbitrary timeframes.
- We know reform cannot be achieved by government alone. It requires a joined-up effort between state and local government, the community sector, and specialist sexual violence services.
- Stronger governance and oversight are already in place, including the voices of victim-survivors through the Victim Survivor Advisory Group, and independent scrutiny from the Child Safety Reform Implementation Monitor.
- Above all, the voices of children and young people remain central. Their safety, wellbeing and futures depend on the actions we take now, and they will always be our highest priority.
- Our forthcoming Change for Children Action Plan will provide more detail on our implementation approach over the next four years. This will be published in early 2026.

If asked:

Timeframes

Has the Government changed the timeframes for delivery of recommendations?

- The Child Safety Reform Implementation Monitor has urged us to ensure we don't compromise quality for arbitrary timeframes.
- The Commission of Inquiry report itself acknowledges that the timeframes were provided as guidance.
- They are described by the Commission as suggestions (Chapter 11. Section 1 Introduction).
- Both the Commission and the Implementation Monitor have been clear that getting this right matters more than getting it done quickly.
- Two years into the reform, agencies now have a clearer understanding of the scale and interdependencies involved, which has informed some necessary adjustments to timeframes
- Some timeframes for some recommendations have been brought forward [13 recommendations].
- This is due to the fact that, in some cases, the sequencing of recommendations suggested by the Commission was not workable in practice.
- For example, a policy or legislative change has been recommended to be delivered in 2029, but service changes that rely on that policy change are recommended to be delivered in 2026.
- Some timeframes have also been moved further into the future [27 recommendations].
- Moving timeframes further into the future is not a decision that the Government takes lightly.
- We understand the urgency to make change.

- But we are committed to delivering meaningful, real change and not treating this as a ‘tick box’ exercise.
- There are varied reasons for a timeframe to be moved into the future, as each recommendation is considered carefully.
- In some cases, the timeframe has changed because the community has told us they need more time for consultation.
- In other cases, our attempts to accelerate a process have not been successful.
- And in some instances, the recommendation is impacted by national issues including workforce shortages in key areas.
- Changing the timeframes to deliver a recommendation is a serious consideration of Government.
- Agencies must submit a proposal to their Minister that explains the rationale and impacts.
- Proposed timeframe changes are then considered and approved by Cabinet.
- We also seek the views of the Implementation Monitor as part of this process – to understand if the Monitor would support our decision or not.
- We take the views of the Independent Monitor extremely seriously.
- Once changed timeframes are approved by Cabinet, we then publish these in our reporting on the Keeping Children Safe website.
- Our most recent report is the first report where we have reflected changed timeframes.
- This is because agencies have been working through a careful process this year to scope and rescope recommendations.

- It is not our intention to continuously change timeframes.
- However, where we do we will highlight this in our regular public reporting.

Frequency of public reporting

Is it true that the Government is moving from quarterly to twice-yearly public reporting on reform progress, and why has this decision been made?

- Over the first two years of implementation, we have published progress updates on a quarterly cycle on the Keeping Children Safe website.
- With the Child Safety Reform Implementation Monitor now in place, noting:
- The Monitor's extensive powers to compel information from Agencies; and
- The Monitor's role in evaluating and reporting on progress
- This shift allows agencies to focus on delivering reforms rather than duplicating effort across multiple reporting processes, while still maintaining full public transparency.
- We will move to biannual reporting from 2026 on the Keeping Children Safe website.
- In addition, the Monitor will table his Annual Report in Parliament and can publish additional commentary as he sees fit.
- The Monitor is a critical role in oversight of our efforts, and we note that the new Commissioner for Children and Young People, the Independent Regulator, the Ombudsman, and the Custodial Inspector all provide (or will provide) important

public reports on our progress and efforts to keep children safe.

- We will continue to publish a monthly Keeping Children Safe newsletter and feature stories on the Keeping Children Safe website that highlights reform progress and achievements.
- In addition, many key recommendations are supported by specific communications strategies and forums for engagement.
- All of these channels together ensure that progress remains visible, scrutiny remains strong, and the community can clearly see what's changing and when.

Change of lead agency for recommendation

Why does lead agency for recommendations change?

- Part of taking this reform seriously is recognising that lead responsibility will change over time as work progresses.
- This is reflective of the fact that we are taking a highly collaborative approach.
- For example, policy or legislative work might start in DPAC or Justice, and once that's complete, responsibility for service design and delivery will move to Education, Health or Police.”.
- This is an uncommon approach to implementation, but an absolutely necessary one.
- It is about making sure each stage of reform is led by the agency best placed to deliver.
- The COI encouraged the Tasmanian Government to overcome silos and change our cultures to be child focussed and collaborative.
- They wanted us to engage in meaningful and effective implementation.

- Leaning into different expertise and skills across agencies, and having agencies work together is a direct response to this.
- Changing the lead agency on a recommendation is done through a considered process.
- All lead agency changes are approved through the Keeping Children Safe governance structure and ultimately by Cabinet.
- This means that Ministerial responsibility is clear at the point of transition.
- Once this transition is agreed by Cabinet, it is then updated on the Keeping Children Safe website.
- This is important, so the community knows which Ministers and agencies are attending to which recommendations and who is accountable.
- We report publicly twice a year, as well as through the information we provide to the Child Safety Reform Implementation Monitor.

Completion of recommendations

Who decides if recommendations are completed?

Governance process

- Many recommendations will never be fully ‘completed’ in a traditional sense — that’s intentional. The Commission asked for lasting system reform, so our focus is on embedding continuous improvement and ongoing evaluation rather than simply closing items off a list.
- However, there are milestones that are reached in delivering recommendations that it is important we report on.
- Where an agency has deemed that a recommendation is complete, they must prepare a completion report for approval by the Secretary and Minister.

- These completion reports are then provided to Cabinet for final approval.
- The report requires agencies to explain how the recommendation has been achieved, and the outcomes that it has and/or will deliver.
- This is sometimes complex to report on, as many recommendations contain sub-recommendations that actually are distinct and could stand alone.
- Consideration of this is also provided to Cabinet.
- The Child Safety Reform Implementation Monitor has a specific role in monitoring and evaluating the progress of implementing recommendations.
- This means that the Monitor can provide commentary and advice to the community on whether a 'completed' recommendation meets the intent set by the Commission in their view.
- This is specified in Part 5, 21 2(b) of the Child Safety Reform Implementation Monitor Act 2024.
- At times, there may be a difference of view between the Government and the Monitor on whether a recommendation has been delivered and how it has been delivered."
- We welcome that scrutiny. It's part of ensuring the reform achieves its intent. As with other statutory officers, we consider the Monitor's advice carefully and factor it into future planning.

Background

Status of Commission of Inquiry recommendations

- The Commission of Inquiry set out a six-year reform program to 2029.

Governance

- Cross-agency governance arrangements are in place to align reforms and track progress.
- Under the Keeping Children Safe Governance and Accountability Framework 2025, Cabinet (through the Child and Youth Safety and Wellbeing Cabinet committee) is responsible for overseeing implementation of the Keeping Children Safe Reforms.
- The Victim-Survivor Advisory Group has commenced orientation and will provide input to governance arrangements (Rec. 19.5).
- Community Engagement and Change Leads network is supporting sector-government collaboration, involving TasCOSS, LGAT, SASS, Laurel House and Neighbourhood Houses Tasmania.
- The voices of children and young people are included through the Voices for Tasmanian Youth and the Premier's Youth Advisory Council.

Child Safety Reform Implementation Monitor

- The Commission of Inquiry recommended (Rec 22.11) establishing an independent Monitor to oversee reform.
- The Hon Robert Benjamin AM SC was appointed as the inaugural Child Safety Reform Implementation Monitor in December 2024.
- The Monitor is responsible for holding government to account on the delivery of all 191 recommendations.
- Agencies are working closely with the Monitor to provide the information and support needed to fulfil this function.
- The Reform Implementation Monitor's First Annual Report will be released in October 2025.
- The Annual Report provides commentary on the progress implementing Recommendations of the Commission of Inquiry and related review recommendations.

Whole-of-government Commission of Inquiry funding

- Refer to separate BEB (COI Funding - Whole-of-Government) for further information.

	Name	Position
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Cleared by	Courtney Hurworth	Chief Reform Lead, Keeping Children Safe Reform Group

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	Name	Contact number
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Parliamentary Briefing 2025

Premier

Output Group 2 - Government System Support
Output – 2.3 State Service Employment and Management

Sustainable State Service

Current as at: **11-November-2025**

Talking Points

- We have always said that Tasmania needs a sustainable and efficient public sector – one that is appropriately scaled to meet the needs of the Tasmanian community and provides value for money.
- As of 5 November 2025, the paid headcount for the State Service was 36,419 (excluding casuals), with a 1.75 per cent increase since 3 March 2025.
- The number of Full Time Equivalents at 5 November 2025 was 29,912.27 (excluding casuals), with a 1.24 per cent increase since March 2025. This increase is reflective of the cyclical nature of employment in some agencies.
- The Tasmanian public service has continued to grow which follows a significant increase in staffing levels in recent years, particularly during the COVID pandemic. The fiscal strategy employee targets in 2032 are to return employee numbers to pre-COVID levels.
- We have been considering our strategic workforce priorities to better respond to the increasing demands for services in the Tasmanian community while supporting our workforce. This involves ensuring we have a workforce that is sustainable in size and shape, in the right place, and equipped with the right tools

and resources to deliver our important services to the community of Tasmania.

- We are focussed on a State Service that operates as effectively and efficiently as possible, meets the needs of the community and provides value for money.
- We are firmly focused on increasing productivity across the State Service, supporting professional development and continuing to build the capability and capacity of our workforce.
- We have been considering our strategic workforce priorities to better respond to the increasing demands for services in the Tasmanian community while supporting our workforce. This involves ensuring we have a workforce that is sustainable in size and shape, in the right place, and equipped with the right tools and resources to deliver our important services to the community of Tasmania.
- We have clearly said we're not about slashing and burning the public service.
- We will continue to invest in the front line, but we have also said we need a sustainable public service and will be assessing what the right size of the public sector should be for Tasmania's context.
- Managing Positions in the State Service is a suite of tools already in place for agencies to actively manage the size and capability of its workforce using vacancy control, redeployment, voluntary redundancies and workforce renewal incentives.
- In addition, we have implemented two key initiatives: a non-essential recruitment freeze, and an increase to Workforce Renewal Incentive Program (WRIP) Payments to assist in reprofiling our workforce.

Additional talking points:

- It would be irresponsible to commit significant additional costs to Tasmania's budget, when we have been clear in our commitment to the task of budget repair. What will continue to remain fair, affordable, reasonable and sustainable, is yet to be determined and should be balanced through a robust budget and parliamentary process, so that decisions are being made in a fully informed context.
- Sustainability for our workforce whilst focusing on service delivery is critical in a challenging budget environment. Increased costs require consideration of either further funding or are to be required to be met by agencies with existing resources. There are limited ways to do this in an already constrained budget environment.

Non-Essential Recruitment Freeze

- On 2 March 2025, the Treasurer announced a refocus of the public service including a recruitment freeze on non-essential positions.
- We know there has been a significant increase in the number of state service employees over recent years, particularly during the COVID 19 pandemic. The recruitment freeze is about arresting this growth, which is not sustainable.
- Since the commencement of the recruitment freeze, Heads of Agencies have been considering the following:
 - Allowing natural attrition of non-essential roles
 - A focus on renewal and reprofiling our workforce through increasing the use of Workforce Renewal Incentive Payments
 - Identifying ways to remove non-essential layers of bureaucracy, duplication, and to streamline the provision

- of priority services, including through the use of digital technology
- Considering economies of scale through the examination of shared service models, and
- Considering /digital uplift to replace paper-based and manual processes.
- Since the commencement of the recruitment freeze:
 - Agencies have reviewed their recruitment approval processes including the review or implementation of an agency recruitment committee
 - Work has progressed to confirm workforce data definitions and metrics to ensure consistent reporting across agencies. Reporting is being monitored by the Head of the State Service.
- What roles are considered essential is determined by the Head of each agency in consideration of their agency's operations, environment and context.

Workforce Renewal Incentive Payments

- In January 2025, the Head of the State Service reissued the Managing Positions in the State Service framework, which included two key amendments:
 - an increase to the Workforce Renewal Incentive Payment from a maximum of \$30,000 to \$60,000, and
 - an extension to the period to fill a reprofiled role from six months to eight months.
- These changes reflect the importance of reprofiling jobs, addressing the challenges of how we deliver service to the Tasmanian community and maintain the Tasmanian State Service as a great place to work, including supporting broader employment strategies including youth employment.

- A Workforce Renewal Incentive Payment is an important component of the State Service workforce strategy and provides our people with an opportunity to express interest in separating from the State Service. Agencies have the option to engage in a formal expression of interest process or manage on an individual employee basis.
- The Department of Premier and Cabinet and the Department of State Growth have sought formal expressions of interests for Workforce Renewal Incentive Payments. Other agencies are utilising these on an individual case by case basis.

Job Requests Not Approved

- Following the announcement of the recruitment freeze by the Treasurer on non-essential roles, Heads of Agencies, in consultation with the Head of the State Service, reviewed vacancy management arrangements within their individual agency.
- During the period 3 March to 8 May 2025, 59 recruitment requests were not approved across seven agencies, with three of these subsequently approved. Department for Education, Children and Young People (18), Department of Health (16) and the Department of Natural Resources and Environment Tasmania had the highest number of requests not approved.

Background

Additional Workforce Profile Information – 2023-24 and 2024-25

- The Tasmanian State Service (TSS) has experienced growth in the workforce for the year June 2024 to June 2025, as it continues to be agile and responsive to the needs of the Tasmanian community.
- Total paid headcount as at end June 2025 was 36,168 compared to 35,001 at end June 2024, representing an increase of 1,167 or 3.3 per cent. These figures exclude casuals.
- Total paid full-time equivalent at end June 2025 was 29,789.09 compared to 28,760.01 at end June 2024, representing an increase of 1,029.08 or 3.6 per cent. These figures exclude casuals.
- TSS workforce numbers can fluctuate for a range of reasons, including recruitment activity, role reprofiling, seasonal demand and changes in program funding or service delivery priorities. These variations are a normal part of workforce management and reflect the dynamic nature of public service operations.
- In 2024-25, several agencies recorded notable increases or decreases in workforce numbers. These agencies include:

Department	Increase / Decrease	Comments
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S.27

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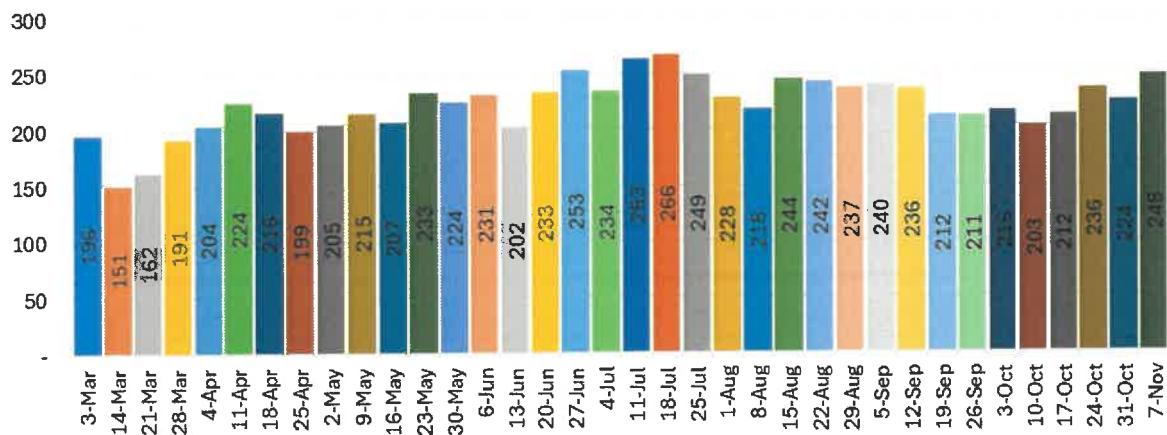
S.27

Department of Premier and Cabinet	Decrease	Reduction in FTE was due to machinery of government changes, with the transfer of the State Planning Office to the Department of State Growth, and Youth Justice Reform team to the Department for Education, Children and Young People.
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Non-Essential Recruitment Freeze

- Following the commencement of the freeze, there was a significant decrease in the number of positions advertised on the jobs.tas.gov.au website. Since this initial drop, the number of advertisements have fluctuated.
- On 7 November 2025, the number of active jobs listed on Tasmanian Jobs Website was 248, with 60 employment registers.

Total Active Advertisements



- The non-essential recruitment freeze applies to the Tasmanian State Service and Ministerial and Parliamentary Services.

Workforce Renewal Incentive Payments and Targeted and Negotiated Voluntary Redundancies – 2024-25

- Workforce Renewal Incentive Payments (WRIPs) and Targeted and Negotiated Voluntary Redundancies (TNVR) are part of the Managing Positions in the State Service (MPSS) framework. Mechanisms contained within MPSS are governed by the

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State Service Act 2000 and are issued by the Head of the State Service under section 15(1)(b) of the Act.

- The WRIP expressions of interest programs conducted by the Departments of Premier and Cabinet and State Growth in 2024-25 were open for general expressions of interest and did not target specific cohorts.
- For 2024-25, 15 State Service employees separated via a WRIP, and 15 leaving through a TNVR.

	2023-24	2024-25
TNVR exits	21	15
Average TNVR cost	\$76,190.48	\$108,112.74
WRIP exits	9	15
Average WRIP cost	\$26,666.67	\$32,176.15

**WRIP maximum payment increased from \$30,000 to \$60,000 in January 2025

Prepared by	Name Yvette Steele	Position Director Workforce Strategy
Cleared by	Amanda Russell	Deputy Secretary State Service Management Office

DPAC contact for more information:	Name Yvette Steele	Contact number Out of scope, s.36
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Parliamentary Briefing 2025

Premier

Output Group – Output Group 2 - Government System Support
Output – 2.3 State Service Employment and Management

Workforce Planning

Current as at: **22-September-2025**

Talking Points

- My Government is committed to building a State Service that is sustainable and efficient and one that is appropriately scaled to meet the needs of the Tasmanian community, and provides value for money.
- To ensure we achieve these objectives, we are continuing to develop and refine our workforce planning approach in the Tasmanian State Service, focusing on the size, shape, location of the workforce.
- Strategic Workforce Planning assists in developing the understanding of our current and future workforce and highlighting the potential gaps and opportunities that we need to address to have a capable and committed workforce ready to deliver now, and into the future.
- Having a common TSS strategic workforce planning process will allow Agencies to be able to support one another to look at their workforce to better understand the capability and capacity of our employees, and to look externally on factors impacting our workforce supply and demand.
- Workforce planning will assist the development of many areas to build our workforces such as targeted occupational group strategies, delivery of our recruitment campaigns for key areas of

our workforce, both on island, nationally and globally, and support for job redesign and our targeted programs to increase youth employment for example.

- The State Service Management Office (SSMO) has been developing a set of flexible tools to support strategic workforce planning for Agencies to adapt or adopt to suit business needs.
- SSMO has engaged an external consultant with over 20 years of experience in strategic workforce planning, to help build internal resources and develop an adaptable Strategic Workforce Planning framework and toolkit.
- The initial phase of this project focused on the toolkit which is continuing to be refined to support the varied needs of the Tasmanian State Service.
- The second phase focuses on increasing capability with agency Human Resources teams with session running through November and December, the development of a TSS workforce stimulus paper, and additional implementation support.
- This work is ongoing and is intended for rollout to all areas of the TSS by early 2026.

Background

- Workforce planning for the TSS was a key recommendation of the Tasmanian State Service Review (recommendation #38)
- Our aim for the Tasmanian State Service is to maintain a workforce that can meet the needs of the Tasmanian community because:
 - it is the right size: the TSS workforce is the optimal size for effectiveness and efficiency.
 - it is the right shape: the TSS workforce has the right capability, culture, and diversity to deliver services now and into the future.
 - it is in the right place: the TSS workforce is located where it is needed, across regions and organisational structures, and with flexibility to be deployed to meet changing demands.

- it has the right enablers: the TSS workforce is empowered by the right systems, processes, and technologies.
- In early 2024, a Community of Practice (CoP) group from all Agencies gathered to discuss strategic workforce planning in the Tasmanian State Service. Discussions ranged from what was already in place that the TSS could leverage, to highlighting areas needing additional focus.
- These discussions resulted in the program of work currently being led by the State Service Management Office.

	Name	Position
Prepared by	Yvette Steele	Deputy Director Workforce Strategy State Service Management Office
Cleared by	Amanda Russell	Deputy Secretary State Service Management Office

	Name	Contact number
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Parliamentary Briefing 2025

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**Output Group 2 - Government System Support
Output – 2.3 State Service Employment and Management**

Conduct and Grievances

Current as at: **11-November-2025**

Talking Points

- My Government remains firmly committed to strengthening integrity and ethics in the State Service. We continue to strengthen capability and commitment in delivering high quality services to Tasmanians.
- In 2024-25 the State Service advanced a suite of workplace relations reforms designed to improve disciplinary processes, increase transparency and drive cultural change in line with the Commission of Inquiry's recommendations.
- Workplace conduct standards are the foundation of a respectful and inclusive State Service. They guide how employees interact with each other and the broader community, ensuring every individual feels valued, supported and safe.
- My Government is committed to cultivating a workplace culture where concerns can be raised safely and addressed appropriately. Psychological safety and trust are essential to a thriving public sector.
- Creating respectful and positive workplaces is a shared responsibility. Every State Service employee and agency plays a role in fostering mutual respect, enabling people to perform at their best and delivery essential services to Tasmanians

- Any level of bullying, harassment or sexual harassment is unacceptable in our workplaces. We maintain a zero-tolerance approach and continue to strengthen systems that prevent and respond to inappropriate conduct.

Grievances

- Employees across the State Service have access to established grievance management processes within their agencies. These processes are designed to ensure workplace concerns are addressed fairly, transparently and promptly, supporting a respectful and inclusive work environment.
- During 2024-25, a total of 178 formal grievances were lodged, up from 157 in 2023-24. This increase reflects broader engagement with formal grievance pathways and a growing awareness of reporting mechanisms.
- Of grievances reported, 34 involved allegations of bullying and/or harassment, and an increase from 17 in 2023-24. Four grievances related specifically to allegations of sexual harassment, down from seven in 2023-24.
- Beyond internal mechanism, employees may seek independent review of workplace matters through bodies such as Equal Opportunity Tasmania, the Tasmanian Industrial Commission, and other relevant tribunals.
- In 2024-25, 48 grievances were taken to external organisations for review or resolution, a decrease from 61 in the previous year.

Inability to perform duties

- Employment Direction No. 6 outlines the procedures for investigating and determining whether an employee is able to efficiently and effectively perform their duties.

- It provides a clear framework for agencies to manage situations where an employee's capacity to meet role requirements maybe in question.
- In 2024-25, 20 matters were under investigation for alleged inability to perform duties. Of the nine matters finalised during the year:
 - In three cases, it was determined that the employee was unable to perform their duties efficiently and effectively perform their duties.
 - Six matters were finalised through other means (other than a sanction).
 - The remaining 11 matters have been forward to 2025-26.

Code of conduct matters

- In 2024-25, 245 alleged breaches of the Code of Conduct were under investigation, including matters carried forward from 2023-24.
- Of the 94 matters finalised during the year:
 - A breach of the code of conduct was determined in 17 matters, resulting in sanctions ranging from counselling and formal reprimands to termination of employment.
 - The remaining matters were either resolved with no breach found, finalised through alternative means (other than a sanction), or carried forward into 2025-26.

Suspension of employees

- A total of 176 employees were suspended during 2024-25, a slight increase from 174 in the previous year.
- This reflects the State Service's commitment to upholding trust and ensuring procedural fairness while investigations are ongoing.

Termination of employment

- Under the State Service Act, employment may be terminated on various grounds, including breaches of the Code of Conduct, inability to perform duties, or other employment-related matters.
- In 2024-25, 29 sanctions of termination of employment were imposed.
- These outcomes reflect the State Service's commitment to upholding high standards of conduct and performance and to taking appropriate action where serious breaches or incapacity are identified.

Background

- The information contained within this brief is taken from the Tasmanian State Service Annual Report 2024-25.
- Further information can be found in other BEBs:
 - DID-1042 Bullying, Harassment including Sexual Harassment
 - DID-1043 Code of Conduct (ED5 Investigations)
 - DID-1051 Shared Capability and Central Investigations Unit

Grievances lodged internally

Grievances lodged	2023-24	2024-25
Number lodged	157	178
Number that involved allegations of bullying and/or harassment	17	34
Number that involved allegations of sexual harassment	7	4

Internal grievance outcomes

- Of the 178 formal grievances lodged in 2024-25, 17 were not upheld.

Outcome of formal grievance	2023-24	2024-25
Satisfactorily resolved by agreement	43	42
Withdrawn/dismissed	28	25
Upheld	20	27
Carried forward	66	67
TOTAL	157	161

Grievances taken to external organisations

- Grievances raised externally related to a range of workplace concerns, including management decisions, discrimination, process matters, bullying and/or harassment, and inappropriate employee behaviour.

External organisation	2023-24	2024-25
Equal Opportunity Tasmania	7	1
Ombudsman	1	0
Tasmanian Industrial Commission	44	39
Other organisational or industrial tribunals	9	8
TOTAL	61	48

Breaches of the Code of Conduct

	2023-24	2024-25
Number of allegations of breaches of the code of conduct (including those carried forward)	223	245
Number of matters finalised	102	94
Number of breaches determined	42	70

** remaining matters in each reporting period were either resolved with no breach found, finalised through other means, or were carried forward into the next reporting period.

Termination of employment

Reason for termination	2023-24	2024-25
Termination of probationary employee	2	4
Abandonment of employment	5	2
Breach of the code of conduct	13	20
Inability	5	3
Termination following ED26 process (performance)	0	0
TOTAL	25	29

Prepared by	Name Yvette Steele	Position Director Workforce Strategy, State Service Management Office
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Cleared by Amanda Russell Deputy Secretary, State Service Management Office

Name Contact number

DPAC contact for more information: Yvette Steele

Budget Information (For Budget Estimates use only (delete red text), delete whole section if not required.)

- Data should be full financial year – 1 July 2024 to 30 June 2025 and include a comparison to 1 July 2023 to 30 June 2024
- When requesting data from Finance or HR to be provided, be specific if you require actuals or budget figures.
- Make use of tables when presenting data, including financial, FTE/headcounts etc.

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Output Group 2 - Government System Support
Output – 2.3 State Service Employment and Management

Code of Conduct (ED5 Investigations)

Current as at: **11-November-2025**

Talking Points

- The Commission of Inquiry (Col) made a number of recommendations towards improving processes, guidance and reform to conduct and disciplinary processes in the Tasmanian State Service.
- Employment Direction No. 5, the procedure that guides the investigation and determination of whether an employee has breached the Tasmanian State Service Code of Conduct, was revised effective 29 August 2024 to ensure the safety and protection of children is the primary consideration when managing the allegations.
- Following the release of Part A of the Woolcott Review Report earlier this month I welcomed Mr Woolcott's observations in relation to the significant improvements seen through our Government's response to the Commission of Inquiry, including the revision of the updated ED5.
- Further updates to ED5 will be considered as part of the Government's response to the Woolcott Review Report, the second part of which is expected to be released by the end of this year.

- It was always recognised that the revised ED5 was a first phase of change – and did not mean we were finished with the job of making reforms. An important observation was that building capability in the way in which ED5 is applied in Agencies is also required and that continues to be a priority focus.
- Heads of Agencies assure me that in relation to ED5 investigations into child sexual abuse and related conduct, everything that can be done is being done in the timeliest manner possible, and within the law. Heads of Agencies report on the progress of these matters on a monthly basis, and these are available publicly through the routine disclosures.
- We have already put some short term measures and longer term structures in place to assist further with cultural change, some of which were also directly in response to Col recommendations.
- The whole of service panel for external investigators has been in operation since November 2023, having undergone an extensive tender assessment process including the development of bespoke trauma-informed training for investigators. Membership on the panel also requires ongoing professional development for all investigators.
- To assist with the timeliness and management of ED5 matters wherever possible, the investigator is required to complete investigations within a maximum period of 12 weeks subject to particular complexities that might arise with some matters.
- There has been an increased focus on sharing information where legally possible between investigative processes and a continued review of any barriers to this. The establishment of the Shared Capability and Centralised Investigations Unit (SCCI) has created a central point of contact with reportable bodies which has

strengthened relationships and improved the sharing of information in a timely manner.

(Refer: 'Shared Capability and Centralised Investigations' parliamentary brief)

- I acknowledge that there are some investigations that continue to exceed our own expectations of timeframes. These cases are the most complex and sensitive of cases, many of which had commenced before the revised ED5 was released and before the SCCI was established. We continue to monitor these closely.
- Factors that decision makers must take into account in progressing these matters are broad and they include:
- Accessing key witnesses. The timing has to be right – particularly when a victim survivor, child or young person is involved.
- New information arising during the course of an investigation can require additional allegations to be put to the employee and further engagement may be necessary with existing and new witnesses.
- All of the elements of the ED5 process must be trauma-informed.
- At times we may also need to pause an investigation for a time where a Police investigation is also underway, or the matter moves to criminal prosecution.
- In addition, we must provide support and ongoing engagement to witnesses, complainants, victims, and respondents; and support to case managers.
- These are complexities that cannot, be mitigated by the flexibilities that the revised ED5 has provided Heads of Agency.
- Having said this, I do not shy away from the fact we are and need to do all we can within the law to ensure ED5 processes and investigations and resulting outcomes are dealt with as timely as possible.

- The Government remains committed to the safety and protection of children as a primary consideration to ensure that any allegations of breaches of the code of conduct are fully investigated and it will take as long as it takes to ensure fairness to all parties in these complex and sensitive matters.
- Both the Tasmanian State Service Review and the Col found that changes to ED5 to ensure fairness, timeliness and flexibility and importantly, the way in which ED5 is applied in Agencies were required.
- Key themes from these reports included that processes should be more streamlined and that the State Service needed to build capability across Agencies in how to manage ED5's. This included dealing with the most serious of allegations with keeping children safe, a paramount concern.
- More work is to be undertaken to continue to build on the progress already made in realising the cultural change and capability building required to support the effective and consistent management of ED5 investigations into the future.

The Revised ED5 – Key Changes

- Changes to ED5 support a more flexible approach to dealing with disciplinary matters (noting that ED5 deals with a range of potential breaches of the Code of Conduct) and more efficient and timely management of ED5 processes.
- These included:
 - Providing the ability for Agencies to consider different delegations for managing ED5 processes to improve efficiencies.
 - Providing some flexibility for the Head of Agency to determine how to deal with specific behaviour or conduct, so when the behaviour is lower risk or less serious in nature, this may be

managed in the workplace, allowing for improved timeliness and response to the more serious of matters.

- The revised ED5 provides for limited circumstances where an Investigator may not be appointed, that is where the evidence is already available, or the employee has already been found to have committed reportable conduct and/or the employee has been charged with a crime that carries a penalty of a term of imprisonment of 6 months or more.
- Where Agencies have been implementing these changes there have been positive outcomes and there is ongoing feedback on future improvements that will support the contemporary management of ED5 matters.
- Col recommendations addressed through the revised ED5 and Guidance included that:
 - All matters of concern relevant to an employee's conduct with a child or young person pertaining to child sexual abuse or related conduct be treated as potential serious conduct.
 - The protection and safety of children is to be a primary consideration when managing allegations and determinations of breaches of the Code involving children.
 - All processes should be undertaken with a trauma informed approach.
 - An investigation under ED5 that relates to reportable conduct may be combined with, or constitute, an investigation under the Children Youth Safe Organisations Act 2023, ensuring where relevant, these processes occur concurrently.
 - the standard for Code of Conduct matters is on the balance of probabilities and does not therefore require the same standard of proof as required in criminal matters.

Whole of Government Panel of Investigators

- Work continues with the government panel of investigators to improve practices, share learnings and ensure ongoing professional development of investigators to improve consistency and set clear expectations for engagement.

Shared Capability and Centralised Investigations Unit (SCCI)

(Refer: ‘Shared Capability and Centralised Investigations Unit’ parliamentary brief for further detail)

- The Government accepted recommendations from both the Tasmanian State Service Review (TSSR) and the Commission of Inquiry (COI) to centralise ED5 processes and investigations of allegations of serious Code of Conduct breaches and to increase the capability across the state service to investigate and manage allegations of breaches of the code of conduct.
- The Shared Capability and Centralised Investigations (SCCI) Unit has been established within the State Service Management Office in the Department of Premier and Cabinet with a team of five, which includes a Manager, three senior workplace consultants who can undertake Investigations and Case Management and a further senior workplace consultant who leads the data management, routine disclosures and systems training for the team.
- This unit’s initial and continuing focus is on allegations of child sexual abuse and related conduct at Ashley Youth Detention Centre both historical and contemporary. This includes the finalisation of investigations arising from the Commission of Inquiry.

Trauma Informed Training in Agencies

- Training in relation to Trauma Informed Practice for Investigations has been developed and made available to all people involved in managing ED5 processes. This continues to be offered through the Tasmanian Training Consortium including ongoing professional development for members of the whole of service external investigator panel.
- To support the implementation of new delegations within the revised ED5, trauma informed decision-making training has been developed and will be provided to delegates.

FAQS:

With a focus on accountability, shouldn't the responsibility for ED5 investigations remain with the Head of Agency and not be delegated to others?

- It has been clear from both the Tasmanian State Service Review (TSSR) and Col that ED5 investigations take too long and are inefficient and that this has an impact on all the parties involved.
- One way to contribute to a timelier process is for decisions to be made by delegates, who are both appropriate in the circumstances and capable, as opposed to all decisions having to be made by the Head of Agency,
- I'm talking about decisions such as – does this behaviour meet the threshold to commence an investigation, appointing an investigator or determining, based on evidence, if the behaviour is a breach of the Code.
- To further support a timelier approach, a Head of Agency may also delegate decisions within an ED5 process to delegates within other Agencies as appropriate in the circumstances.

- Noting, only a Head of Agency can impose the sanction of termination.
- As mentioned, I understand to assist in the implementation of the new delegations that training will be provided to delegates in relation to trauma informed decision making, and I would note that there are a range of decisions that are made in an Agency under delegation, as is reasonable and appropriate for the efficient operation of an Agency.

The revised ED5 provides discretion for a delegate as to whether they commence an investigation or not. It used to be that an ED5 MUST be commenced if there is a belief that a breach of the Code may have occurred. Won't this result in more matters being swept under the carpet?

- The TSS Review highlighted that Agencies must have greater flexibility for managing workplace behaviour.
- The Code of Conduct covers a wide range of behaviour and does not differentiate between the seriousness or nature of behaviour that may be considered a breach.
- This change provides the delegate with the ability to assess the behaviour and consider whether it is lower risk or less serious in nature and could be dealt with more effectively and proportionately by managing the behaviour in another way. This may include through performance management or other management actions such as the issue of a lawful and reasonable direction.
- The Guidance material includes some of the things a delegate may consider when making this decision.
- As already outlined, the revised ED5 makes it clear that the protection and safety of children is to be a primary consideration in any of these decisions. And that further for the avoidance of any doubt, the Guidance developed states that

any behaviour by an employee in relation to child sexual abuse or related conduct, would be a potential serious breach of the Code and could not be dealt with any other way than as a potential breach of the Code and an ED5 process must commence.

How is the process procedurally fair for an employee if there are circumstances where an Investigator may not be appointed?

- This relates to specific circumstances where an ED5 process is commenced but the delegate decides an actual Investigator does not need to be appointed because the evidence is already available.
- Unnecessarily appointing an investigator to investigate facts and evidence that is already available can result in additional time, resources and costs and is also not consistent with trauma informed practice.
- It is expected this will be in limited circumstances, where the facts are clear/uncontested, and/or the employee admits to the alleged behaviour, and/or a Head of Agency may have an investigative report from another authority.
- The ED5 is clear that in these circumstances the same procedural fairness is to be provided to the employee as when an Investigator may be appointed.

Why haven't specific timeframes been included in the Revised ED5 to address timeliness?

- It is recognised that it is difficult to impose a specific set timeframe to managing ED5 processes that can range in risk and complexity.

- Flexibilities have been introduced that may result in some matters being able to be dealt with expediently within weeks, other due to the nature and complexity may be difficult to finalise within several months due to the historical nature of evidence or witness availability.
- So, completing matters within a reasonable timeframe means that the ED5 process needs to be conducted as soon as reasonably practicable – but not at the expense of a more thoroughly conducted process or procedural fairness obligations.
- Part of the cultural change process will be more active management of investigations to ensure they are managed as efficiently as possible.
- As outlined further above, as part of the whole of government panel of investigators, an investigator is to be given 12 weeks where possible to complete their investigation, with regular updates, any delays identified and explained, and extensions of time requested and actively assessed.
- As part of building greater capability across Agencies, the SCCI are specifically looking at where processes can be improved to contribute to a more timely process.

How are you ensuring no known perpetrators are re-employed in the State Service?

- Practices, Procedures and Standards No.5 (PPS No.5) was issued in July 2022 establishing a Register to assist agencies in conducting due diligence during the recruitment process by providing them with information on whether an applicant has previously been terminated from the Tasmanian State Service or would have been, had they not left prior to a determination.

- The register established through PPS No. 5, is being accessed by Agencies prior to an offer of employment being made to an applicant for a role with the State Service.
- Therefore, Agencies can check if an applicant has been terminated from the State Service, or would have been, had they not left prior to that decision being made.
- As part of the COI, where an employee may have left the State Service, prior to an ED5 process being commenced, but a Head of Agency has made an assessment from the COI report that they WOULD have commenced an ED5 if they had still been an employee, Heads of Agencies have written to the person informing them that, if they were to seek reemployment in the Agency or State Service, an ED5 Code of Conduct would be commenced.
- As we move into Phase 2 of implementation of the COI recommendations, we will be considering ways to continue to more broadly strengthen systems regarding appropriate record keeping and sharing of all this information.

Background

- Employment Direction 5 (ED5) is issued under section 17 of the State Service Act 2000. ED 5 provides direction for all State Service agencies for investigating and determining whether an employee has breached the State Service Code of Conduct.
- The Commission of Inquiry into the Tasmanian Government's Responses to Child Sexual Abuse in Institutional Settings (COI) has raised issues relating to ED5 processes including:
 - Issues with the consistency and quality of training for investigators, particularly trauma informed training.
 - The quality of trauma informed training for agency employees in managing the process and in document discovery for ED5 investigations and processes.
 - The length of time some ED5 processes took/are taking.
 - Issues around lack of and inability to share information with other investigative bodies.
 - Interactions with other investigative process, including pausing a Code process, pending the outcome of a criminal investigation or Teachers Registration Board process.

TSS Annual Report

Please refer to “TSS Annual Report” and “Conduct and Grievances” brief for figures relating to:

- ED6 “inability” determinations;
- ED4 suspensions;
- ED5 code of conduct allegations and determinations;
- Terminations.

Woolcott Review

The Woolcott Review Report A was tabled on 4 November, further consideration will be given to those recommendations and Report B, which will inform the Government’s response and further changes that may be required as they relate to the Tasmanian Employment Framework and related legislation.

Further detail on the Changes to ED5

Changes to Delegations

- Providing the ability for a Head of Agency of all Agencies, (not just DoH and DECYP as was the case in the former ED5) to delegate the responsibility for commencing an ED5 process, appointing an investigator, consideration of adding further allegations to an investigation, and making a determination as to whether the Code has been breached or not.
- That all agencies (not just DoH and DECYP as was the case) may request the Minister delegate the ability to impose a sanction, other than termination, noting that only a Head of Agency can impose the sanction of termination.

Flexibility

- The Code of Conduct relates to a range of behaviours that may occur in the workplace. Currently if behaviour may be a breach of the Code, an ED5 process **MUST** be commenced.
- The revised ED provides some flexibility for the HoA to determine how to deal with specific behaviour or conduct, so that when the conduct or behaviour is of a less serious or lower risk in nature this can be managed in the workplace – as you may expect, rather than an ED5 process being commenced for all matters that may be considered a breach of the Code.
- Obviously this will not be the case where a HoA or delegate forms ‘a reasonable belief’ in relation to an employee’s conduct with a child or young person pertaining to child sexual abuse or related conduct, such as grooming, and the Guidance provides that this would clearly be a potential serious breach of the Code of Conduct and could not be dealt with in any other way, other than as a potential breach of the Code.

- The Revised ED also includes a clause to make it clear that the protection and safety of children is to be a primary consideration when managing allegations and determinations of breaches if the Code involving Children.

In limited circumstances – recognises an Investigator is not required to be appointed

- The Revised ED5 provides that there may be limited circumstances where an Investigator may not be appointed.
- Unnecessarily appointing an investigator can result in additional time, resources and costs.
- It is anticipated this will only be in specific circumstances where evidence directly relevant to the alleged breach is already available, the facts of the situation are clear/uncontested, the employee admits to the alleged behaviour, or a HoA has an investigative report from another authority.

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Parliamentary Briefing 2025

Premier

Output Group 2 - Government System Support
Output – 2.3 State Service Employment and Management

Bullying, Harassment including Sexual Harassment

Current as at: **13-October-2025**

Talking Points

- The Government is committed to ensuring we continue to build a positive workplace culture where employees feel safe to report any concerns.
- All State Service employees and agencies have a shared obligation to create respectful and positive workplaces, where mutual respect encourages everyone to be at their best and work to deliver essential services for Tasmanians.
- Any level of bullying, harassment or sexual harassment is unacceptable in our workplaces.
- As reported in the Tasmanian State Service (TSS) Employee Survey in 2024, overall perceptions of workplace behaviour in the Tasmanian State Service remains at 71 percent, same as 2023, with overall improvement from 68 per cent in 2020. Whilst these are positive results, we can continue to do more.
- The number of employees reporting that they have experienced workplace bullying remains consistent (21 per cent in the past 12 months). There is a slight increase in employees feeling comfortable to report bullying (40 per cent in 2024, compared to 39 per cent in 2023).

- In the 2024 TSS Employee Survey, 98 per cent of respondents indicated that they have not experienced sexual harassment in the workplace.
- Whilst respondents to the 2024 survey indicating that they have experienced sexual harassment in our workplaces is low, at 2 per cent, any level of sexual harassment in the workplace is unacceptable.
- Encouragingly, the Survey indicated that employees are more comfortable to report incidents of sexual harassment (34 per cent in 2024, compared to 30 percent in 2023, and 22 per cent in 2020).
- All Heads of Agencies will work together with the Head of the State Service to continue to make positive changes in our workplaces.

Initiatives to build positive workplace

- All agencies committed to the Our Watch standards and developed agency action plans, enabling reporting against the standards commencing in 2022. Our Watch is a national leader in the primary prevention of violence against women and their children in Australia.
- Currently, a review is in progress to enhance our measurement across the six Workplace Equality Respect Standards. This review aims to incorporate both qualitative and quantitative data to effectively demonstrate our progress.
- Agencies have implemented Work Health Safety and Wellbeing policies and practices, including initiatives to improve positive workplace behaviours.

This includes training that outlines employee responsibilities, reporting mechanisms and potential consequences of continued unacceptable behaviour. Additionally, agencies continue to implement workplace values programs that define agreed respectful workplace behaviours.

- Agencies continue to develop supportive frameworks and practices to encourage people who may witness negative workplace behaviour to report it. Human resources officers and managers are involved in promoting and supporting professional behaviour and conduct.
- From a broader Tasmanian State Service perspective, work has commenced to develop and implement a Tasmanian State Service Workforce Behaviour Strategy that addresses workplace bullying, harassment, sexual harassment and discrimination. This will include developing a consistent approach to addressing fear of reprisal, occupational violence and aggression and reporting processes.
- The State Service Management Office has reviewed the Tasmanian State Service Employee Survey instrument and developed amendments to include improved questions on bullying, sexual harassment and discrimination, and safe to speak up cultures. These amendments aim to provide enhanced insights into the experiences of our employees and will be reflected in the next Employee Survey in 2026.
- A number of Commission of Inquiry recommendations focus on strengthening complaint management and critical incident systems. The work underway to continue building positive workplace cultures will support these reforms by promotion of

safe to speak up workplaces, addressing fear of reprisals, increasing accountability, and improving reporting systems to ensure concerns are heard and acted on.

- The Government has also facilitated a review of relevant policies and practices applicable to ministerial and parliamentary staff and electorate offices. This review, titled 'Motion for Respect', was undertaken by Ms Sarah Bolt, the former Anti-Discrimination Commissioner for Tasmania

Background

- The 2022 Australian Human Rights Commission Survey Time for Respect: Fifth National Survey on Sexual Harassment in Australian Workplaces, which surveyed over 10,000 Australians aged 15 years and over, revealed that one in three (33 per cent) Australians have experienced sexual harassment at work in the last five years, one in five (19 per cent) have experienced sexual harassment in the last 12 months, and that women were more likely to be sexually harassed in the workplace than men.
- The Australian Human Rights Commission released 'Respect@Work' in 2020, which was the report following a National Inquiry into Sexual Harassment in Australian Workplaces pursuant to the Australian Human Rights Commission Act 1986. The focus of the Inquiry was on the nature and prevalence of sexual harassment in Australian workplaces, the drivers of this harassment and measures to address sexual harassment in Australian workplaces. The Respect@Work report found that sexual harassment is a pervasive and widespread issue across Australian society, and that the existing system for addressing sexual harassment is complex and confusing for both workers and employers.

Tasmanian State Service Employee Survey 2024

- The TSS Employee Survey asks all State Service employees about their experience of work, covering topics such as diversity, employee engagement, job satisfaction, and work health safety and welling.
- In 2024, 26.4 per cent (10,089) of the workforce, across all government departments and agencies, responded to the TSS Employee Survey. This was an increase of 134 individuals from 2023.
- 21 per cent (2,119 individuals) of survey respondents reported experiencing bullying and harassment in the past 12 months. Those responsible for the bullying were similar to 2023, being a senior manager, an individual's immediate manager/supervisor and

fellow workers. The most common type of bullying experienced by respondents were intimidation, exclusion/isolation, psychological harassment and deliberately withholding information. 40 per cent (848 individuals) of those who experienced bullying reported it to their workplace. For those who did not report, the main reasons were believing no action would be taken, feeling the process for reporting would be too much of a hassle, and not wanting to upset relationships in the workplace.

- 2 per cent of respondents (211 individuals) reported experiencing sexual harassment in the past 12 months. The most common type of sexual harassment experienced were verbal abuse and physical behaviour. Those responsible for the sexual harassment were fellow worker, a client/customer, and member of the public. 34 per cent (69 individuals) of those who experienced sexual harassment reported it to their workplace. For those who did not report, the main reasons were feeling the process for reporting would be too much of a hassle, and feeling the behaviour was not serious enough.
- As part of the TSS Annual Report for 2024-25 information is received from TSS agencies on grievances lodged. In the 2024/25 reporting period, a total of 34 grievances were formally lodged relating to bullying and/or harassment and four for sexual harassment.
 - Of the 34 for harassment and/or bullying, 18 were resolved within the Agency's internal grievance management procedures and two were assessed by the respective Head of Agency through a Code of Conduct (ED5) process, the remainder were carried across to the next reporting period.
 - Of the four grievances related to sexual harassment, one was resolved within the Agency's internal grievance management procedures, and one was assessed by the respective Head of Agency through a Code of Conduct (ED5 process), the remaining two were carried across to the next reporting period.

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Parliamentary Briefing 2025

Premier

**Output Group – Output Group 2 - Government System Support
Output – 2.3 State Service Employment and Management**

Wages – Current Negotiations

Current as at: **11-November-2025**

Talking Points

- I remain committed to ensuring our hard-working state service employees get a much deserved pay rise.
- A revised fiscally responsible wage offer was made to public sector unions on 22 October following the first offer, on the 11 September that was rejected by all unions.
- The revised one year offer, follows ongoing discussions the Lead Negotiator has had with unions, and provides for a one year offer with a 3 per cent salary increase for State Service employees and Police with the addition of several improved State Service Standard conditions.
- These standard conditions include:
 - A new entitlement to reproductive leave (of five days, where an employee's personal leave has dropped below 15 days);
 - A reduction of the qualifying period for Parental leave from 12 months to 40 weeks;
 - A new Pregnancy loss clause
 - Personal Leave amended in the award to include attendance at medical appointments, (not just where a person is ill or injured)

- Amendment to Gender Affirmation Leave to provide greater flexibility for employees;
- Enabling employees to receive higher duties to be paid, for only 1 day (it was previously 5 days) in certain circumstances – such as emergency response.
- The revised offer remains open to employees covered by the 16 Agreements (including the Police Award) in the current bargaining round and if accepted negotiations would commence for a longer-term agreement from December this year.
- The revised offer strikes a balance between the certainty of a pay increase for State Service employees when their next increase is anticipated, continuing to work through the unions logs of claims and remaining committed to the budget repair task ahead.
- However, the ability to continue negotiations and finalise an Agreement will be delayed through any ongoing industrial action.
- I continue to support respectful and constructive discussions with the Lead Negotiator, and our objective remains clear, to conclude the year with a fair and affordable pay rise for public sector employees, while laying the groundwork for sustainable agreements into the future.

Additional talking points (if required)

Fair, reasonable, affordable and sustainable wages

- We have said Tasmania needs to have a sustainable public service – one that operates as effectively and efficiently as possible. One that meets the needs of the community and provides value for money.

- And we are firmly focused on increasing productivity across the State Service, supporting professional development and continuing to build the capability and capacity of our workforce.
- That means we need to work to deliver fair and reasonable wages and conditions for our workforce but also wages and conditions that are affordable and sustainable.
- Tasmanian public sector wages represent 46% of Tasmania's total budgeted operating expenditure in 2024-25.
- Unions are seeking wages increases of around 21.5% over three years, including 11% in the first year and additional claims would add to these figures even further.
- At a minimum, this adds approximately \$ 415 million dollars to Tasmania's budget, in the first year of Agreements and indicative costings for the union's 3 year wages position would be around \$1.2 billion dollars.
- Whilst a 3 per cent salary increase costs approximately \$129 million dollars for the first year, this was presented to unions as a sustainable position in the short term, in light of the current fiscal position, noting that the 2026/27 budget will be handed down in May 2026.
- It has been communicated to unions that a 12 month offer, that locks in a salary increase for State Servants, is both fair and reasonable and that a commitment to a longer term agreement is not feasible or responsible until after the May 2026 State Budget.
- Further the offer was made to ensure a salary increase for State Service employees may be delivered when next anticipated, with a commitment to continue to work through the unions extensive list of additional claims.

- In this context, it has also been communicated to unions that retrospective payments, would have considerable detrimental effects on budget management outcomes.
- It would be irresponsible to commit significant additional costs to Tasmania's budget, when we have been clear in our commitment to the task of budget repair. What will continue to remain fair, affordable, reasonable and sustainable, is yet to be determined and should be balanced through a robust budget and parliamentary process, so that decisions are being made in a fully informed context.
- I'm about everyone getting a fair deal. The Government offer is both reasonable and sustainable, compared to a Union position that is unlikely to pass the 'pub test' for most Tasmanians in the current fiscal environment.

5 days of reproductive leave is not enough

- We know that reproductive leave is an important standard condition that has been discussed.
- Whilst we have been focussed on a one year deal that sees State Service employees receive a salary increase when one is anticipated in December, as part of the revised offer, we have included a new entitlement for all State Service employees to have access to reproductive leave.
- At the moment employees do not have an entitlement to reproductive leave and we have indicated a shared interest in seeing this change.
- Currently only three other jurisdictions have implemented an entitlement to reproductive leave for their employees.
- 5 additional days of leave applicable to all employees, obviously adds to the cost of implementing a one year Agreement and we have indicated that any offer has to remain fair, affordable, reasonable and sustainable.

- Whilst the unions may have a claim for 12 days of reproductive leave, the Lead Negotiator has continued to demonstrate they are negotiating in good faith, with the revised offer, reflecting this as an important issue and including it in the revised one year offer.

Why have we made an offer now?

- The Lead Negotiator and public sector unions have been negotiating in good faith on most of the 16 recently expired industrial agreements since April 2025.
- Despite discussions being ongoing since this time, the unexpected election eroded the ability to substantively work through the unions considerably extensive logs of claim.
- Therefore, an offer was made in good faith in September, to lock in a salary increase for 12 months based on these circumstances.
- If the offer was accepted, we indicated that negotiations would commence again shortly thereafter, to work towards a longer-term Agreement.
- Negotiations have not been delayed, but rather we have been realistic with the time that is available to reach agreement by the next anticipated pay increase.
- Given the challenge of developing a budget for the remainder of 2025/26, and then with consideration to the outlook ahead through a period of budget repair, there can be no guarantee that a similar offer will be made in the future.
- And in the interests of being clear and transparent, it has been made clear to unions that retrospective payments will not be part of an Agreement.
- If unions continue to reject a one year offer, that is their choice, and discussions will continue for a longer term Agreement,

however as noted, an offer for a three year agreement, will be unlikely until after the May 26 budget.

- The unions asked for a revised offer, and we have provided revised terms for a one year offer. In being transparent about our position, we hope this is fully considered by unions and their members. The offer remains open until the 28th of November.

Negotiating in good faith

- Negotiations have been occurring in good faith since April.
- Rather than running out of time to provide the opportunity for a timely salary increase to all employees, we have acted in good faith to communicate our position and provide an offer to ensure a salary increase is possible when next anticipated.
- Good faith bargaining involves behaving in a way that makes the process fair and efficient and acting reasonably in the circumstances of the situation.

Industrial Action

- It was disappointing that industrial action was initiated prior to the unions receiving a revised offer.
- The industrial action that occurred across the State Service has included both work bans and stop work meetings, in the NW, North and South of the State.
- This action has been unnecessarily disruptive to Tasmanians, and has included impacts to student learning and services in hospitals.
- Following union feedback, the Lead Negotiator fulfilled the commitment made to provide unions with an updated and improved offer, however despite acting in good faith, the stop work meetings and associated bans were implemented, and I understand some bans are continuing. Both of these actions

result in delays to finalising an agreement that may see the timely delivery of improved pay and conditions to employees.

- My objective remains clear, to see the parties at the table, both working in good faith to finalise an agreement that sees our hardworking State Service employees receive an anticipated pay rise, before the end of the year, whilst laying further groundwork for longer term, sustainable and affordable agreements in 2026.

Do you intend to dock the pay of employees who took action?

In order to support planning for business continuity and operational requirements, and any contingencies it was considered reasonable for Managers to speak with employees and ascertain who may be planning to be absent, noting that some employees may have been attending the action and some may have been planning to be absent for other purposes, including (but not limited to) the need to look after children due to the impact of the action on school closures.

Employees were advised that if they intended on being absent from the workplace they could seek approval in the normal way to make arrangements to cover their absence through paid leave or paid time such as flex or TOIL.

As in any situation, if an employee is absent from work and hasn't let anyone know or applied for leave, then they are not usually entitled to be paid for that absence.

In relation to last week's stop work action, I understand no-one has had their pay docked as a result of absence without authority or any form of leave, and that this will continue to be assessed on a case by case basis as per normal agency operations.

Did the Government collect information on who attended the action?

All jurisdictions are required to regularly report on industrial disputes to the Australian Bureau of Statistics and the Australian Public Sector Commission and this includes the number of employees directly involved in industrial action and who participated and were not on authorised leave or other form of absence.

I understand we request information from Agencies to fulfill these requirements.

Cost of Living and inflation

- We recognise the sustained period of higher inflation and rising costs have impacted employees – especially lower paid workers – across both the public and private sector.
- Our government acknowledged that in the last round of bargaining and we provided millions of dollars in cost-of-living relief on top of wage increases to those on low incomes when needed most.
- This included generous salary increases for all employees of 3.5% in the first year of the Agreement, and 3% in years 2 and 3 – a total of 9.5% over three years.
- In addition to this, we paid a cost of living increase of \$1000 into base salaries for all employees, with a further \$500 into base salaries for employees on lower incomes (of under approx. \$69,000 per annum at that time) and cash in hand bonuses for employees on low incomes, of another \$1000 in the first year and \$500 each year after.
- This further offer of 3%, continues to positively build on this previous wages growth.

Public Sector wages in Tasmania are competitive

- Unions are seeking adjustments for perceived Wage Suppression and claims that private sector growth has outpaced growth in the public sector.
- Analysis has been undertaken to demonstrate such claims are not justified.
- The Hobart Consumer Price Index was 4.3 per cent higher in the September quarter 2025 compared to the September quarter 2024. Nationally, this was 3.2 per cent in the same period.
- Tasmania's Wage Price Index was 3.1 per cent higher in the June quarter 2025 compared to the June quarter 2024. Nationally, this was 3.4 per cent in the same period.
- Tasmanian public sector wages were 3.5 per cent higher in the June quarter 2025 compared to the June quarter 2024. Nationally, this was 3.7 per cent in the same period.
- We have a strong jobs growth with the latest CommSec report recognising this, noting the State's low unemployment rate of 4 per cent in September – the lowest in the country.
- Tasmanian public servants have far higher wages than workers in the private sector.
- While private sector wages have increased at a greater rate than public sector wages over the past decade in Tasmania (41.4 per cent between May 2015 and May 2025 compared to 35.9 per cent), this has had no impact on the difference in the average wages in each sector due to the higher starting base.
- In May 2015, average adult weekly ordinary time earnings were \$349 more in the public sector than the private sector. In May 2025, the difference was \$409.

Tasmanian public servants are paid less compared to the Australian average

- Analysing the relativity of pay between states without factoring in relative cost of living is an incomplete analysis.
 - Tasmanian public servants do have lower wages than interstate peers, but the cost of living in Tasmania is also considerably lower and the rate of growth is close to the national average.
 - For example, in the June quarter 2025, it cost 11.5 per cent less to rent a median 3-bedroom- house in Tasmania and 33.6 per cent less to buy a median house in Hobart compared with national averages¹
- Over the decade from November 2014 to November 2024 (*the timeframe used in the Goddard Report), growth in Tasmania's public sector wages was the fourth strongest of all jurisdictions.
- In the one additional bi-annual release of this dataset, using the past timeframe between May 2015 and May 2025, Tasmania's result has strengthened further rising to the third strongest growth of all jurisdictions.
- For these reasons, the offers provided have been fair, affordable, reasonable and sustainable. They have taken into account a more complete analysis of Tasmania's economic context and also the budget repair task ahead.

Wage Indexation of 2.5%?

- The current interim budget provides for wage indexation at 2.5%. This is similar to previous budget that have provided for indexation at 2.5% across the forward estimates.
- Whilst this does not reflect a policy position on wages, or indeed the wage agreement outcomes, it is indicative of a

¹ REIA Market Facts report, June Quarter 2025
25/131001

standard process used to adjust the value of government expenditure, for changes in the level of prices, living costs or wages (more broadly). In general, indexation aims to maintain the relative value or level of policy settings over time.

- Where wage agreement outcomes exceed the Forward Estimates allocations, increased costs require consideration of further funding or are required to be met by agencies from within existing Budget resourcing. There are limited ways in which to find such large funding shortfalls in an already constrained budget environment.
- Even Federal Labor sets indexation for government wages in their budget at 2.5%. The most recent APS enterprise bargaining resulted in 11.2 per cent wage increases over three years to 2026 which resulted in a significant shortfall for them – which has to be found elsewhere in the budget.
- As the Treasurer indicated that Public sector wage outcomes are a major expenditure risk.
- A one per cent increase above the budgeted 2.5 per cent wage indexation could cost an additional \$250 million over three years, with public sector wages contributing over 46 per cent of total operating expenditure. Current demands are simply unattainable. Wages is the single largest operating cost of the General Government Sector.
- Excessive wage requests have real consequences for fellow workers and Tasmanian taxpayers, whereas reasonable requests are manageable.

Will you pay for higher wages by cutting more jobs?

- We have clearly said we're not about slashing and burning the public service.
- We will continue to invest in the front line, but we have also said we need a sustainable public service and will be assessing what the right size of the public sector should be for Tasmania's context.

You could afford more on wages if you weren't building a stadium

- You are confusing capital investment with operational funding.
- By strengthening the economy, it means we can continue to invest in essential public services.
- We have been clear on the benefits of a stadium for Tasmanians, which generates millions in annual economic activity, growth in the gross regional product, jobs during construction and ongoing, and a boost to tourism and hospitality sectors.
- In relation to a stadium, this will not take one dollar from the record investments we are making to health, housing, education, or from public sector wages for that matter.
- However whether it is our capital investments or operating expenditure, I remain committed to responsible budget management.
- That is why I have capped the cost of the Stadium at \$375 million for the Tasmanian Taxpayer and in relation to public sector wages – which represent 46% of the State's operating expenditure, we know that any increases to salaries have to be affordable and sustainable.
- Indicative costings for just the first year of the unions wages claim would see approximately \$ 415 million dollars added to Tasmania's operating budget, in one year. That's without their

proposed increases in years 2 and 3 and without the cost associated with their extensive list of additional claims.

- That's clearly not affordable or sustainable.

Background

2025 Bargaining Round

16 agreements (including Police) are due for negotiation during 2025:

Wage Agreements to be negotiated in 2025	Next anticipated salary increase (ffppcooa)*
Public Sector Union Wages Agreement	1 December 2025
AWU Public Sector Union Wages Agreement	1 December 2025
Allied Health Professionals Public Sector Union Wages Agreement	1 December 2025
Ministerial Drivers Industrial Agreement	1 December 2025
Port Arthur Historic Site Management Authority Staff Agreement	1 December 2025
Dental Officers Agreement;	1 December 2025
Ambulance Agreement	1 December 2025
Medical Practitioners (Tasmanian State Service) Agreement	1 July 2026
Rural Medical Practitioners Agreement	1 December 2025
Tasmanian Visiting Medical Practitioners Agreement	1 July 2026
Radiation Therapists Agreement	1 December 2025
Teachers Agreement	1 March 2026
Education Facility Attendants Salaries and Conditions of Employment Agreement	1 December 2025
Police Award	1 December 2025
Firefighting Industrial Agreement	1 December 2025
Department of State Growth Engineers Industrial Agreement	31 March 2026
Wage Agreements to be negotiated 2026	
Correctional Officers Agreement	1 December 2026

Nurses and Midwives Agreement	1 December 2026
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*First full pay period commencing on or after

Current status

- There are 16 Agreements (including Police) being negotiated by the Lead Negotiator (Mr Norm McIlpatrick).
- Most of the Tasmanian State Service Agreements being negotiated, expired on or around 30 June 2025.
- Most (11) Tasmanian State Service Agreements have had their last pay increase paid on the first full pay period on or after 1 December 2024.
- Logs of claims have been received and negotiations have commenced for Public Sector Union Wages Agreement (PSUWA) Firefighters, Allied Health Professionals, Dental Officers, Ambulance Tasmania, Radiation Therapists, Police, Teachers, Ministerial Drivers and Medical Practitioners. Including Visiting Medical Practitioners and Rural Medical Practitioners. Joint claims from unions have also been received as they relate to State Service conditions and entitlements which are standard across the majority of awards and agreements.
- Log of claims have not yet been submitted by unions for, PSUWA (AWU), Port Arthur, and Engineers.
- The Wages Principles were reconsidered following the election and an offer was approved to be presented to unions for a 12 month Agreement. As such, the Lead Negotiator discussed the offer with union representatives at a meeting on 11 September, and a formal offer from the Head of the State Service (HoSS) was provided to all public sector unions on this date. A response to the offer was requested from unions by COB 9 October.
- All unions rejected this offer. There was also a request from HACSU for a further offer by 21 October.
- Meetings continued with the Lead Negotiator, and the unions talked about the importance of conditions.
- A revised offer was presented to the unions on 22 October, that provides for a 3 per cent salary increase for State Service employees and Police with the addition of several improved State Service Standard conditions. This offer remains open until 28 November.

- The standard conditions offered, have been raised through the unions log of claim, and are matters that have been discussed with the Lead Negotiator.

Public Sector Wage increases since 2013 - comparison table

YEAR	% increase	% increase	% increase	Notes
2013-2015	2%	2%	2%	Included structural adjustments PSUWA additional increment at top of Band and (equivalent 0.5%) and additional 1% for those at max salary point
2016-2017	2% or \$1144 per annum whichever is the greater.	2% or \$1167 per annum whichever is the greater		
2018	2.1% per annum plus additional 0.25% per annum with effect from the ffppcooa date of registration.			One- year payment due to disputation
2019 -2022	2.3%	2.3%	2.35%	
2022 -2025	3.5%	3%	3%	Plus Cost of Living Payment (COL) \$1000 base '22 Plus Lower Income Payment (LIP) \$500 base (up to Band 3) '22 One off Col \$1000 '22 One-off LIP \$500 '23 One-off LIP \$500 '24

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Reproductive Leave comparison

- Reproductive health leave is available in three other jurisdictions (Victoria, QLD and WA).
- The jurisdictions range from no entitlement to 10 days per annum.
- The current offer with unions includes an entitlement to 5 days of leave – where an employee's leave balance is less than 15 days, which mirrors what is available in Victoria.
- Reproductive health leave is not currently part of the National Employment Standards or the APS entitlements but Fair Work is looking to introduce 12 days under the Fair Work Amendment (Paid Reproductive Health Leave and Flexible Work Arrangements) Bill 2025. This is yet to be approved through the Senate.
- In August 2024 the Tasmanian Greens announced support for 12 days of paid Reproductive health Leave per year.
- The Health Services Union's (HSU) national campaign "The Reproductive Health Leave (RHL) campaign." This campaign is advocating for a minimum of 12 days paid leave through the expansion of the National Employment Standards. HACSU Tasmania is part of the Health Services Unions' national reproductive health leave campaign seeking a minimum of 12 days leave for reproductive health uses to be made available through the National Employment Standards.

Costings Information utilised in talking points

- Please note that the cost of claims in the talking points, has been checked by Treasury.
- There may be some differences to other internal briefings on costs, as the figures are the total impact on the budget and do not consider the net impact, once forward estimate figures, have been taken into account.

- In addition to this, costings have been provided on the basis of financial years, whereas the Agreement costs (as included above in talking points), span Dec to Dec and are referred to as 'first year of Agreement' for this reason, or total costs (over 3 years of the Agreement).

Current Wage Price Index

- Private sector wages remained steady at 0.4 per cent in the last quarter to June 2025, and the Tasmanian Public Sector wages for the same quarter, increased by 0.8% (this is 1% less than the previous quarter).
- In the June quarter for 2025, the year average Private Sector wage growth rate in Tasmania has continued to decrease for the fourth quarter in a row, to 3.3%.
- Tasmania's Public Sector wages increased in year average terms, in the June quarter 2025, to be 4% above the previous year. In comparison, for the same period, the Private Sector, year average to the June 2025 quarter was 3.3%.

Current Consumer Price Index

- The Hobart CPI was estimated to have increased by 1.4 per cent in the September quarter 2025, and with a 4.3 per cent increase to the consumer price index in the corresponding quarter one year earlier.
- Nationally, the CPI was estimated to have increased by 1.3 per cent in the September quarter 2025, and was 2.1 per cent higher than the same quarter in the previous year. (Table 1 below)

Table 1: Percentage change of CPI by capital city, September quarter 2025, original data

Original data	Qtrly % change	Annual % change	Year-average
			% change
Sydney	1.5	2.9	2.4
Melbourne	1.2	2.6	2.4
Brisbane	1.3	4.7	2.9
Adelaide	1.1	2.4	2.2
Perth	1.3	4.5	3.2
Hobart	1.4	4.3	2.2
Darwin	1.1	2.5	1.9
Canberra	1.5	2.8	2.2
Australia	1.3	3.2	2.5

SOURCE: CONSUMER PRICE INDEX, ABS CAT NO 6401.0: TABLE 1, 2

Chart 1: Annual percentage change of CPI, Hobart and Australia, original data

State Service Industrial Framework

- All State Service employees are covered by industrial agreements registered in accordance with the *Industrial Relations Act 1984* (Tas).
- There are currently 18 wage-related agreements (including Police) in operation in the State Service, underpinned by 12 State Service Awards and the Police Award.
- Negotiations for State Service agreements are undertaken in accordance with Tasmania's State Service Workplace Relations Framework model, as approved by the Public Sector Industrial Relations Committee of Cabinet.

Prepared by	Name Kiralee Gates / Jane Fitton	Position Deputy Director Workforce Management and Employment / Director, Workforce Management and Employment
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Cleared by	Amanda Russell	Deputy Secretary State Service Management Office
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DPAC contact for more information:	Name Jane Fitton Amanda Russell	Contact number Out of scope, s.36
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Parliamentary Briefing 2025

Premier

Output Group 2 - Government System Support
Output – 2.3 State Service Employment and Management

Work Health, Safety and Wellbeing (incl Worker's Compensation)

Current as at: **10-November-2025**

Talking Points

- Building a culture of safety at work, including the management of hazards and improving injury outcomes is a top priority for my Government.
- We are committed to proactive measures and interventions that support the physical and mental wellbeing of our employees.
- These initiatives are both coordinated through whole-of-service approaches and tailored by individual Agencies and implemented across State Service Agencies.
- In the event of illness or injury, we are committed to ensuring appropriate care and support is accessible for employees.
- In the twelve-month period to 30 June 2024*, there were 1,719 workers' compensation claims reported in the TSS, which is an increase of 46 claims (2.75 per cent) from the previous twelve-month period.
- The cost of these payments was \$113.6 million. This is an increase of \$28 million, or 33 per cent, from the previous 12-month reporting period.
- There were 468 mental stress claims during the period to 31 March 2025, which represents 1.31 per cent of the State Service

headcount. This is an increase of 45 claims with the majority of claims submitted in the Department of Health.

- I am very aware of the stigma which has historically existed in relation to mental illness and my Government is committed to fostering workplace environments where employees feel supported to seek help when they need it.
- Mental stress claims represent 26.07 per cent of total claims lodged in the TSS, for the period to 31 March 2025. Compared to the same period last year mental stress claims represented 24.44 per cent of total claims lodged in the TSS, for the period to 31 March 2024.
- Post Traumatic Stress Claims have increased marginally over the 12-month period to 31 March 2025, from 46 to 48. Whilst these claims have increased, this remains lower than the previous 12-month period to 31 March 2023 when claims totalled 55.

Additional Talking Points

- My Government is committed to important work aimed at destigmatising mental health issues and encouraging health-seeking behaviours in our State Service workforce. We are also focused on improving the reporting of mental health prevalence.
- This includes the development and implementation of Health and Wellbeing Strategies within Government agencies. These strategies outline programs of work which positively contribute to employee wellbeing by increasing awareness and reducing stigma.

- Agencies are adopting a holistic approach to address psychosocial hazards, which encompass a wide range of potential workplace hazards. These include workload management, workplace and job design, recruitment, and resourcing considerations, training and support services, all of which can impact staff wellbeing.
- Through the last round of State Service wage agreement negotiations we delivered new wellbeing supports for employees who work in some of our State's most challenging and confronting environments. These included Critical Incident Leave for Correctional Officers, and Personal Impact Days for Allied Health Professionals working in Child Safety and the Advice and Referral line teams.
- The 2024 TSS Employee Survey showed a positive response in relation to work health, safety and wellbeing across the TSS which included:
 - 97 per cent of respondents having an awareness of their agency's work health and safety management systems that are in place, such as a strategy, action plan and/or policy and procedures
 - 90 per cent of respondents knowing how to report a work health and safety hazards, incident or near miss in their agency
 - 81 per cent having received instruction / training appropriate to their role to address work health and safety hazards, incidents and injuries in line with their agency policies
- My Government has taken active steps to improve the management of WHS and Wellbeing in the TSS.
- An example of this is the work being undertaken to develop a Tasmanian Government framework for workplace mental health

is currently under way. This WorkCover Tasmania Board project is led by the Department of Justice, through WorkSafe Tasmania, in collaboration with the Department of Health (Community, Mental Health and Wellbeing) and a range of key stakeholders representing the public and private sectors. The State Service Management Office is a member of the Working Well Steering Committee and Reference Group. The study will provide a benchmark of how Tasmanian organisations support mentally healthy workplaces, with survey findings to be published in the near future.

FAQ (If asked); What are you going to do to reduce workers compensation claims and costs?

Answer: We are working with the experts in relation to advice and guidance related to employee health and safety and worker's compensation. The WorkCover Board has specifically engaged with the Tasmanian State Service on two major projects to assist in improving workplace mental health and to identify opportunities to improve the workers' compensation process in the State Service, which would reduce both claims and costs.

Tasmanian Workplace Mental Health Framework

- Work has commenced to develop a Tasmanian Workplace Mental Health Framework.
- Working Well is a research initiative funded by the WorkCover Tasmania Board to inform the development of Tasmania's Workplace Mental Health Framework. This project is led by WorkSafe Tasmania, in the Department of Justice in partnership with Community, Mental Health and Wellbeing, Department of Health.

- The Working Well study is conducted by researchers at the Menzies Institute for Medical Research at the University of Tasmania. It is a state-wide survey designed to establish a benchmark of capabilities in Tasmanian organisations for managing employee mental health.
- The State Service Management Office is a member of the Working Well Steering Committee and Reference Group to represent and then inform the work of the State Service.

Improving Injury Outcomes – Workers' Compensation Project:

- A further project was commissioned by the WorkCover Tasmania Board aimed at Improving Injury Outcomes in the Tasmanian State Service, to better understand the experiences of State Service employees who had been injured, and to identify opportunities for improving the workers compensation process. This was undertaken with particular reference to four agencies: Department of Health, Department of Police, Fire, and Emergency Management, the Department of Education, Children and Young People and the Department of Justice.
- The key learnings and suggested strategies from the project aim to address barriers, reduce risks, enhance organisational performance, and improve the experience and outcomes for employees with injuries. While the project focused on the State Service, many of these insights apply to supporting employees in any setting.

There is no doubt supporting employees and their mental health is a challenging issue for us to continue to address. There is a growing prevalence of mental health issues more broadly in the Tasmanian community and Agencies continue to implement Health and Wellbeing Strategies within workplaces to positively contribute to employee wellbeing by both increasing awareness and reducing

stigma. That said – we know there is more work to do and we will continue to work with WorkSafe and others across the community to increase our support to employees who may be impacted by mental stress.

Background

- **Note: For the purpose of the Workers' Compensation Scheme claims data, 'Tasmanian State Service' refers to Tasmanian Government agencies and entities covered through the Tasmanian Risk Management Fund (TRMF). This includes Tasmania Police and TasTAFE. Further, where possible data is extracted from relevant datasets to 31 March 2025 however some data is only available from the WorkCover Tasmanian Board Scheme Review which reports to 30 June each year. The report is released in November each year.*
- Total claim payments for the TSS workers' compensation scheme in the twelve months to 30 June 2024 were \$113.6 million, as indicated in Table 2 below. This is an increase of \$28 million, or 33 per cent, from the previous 12-month reporting period.
- Over the past decade, payments for non-mental health claims have remained relatively stable, whilst payments for mental health claims have increased significantly. Over this time, the increase in mental health claims is a key driver in the increase in total claim payments.
- Mental-health claim payments continue to make up the majority of payments in the TSS, accounting for 67% of total claim payments in 2023-24 which is in line with the proportions observed in the 2022-2023 year. Mental health-related claims tend to be more costly, given that they are often of a longer duration than physical injury claims, and also have a greater propensity to receive lump sum benefits.
- \$15.2 million of payments for TSS mental health-related claimants are attributed to PTSD claimants which has increased three-fold since 2019-2020.

Table 1: Tasmanian State Service Scheme Report Card – Claims per \$million of Wages Earned

Measure	2020-21	2021-22	2022-23	2023-24
Earned Wages (\$m)	2,927.9	3,115.6	3,427.4	3690.4
Number of Claims Reported	1,551	1,644	1,673	1719
Claims per \$million of Wages Earned	0.530	0.528	0.488	0.466

Note: Data for this table is extracted from the WorkCover Tasmanian Board Scheme Review which reports to 30 June each year. The report is released in November each year.

Table 2: Tasmanian State Service Scheme Report Card – Costs (per annum)

Measure	2020-21	2021-22	2022-23	2023-24
Earned Wages (\$m)	2,927.9	3,115.6	3,427.4	3690.4
Total Claim Payments (\$m)	58.3	73.4	85.4	113.6
Weekly Benefit Payments (\$m)	25.6	39.7	44.7	56.9
Lump Sum Benefit Payments (\$m)	15.2	15.7	20.2	33.5
Medical & Related Benefit Payments (\$m)	13.7	14.2	15.9	17.7
Legal & Investigation (\$m)	3.8	3.8	4.6	5.5

Note: Data for this table is extracted from the WorkCover Tasmanian Board Scheme Review which reports to 30 June each year. The report is released in November each year.

Serious Injury

- Duration of time away from work or lost time is an indicator of injury severity. Injury causing lost time of equal to or greater than 5 working days is considered serious injury.
- While gross injury numbers may indicate a greater preparedness of workers to seek workers' compensation assistance, severity of injury demonstrated by lost time is a better indicator of efforts to keep workers safe from injury and support workers back to work when they are injured.
- There have been 872 claims to March 2025 which as at this date resulted in lost time equal to or greater than 5 working days. This data is subject to a time lag due to the time taken for the nature of an injury to be fully realised.

Table 3: Serious Injury – Claims for Injury Causing Lost Time Greater Than or Equal to 5 Days

Injury occurrence (date claim received by insurer)	March 2014	March 2022	March 2023	March 2024	March 2025
Lost Time >= 1 Week*	533	852	861	932	872^

* Data extracted from WIMS database 23 April 2025.

[^] Note that serious injury data is susceptible to a significant lag, as lost time may occur at a point in time after the claim is made. The data for the period to March 2025 is indicative to-date only and is expected to increase as the serious nature of claims are realised.

Mental Stress

- The reason for an employee taking personal leave is not recorded, and beyond a medical certificate there is no obligation on the employee to disclose the nature of their medical condition. Therefore, the only data available on employees experiencing mental stress is through the number of workers' compensation claims. Claims of this nature are generally costly claims associated with longer term incapacity for work and a greater propensity to receive lump sum benefits.
- In the 12 months to 31 March 2025 the TSS received 468 workers' compensation claims where the primary mechanism of injury was identified as mental stress. This represented 1.31 per cent of the State Service headcount, as indicated in Table 4 below. The Department of Health (including Tasmanian Health Service) accounted for the highest number of mental stress claims during this reporting period with 229 claims relating to mental stress.

- The table below displays TSS workers' compensation claims where the mechanism of injury is defined as mental stress.

Table 4: Psychological Claims – Mental Stress Mechanism

Occurrence (date claim received by insurer)	March 2014	March 2022	March 2023	March 2024	March 2025
Mental Stress*	179	369	370	423	468
Claims as a percentage of TSS headcount [^]	0.64%	1.14%	1.14%	1.24%	1.31%

**Mental stress mechanism injuries are injuries where the primary cause of the injury is mental stress, extracted WIMS database 23 April 2025.*

[^]Headcount data is extracted from the State Service Workforce Report and is accurate as at 31 December for each reporting period, with the exception of the 12 months to March 2014 - where the headcount is accurate as at 30 June 2013.

Post-Traumatic Stress Disorder (PTSD)

- PTSD claims in the workers' compensation scheme reached a high of 55 in 2022-2023 however decreased in 2023-2024, both in terms of claim numbers and claim numbers as a percentage of TSS headcount. Whilst PTSD claims have increased slightly in 2024-2025 the increase is slight, from 46 to 48 in the last 12 months, as indicated in Table 5 below.
- Whilst DPFEM continue to account for the highest number of claims (most of which are understood to be sworn police officers) their claims have reduced from 22 to 20 in the last reporting period.
- In 2019, Tasmania became the first Australian jurisdiction to legislate a presumption that a PTSD diagnosis is work-related until proven otherwise. Following the introduction of the presumption, claims for PTSD continued to increase each year until 2022-2023 whereby the claims reduced from 55 in March 2023 to 46 in the 12 months to March 2024.

Table 5: PTSD Injuries – Claims

Occurrence (date claim received by insurer)	March 2014	March 2022	March 2023	March 2024	March 2025
PTSD Claims*	5	43	55	46	48
Claims as a percentage of TSS headcount^	0.02%	0.13%	0.17%	0.13%	0.13%

* Data extracted from the WIMS Database 23 April 2025.

[^]Headcount data is extracted from the State Service Workforce Report and is accurate at 31 December for each reporting period, with the exception of the 12 months to March 2014 - where the headcount data is accurate at 30 June 2013.

Tasmanian Workplace Mental Health Framework

- Working Well is research initiative funded by the WorkCover Tasmania Board to inform the development of Tasmania's Workplace Mental Health Framework. This project is led by WorkSafe Tasmanian, Department of Justice in partnership with Community, Mental Health and Wellbeing, Department of Health.
- The Working Well study is conducted by researchers at the Menzies Institute for Medical Research at the University of Tasmania. It is a state-wide survey designed to establish a benchmark of capabilities in Tasmanian organisations for managing employee mental health.
- The State Service Management Office is a member of the Working Well Steering Committee and Reference Group.
- The Working Well survey was open from the end of August 2024 to March 2025 across Tasmania. SSMO collaboratively closely with the Working Well Project Team to promote the survey across State Service agencies through messages from the Head of the State Service and via agency intranet / newsletters / emails. Additionally, promotional material was made available to the broader community, including Service Tasmania, to encourage participation.
- An analysis of the survey findings is in progress and those findings will be published in the near future.

Improving Injury Outcomes – Workers' Compensation Project

- This project was commissioned by the WorkCover Tasmania Board and aimed at Improving Injury Outcomes in the Tasmanian State Service (TSS) to better understand

the experiences of TSS workers who had been injured, and to identify opportunities for improving the workers compensation process. This was undertaken with particular reference to four agencies: DoH, DPFEM, DECYP and DoJ.

- The key learnings and suggested strategies from the project aim to address barriers, reduce risks, enhance organisational performance, and improve the experience and outcomes for workers with injuries. While the project focused on the TSS, many of these insights apply to supporting workers in any setting.
- The WorkCover Tasmania Board has accepted all recommendations from the project and has further funded a project to implement the findings.
- Key strategies identified from the project included:
 - **Clear communication and accessible information**
 - Make communication consistent and clear, use empathetic language to avoid confusion and stigma. Establish early personal contact to provide reassurance and guidance, and offer regular updates to foster trust and reduce uncertainty.
 - **Empathy and Person-centred support**
 - Assign a dedicated case manager to ensure consistency through the process. Train case managers and supervisors in empathy and person-centred approaches and tailor communication and individual worker needs and preferences. Involve workers in decision making to empower them throughout their recovery journey.
 - **Proactive return to work strategies**
 - Maintain connection between the employee and the workplace to prevent isolation. Use a holistic approach to assess and address physical, emotional and social impacts for returning to work. Develop flexible return pathways, including part-time or alternative roles.
 - **Building Organisational capability**
 - Train managers and supervisors to understand the workers compensation process and develop skills in empathetic communication. Foster a culture that values employee's wellbeing and use feedback mechanisms to future improvements. Implement effective case management systems to reduce errors and streamline processes.
- It is of note that the WorkCover Tasmania Board and some TSS agencies have already begun implementing some of the suggested strategies.

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Parliamentary Briefing 2025

Output Group – Output Group 1 - Policy, Reform and Government Priorities
Output – 1.1 Strategic Policy and Government Priorities

Election Commitments - Summary

Current as at: **11-November-2025**

Talking Points

- The Government is progressing the delivery of election commitments outlined in the 100-day plan with an end date of 28 November 2025.
- Significant progress has been made across all portfolios. To outline just some of these achievements:
 - In terms of cost-of-living relief, we have:
 - Introduced legislation to extend payroll tax relief for apprentices and to increase the first homeowners grant to \$30,000
 - Amended the Residential Tenancy Act to allow renters to have pets.
 - Extended the school lunch program to 15 more schools and partnered with Variety to roll out a universal school breakfast program.
 - Extended half price bus fares for 12 months
 - Increased the value cap for new home construction under MyHome to \$800,000
 - In supporting a strong economy, we have:
 - Established a 6-month industry engagement program to co-design Tasmania's next Trade Strategy

- Launched a new online business continuity planning tool
- Delivered an improved approval process for underground power connections for private residences
- Finalised the strategic benefit payment for Stage 1 of the North West Transmission Development
- Commenced consultation on a new Long-Term Agricultural Strategy.
- In supporting our communities, we have:
 - Reintroduced Daniel's Law by giving parents and carers the right to ask police if someone with regular, unsupervised access to their child is a registered sex offender
 - Reintroduced Hooning Legislation to protect community safety
 - Delivered \$2.5 million upgrades to fire stations and SES units.
 - Commenced construction of a new walking track from Godfrey's Beach to the base of the Nut at Stanley, and completed the first stage of work for the Mount Montgomery-Mount Dial Loop Walking Track.
- In building a better health system we have:
 - Finalised the tender for Aeromedical Services
 - Opened the North medical Medicare Health Kids Club, to provide secondary level mental health assessment and interventions for children aged 0 to 12 years.

- Opened the redevelopment of the Northern Integrated Care Service building at the Launceston General Hospital.
- Released the tender for the construction of the expanded Emergency Department Phase 2 at the Royal Hobart Hospital.
- Extended the capacity of the Youth Hospital in the Home from 7 to 12 beds, and from five days a week to seven days a week.
- There are many more commitments that will be delivered before the end of 100 days on 28 November 2025, and the launch of our next 100-day plan.

Background

- Election commitments (ECs) are monitored and recorded during election campaigns by the Department of Premier and Cabinet (DPAC).
- DPAC has provided Ministers and their offices access to dashboards and paginated reports that show progress on their ECs. Access for agencies will also be rolled out soon.
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[REDACTED]
- There are five actions that have a minor delay:
 - A new Huon Valley Medical Precinct is delayed while they identify a suitable site and funding;
 - The fit out for the Diagnostic Screening - Breast Care Centre was to commence in October 2025 and will be completed in March 2026;
 - Sustainable Timber Tasmania is currently leading contract negotiations to finalise new native sawlog contracts to 2040 for existing customers. The Board will consider this matter at its December 2025 meeting given feedback from the market that they required more time;

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- Ministerial office conversations have occurred in relation to starting a review of the budget submission process for community funding; and
- The draft Local Government Electoral Bill is well advanced, and the matter was scheduled to be considered at the 25 November Cabinet meeting. However, due to rescheduling it will now be considered at the 1 December 2025 meeting.
- There are five commitments that are not yet commenced. These are awaiting appropriate allocation to lead agencies to action. They include:
 - Progress towards the delivery by Health Nexus of a one-stop shop, community-based health and wellbeing facility in Latrobe
 - Establishment of a formal Government-Business Charter.

Prepared by	Name	Position
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Cleared by

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Parliamentary Briefing 2025

Premier

Output Group 1 – Policy, Reform and Government Priorities

Output 1.1 –Strategic Policy and Government Priorities

Efficiency and Productivity Agenda

Current as at: **11-November-2025**

Talking Points

- The Government is committed to the long-term fiscal sustainability of this State.
- While Tasmania's economy remains stable and strong, like all Governments, we are facing challenges that have driven higher recurrent operating expenditure, particularly in health and education.
- As outlined by the Treasurer in the State Budget, since 2024-25, the Government's investment in health rose by 12 per cent to \$14.5 billion and education by 5 per cent to \$9.9 billion.
- This means we must work to manage the ongoing costs of delivering public services. The Government has committed to reaching peak debt by the end of the Forward Estimates and begin paying debt down thereafter.
- This will require work across Government to eliminate waste, improve the efficiency of our services and ensure that we are

spending our precious resources on those things that make a difference.

- This is the role of the Efficiency and Productivity Unit in the Department of Premier and Cabinet working closely with the Department of Treasury and Finance.
- Since being returned, the Government has been heavily focussed on delivering the 2025-26 State Budget. In parallel, the EPU has been laying the foundations for the delivery of a strong efficiency and productivity agenda.
- It has developed an approach to the systematic review of targeted Government programs to make sure that they are focussed, efficient and delivering strong outcomes for the Tasmanian community.
- This process is being trialled internally in DPAC before being rolled out to other parts of Government.
- It has brought Agencies together to identify opportunities to drive efficiencies through digitalisation and the use of AI. This includes, for example, looking to enhance the role Service Tasmania to digitalise services and transactions and reduce waste.
- It is working with local tech-industry partners to demonstrate how AI can be used in the workplace to significantly improve productivity.

- It has commenced the process to establish a single communications and marketing shared service for Government Agencies, with a targeted saving of \$2.5 million a year. It is also working across Government to identify other candidates for the creation of shared services.
- It has opened dialogue with Commonwealth Agencies, including the Australian Bureau of Statistics, to improve the way that we measure outcomes from our services across Government.
- The Efficiency and Productivity Unit has recently launched a public portal to collect ideas from workers for a leaner, more efficient and more productive State Service. No-one knows more about improving the workplace than workers themselves.
- In the first four days, the survey attracted 258 new ideas from 153 public servants from across the service. The highest number of ideas came from our front-line workers, such as teachers, police, doctors and nurses.
- The new ideas focussed most heavily on efficiencies in the workforce, improved service delivery and reducing waste in internal processes.
- We are still analysing these ideas in consultation with Agencies.
- We are very much in the early days of the work of the EPU.

- Now that the 2025-26 Budget has been delivered, we can focus on the job of setting the State budget on a sustainable path and building a better, more capable and, importantly, more efficient public service in Tasmania.
- What will it cost to establish the EPU?
- There will be no new funding for the EPU.
- The EPU will be funded through the re-prioritisation of resources in the Premier's Implementation and Delivery Group and existing funding allocated in the 2024-25 Budget that has been repurposed.
- This repurposed funding is \$3 million over two years, previously allocated to performance improvement teams dedicated to working with Agencies to improve the delivery of outcomes and service delivery enhancements.
- Will this mean cuts to Public Sector Jobs?
- A sensible pathway to surplus clearly includes a savings task. This must mean a smaller, more productive public service.
- We need to be smarter about how we drive efficiency and productivity across the service.
- The primary objective of the Efficiency and Productivity Agenda is to deliver on the Government's Fiscal Strategy with least impact on the Tasmanian economy or outcomes being delivered for the Tasmanian community.

- I don't think anyone would disagree that what we want is a high-performing, resourced, and sustainable public service.
- The review will seek to find efficiencies by redirecting resources from low priority, high-cost activities to high value, lower-cost activities.

Budget Information

Table 1	Efficiency and Productivity Unit				
	2024-25 \$'000	2025-26 \$'000	2026-27 \$'000	2027-28 \$'000	2028-29 \$'000
Efficiency and Productivity Unit	-	1,500	1,500	-	-

Note:

1. Funding for the Efficiency and Productivity Unit has been reallocated from funding provided in the 2024-25 Budget Key Deliverable Performance Support Teams.

Background

- The creation of the EPU aligns with proposed Department of Treasury and Finance initiatives for Budget repair including annual fiscal targets, regular review of the Fiscal Strategy, reform of the Budget Management Framework and reviews of operational and capital expenditure.
- The EPU has been created by reprioritising the resources of the Premier's Implementation and Delivery Group. The EPU will also have access to the balance of funding provided in the 2024-25 budget for performance support teams (\$3.0m over three years).
- The EPU will report to the Premier and Treasurer through the DPAC and Treasury Secretaries.
- Operationalising the decisions of Government on efficiency and productivity will be the responsibility of the Secretaries Board.

Name	Contact number
DPAC contact for more information: Mathew Healey	Out of scope, s.3B



Tasmanian
Government

DPAC Budget Estimates 2025-26

Minister for Disability Services

17 November 2025 – 20 November 2025

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Parliamentary Briefing 2025

Minister for Disability Services

Output Group 1 – Policy, Reform and Government Priorities
Output – 1.7 Disability Services

Disability Royal Commission

Current as at: **31-October-2025**

Talking Points

- The Tasmanian Government has a significant disability reform agenda as a result of the historic legislation passed last year, the *Disability Rights, Inclusion and Safeguarding Act 2024* (the DRIS Act).
- We are also working with the Australian Government on the significant disability reform underway at a national level to improve outcomes for people with disability. The Disability Royal Commission, together with the review of the NDIS, are key pieces of this reform work.
- The Tasmanian Government welcomed the Final Report of the Royal Commission, and I am heartened that many recommendations relate to work already occurring within the Tasmanian Government, informed by the Tasmanian disability community.
- The Tasmanian Government has responsibility for 129 of the 222 recommendations made by the Disability Royal Commission. The majority of these are joint recommendations requiring collective action from the Commonwealth, states and territories.
- All governments remain committed to addressing the issues raised by the Disability Royal Commission.

- Governments have been working individually and together to consider and implement recommendations since the Disability Royal Commission handed down its final report.
- The first progress report against all 222 recommendations will shortly be released and available – including in accessible formats – on the Australian Department of Health, Disability and Ageing website.
- The progress report will demonstrate that work on the new DRIS Act and *Guardianship and Administration Amendment Act* 2023 has addressed many of the Disability Royal Commission recommendations within the Tasmanian Government's remit.
- Work regarding the Commission of Inquiry into the Tasmanian Government's Responses to Child Sexual Abuse in Institutional Settings recommendations is also addressing Disability Royal Commission recommendations, particularly in relation to youth justice.
- While the progress report was originally set for publication in late June 2025, governments have taken the time to ensure the information presented in the report is current, accurate, and comprehensive, and its presentation is appropriate and accessible to the broad disability community.
- The Tasmanian Government's ongoing response to the Disability Royal Commission recommendations represents a significant commitment to reform our State systems and services and will require ongoing engagement and action from the majority of Tasmanian Government departments and Homes Tasmania.
- Implementation of the Tasmanian Government's responses to the recommendations will be staged and progressed over years to come.

- I want to thank those Tasmanians who bravely shared their stories with the Disability Royal Commission.
- The findings of the Disability Royal Commission included something we have known for many years, genuine inclusion of people with disability in all aspects of life is one of the main ways of preventing violence, abuse, neglect and exploitation.
- This means that while certain departments or organisations might take the lead in responding to specific recommendations, it is the responsibility of every area of the Tasmanian Government, and the Tasmanian community in general, to act on what people with disability have told us.
- Planning about what recommendations can be considered in the short, medium and long term continues to occur in consideration of, and complementary to, other national and state reform.
- I believe the action this Government has taken to establish Tasmania's first Disability Commissioner and our new disability legislation are steps in the right direction to address some of the recommendations of the Royal Commission.
- I understand some of the recommendations made by the Disability Royal Commission suggest big changes and may be causing anxiety for some people with disability, their families and support providers.
- Consultation and co-design with the Tasmanian community is a priority in how we respond and we are committed to continuing to report on our progress against the recommendations.

Background

- The Royal Commission into Violence, Abuse, Neglect and Exploitation of People with Disability 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.

Response to Final Report

- The release of the Tasmanian Government's response came after the Australian Government released the Joint Australian, State and Territory Response to the Disability Royal Commission, also on 31 July 2024.
- Of the 129 recommendations the Tasmanian Government has a responsibility to action:
 - 15 recommendations were accepted;
 - 88 were accepted in principle;
 - two were noted; and
 - further consideration needs to be given to the remaining 24
- The Joint Response details the national positions governments have agreed for those recommendations requiring a collective response from the Commonwealth, states and territories.
- Tasmanian Government responses have been informed by what people with disability told the Disability Royal Commission.

Reporting

- DRMC agreed to endorse the Biannual Report out of session by the end of August 2025. The Commonwealth has advised delays occurred that has impacted on achieving this timeframe and it is understood that the Biannual Report is due to be released in mid November 2025.

Government policy, election or budget commitment:

- 2030 Strong Plan for Tasmania's Future – Supporting Tasmanians with Disability.

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Cleared by	Ingrid Ganley Mellissa Gray	Director Disability and Reform Deputy Secretary Policy and Reform

DPAC contact for more information:	Name Ingrid Ganley	Contact number Out of scope, s.36
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Parliamentary Briefing 2025

Minister for Disability Services

Output Group 1 – Policy, Reform and Government Priorities

Output – 1.7 Disability Services

Disability Rights, Inclusion and Safeguarding Act 2024 – Implementation

Current as at: 03-October-2025

Talking Points

- The *Disability Rights, Inclusion and Safeguarding Act 2024* (the Act) passed the Tasmanian Parliament in 2024 and commenced on 1 July 2025.
- The *Disability Rights, Inclusion and Safeguarding Regulations 2025* have been created to replace *the Disability Services Regulation 2015* and has two parts:
 - Part 1 establishes Standards for disability services in Tasmania
 - Part 2 defines and provides a list of practices which are prohibited for use in relation to people with disability in Tasmania by disability service providers.
- This has been a once in a generation opportunity for us, to create a safer and more inclusive Tasmania for people living with disability.
- For over two years, people with disability have assisted us by sharing their lived experiences, which has guided and informed the creation of the Act and its implementation.
- 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 GBEs;
- 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.

- Many measures in the Act align with the recommendations handed down by the Royal Commission into Violence, Abuse, Neglect and Exploitation of People with Disability.

Background

Act Implementation

- DPAC has recruited to key positions and policies, procedures, guidelines and systems have been developed.
- The Disability Commissioner, Ms Catherine Whitington commenced as Tasmania's inaugural Disability Commissioner on 12 May 2025.
- Following the commencement of the Disability Commissioner, the establishment of the new offices for the Office of the Disability

Commissioner, resourcing and guidelines and systems to support the Office are underway.

- A new Senior Practitioner, Ms Marita O'Connell also commenced in this role on 12 May 2025.
- New guidelines and procedures to implement the new model of authorisation of restrictive practices under the Act are progressing. Training and information sessions for the disability sector are also being held with support from the National Disability Services Tasmania the peak industry group.
- A Defined Entities Working Group has been established to ensure all defined entities are prepared and supported to meet their responsibilities under the Act.
- Work has also commenced on preparation of the first Tasmanian Disability Inclusion Plan including collaborative design of the consultation which will inform the Plan.
- The Disability Inclusion Advisory Council is currently being scoped by the Disability Commissioner Tasmania.
- A range of resources, factsheets, forms and web content have been developed to inform stakeholders about the Act and its parts. These are available via the DPAC website on either the [Disability and Reform webpage](#) or the [Office of the Senior Practitioner webpage](#). The Disability Commission has also established its own [website](#) and resources.

Budget Information

- Funding of \$433,000 was allocated in 2022-23 and 2023-24 for the development of new legislation. This covered expenditure related to the project team, communications activities and expert support for consultation.
- A budget allocation in 2024-2025 of \$8.55 million over four years was allocated that will cover the costs of delivering and implementing all elements of the Act.
- This included \$1.5 million in the first year with the following three years receiving \$2.35 million each year.
- The below table gives the breakdown of the allocation for the DRIS 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

	2023-24 \$'000	2024-25 \$'000	2025-26 \$'000	2026-27 \$'000	2027-28 \$'000	TOTAL \$'000
Review of Disability Services Act	433					433
DRIS Act Implementation						
<i>Disability Commissioner</i>		1,159	1,840	1,840	1,840	6,679
<i>Office of the Senior Practitioner</i>		341	510	510	510	1,871
TOTAL	433	1,500	2,350	2,350	2,350	8,550

- Funding has also been allocated to five Disability community organisations to deliver projects that support key reforms in the disability sector, including support for the disability community in the transition to the new restrictive practice authorisation process,

the production of information collateral and easy read materials about parts of the Act and building the readiness of people with disability to participate in advisory structures associated with disability inclusion. (Table 2)

Table 2 Funding provided to Disability organisations to support key Disability Reforms

	2024-25 \$'000	2025-26 \$'000	TOTAL \$'000
National Disability Services			370
• Support Act implementation	150	150	
• Appointed Program Officer scholarship ¹	70		
SpeakOut Advocacy			80
• Support Act implementation including development of Easy Read documents	80		
Advocacy Tasmania	50		50
Association for Children with Disabilities Tasmania	50		50
Disability Voices Tasmania	50		50
TOTAL	450	150	600

¹ This will support the disability sector to develop skills around the authorisation of restrictive practices

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Cleared by	Mel Gray	Deputy Secretary Policy and Reform

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**Tasmanian
Government**

DPAC Budget Estimates 2025-26

**Minister for Innovation, Science and
Digital Economy**

17 November 2025 – 20 November 2025

Folder 1 of 1

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Parliamentary Briefing 2025

Minister for Innovation, Science and the Digital Economy

Output Group 3 – Community and Government Service Delivery

Output 3.1 – Digital Government and Information and Communications

Technology (ICT) – Strategy, Policy and Service Delivery

Title Artificial Intelligence (AI) in Government

Current as at: 15-October-2025

Talking Points

- The technological development and use of Artificial Intelligence (AI) has significant ongoing potential to transform society and the economy.
- The Tasmanian Government views AI as a strategic enabler for innovation, public service improvement, and regional development.
- By leveraging AI, government can enhance decision-making, streamline operations, and deliver more responsive services. Sectors such as healthcare, education, tourism, agriculture, and environmental management stand to benefit significantly.
- Tasmania is actively exploring opportunities to harness AI, while working with the Australian Government and other jurisdictions to support a nationally consistent, safe, and ethical framework.
- The Government is also committed to collaboration and knowledge sharing to ensure AI delivers real value for communities across the state and beyond.
- 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 we recognise that public confidence and trust is essential to government embracing the opportunities associated with AI.

Tasmanian Government Guidelines

- The Tasmanian Government has developed guidance for the use of artificial intelligence within Government agencies.
- The Tasmanian Government collaborated with the Commonwealth and other jurisdictions to develop a nationally consistent approach to the safe and ethical use of artificial intelligence.
- The Tasmanian AI Guidelines are closely aligned with the national framework for the use of AI in Government and the Voluntary AI Safety Standard.
- The Tasmanian guidelines also provide additional advice for aligning with national AI assurance practices and processes.
- The Tasmanian Government AI Guidelines can be found on the Department of Premier and Cabinet's website.

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.
- The Tasmanian Government is continuing to work with the Australian Government, industry, and other jurisdictions on enhancing AI governance and assurance.

Exploration of use of AI in the Tasmanian Government

- Government agencies are exploring AI to:
 - Improve effectiveness, efficiency, and productivity through automation and task augmentation.
 - Enhance workforce safety.
 - Deliver better experiences to the community and businesses.
- However, public expectations around ethical behaviour, accountability, privacy, and fairness place a higher standard on government use of AI compared to other sectors.
- The Tasmanian Government recognises the risks associated with AI and is committed to its safe, ethical, and transparent use. Building public trust is central to this approach, ensuring AI serves the public good.

What are the key elements of the 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.

Does the Tasmanian Government currently use AI?

- 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.
- It is important that Government takes a balanced view of the opportunities and risk associated with AI, with safety and the protection of personal information front of mind.
- 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.
- It is likely the Government will consider novel or opportunistic uses of AI aligned with the national principles for safe and ethical use of AI, and the recommended practices and standards for AI assurance.

Will the Government disclose when it is using AI?

- Transparency and explainability is one of the eight principles outlined in Australia's AI Ethics Principles.
- This principle states that "there should be transparency and responsible disclosure so people can understand when they are

being significantly impacted by AI and can find out when an AI system is engaging with them.”

- The Tasmanian Government has agreed to align its internal guidance with Australia’s AI Ethics Principles and the National framework for the assurance of artificial intelligence in government.

Will AI replace jobs in the public service or other sectors?

- 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.
- Increasing community expectations and demand for government services, makes AI an interesting proposition for business and government.
- The Tasmanian Government views AI as a significant opportunity but also understands that humans will still need to be ‘retained in the loop’.
- When AI is deployed responsibly, it can improve the efficiency, effectiveness, and quality of services – augmenting or automating tasks and allowing employees to focus on improved service delivery.

Does the Government have a Strategy for AI?

- In September 2023, the Tasmanian Government Secretaries Board established an AI Working Group and established a Preliminary (single year) Roadmap for AI Governance across the Tasmanian Government.
- The Preliminary Roadmap aimed to address the opportunities and risks associated with AI deployment and use with a view to establish guidance for responsible and ethical use of artificial intelligence within government.

- With the drafting of guidance and to complete the Preliminary Roadmap, the Data and Digital Sub Committee of the Secretaries Board, convened an AI roundtable in August 2024 to agree on a new set of recommendations for taking the AI agenda forward at the whole-of-government level.
- Recommendations were developed in relation to:
 - Directions for Policy
 - Opportunities for Government
 - Collaboration and Knowledge Sharing
 - Procurement and Technology Sourcing
 - Longer Term Governance
- The Data and Digital Committee is using the recommendations to develop an updated 2-year roadmap.

Background

- Artificial Intelligence (AI) is an umbrella term that encompasses various techniques and technologies. It enables machines to perform tasks that would typically require human intelligence. These tasks include natural language understanding, pattern recognition, and decision-making.
- AI based solutions have been available and widely used in scientific and commercial applications for many years. The recent emergence and commercialisation of Generative AI technology has become a significant socio-economic disruptor.
- Generative AI is so called because it uses AI technology to generate new content such text, images, audio, video, etc. When Generative AI solutions are combined with language models that can interpret and replicate human language, an extremely effective method of communication between humans and machines/computers can be created.
- Recent innovations in Generative AI technology have extended the effectiveness, accessibility, and ease of use of AI technology enabling its integration into mainstream human activity.
- The continued technological development and diffusion of AI is expected to impact all sectors of the economy, improving existing industries and creating new products and services.

AI Risk

- The development and use of AI is not without risk.
- Risks include the potential for bias, inaccuracy, lack of transparency and accountability. These issues are particularly important when working in the public sector. There are also issues relating to privacy and data protection, potential legal risks such as infringement of copyright and intellectual property, and in the worst cases the generation of malicious, fake, or illegal content.
- There is now a greater awareness of AI and many sections of the community are becoming increasingly concerned about AI-related risks. Only a third of Australians say that they trust AI systems, and less than half believe the benefits of AI outweigh the risks.
- With AI solutions becoming increasingly pervasive and accessible, communities, industry and governments around the world are demanding that AI applications adhere to human-based values and take into consideration possible ethical and social impacts of the technology on society.

Governance of AI in the Tasmanian Government

- In August 2024, the Data and Digital Subcommittee of the Secretaries Board convened an AI round table to agree on a new set of recommendations for taking the AI agenda forward at the whole-of-government level. Table 1 provides an overview of decisions and recommended actions from that discussion.

Table 1. Decisions and recommended actions from the Government AI Roundtable

Domain	Recommendations
Directions for Policy	<ul style="list-style-type: none"> ◆ Work as a single Tasmanian State Service – a core principle outlined in the State Service Review. ◆ Migrate from guidance to policy and develop a whole of government policy that addresses common principles, risks, and use cases, including the ability to add vertical modules/complementary policies within or across agencies, or local level “guidelines” for agency exceptions. ◆ DPAC to hold/manage that policy. ◆ Consider and review the intersection of AI policy and data policy – address the gaps and associated overlapping components. Noting the lack of maturity in information and data governance across government.
Opportunities for Government	<p>The following areas were identified as broad level opportunities –</p> <ul style="list-style-type: none"> ◆ Applications with large complex datasets where Government has issues. ◆ Applications of machine learning for data insights, outside of focus on Large Language Models (LLMs). ◆ Administrative tasks – improve services. ◆ Security applications. ◆ Ability to assist with data governance.
Collaboration and Knowledge Sharing	<ul style="list-style-type: none"> ◆ Establish a register of AI initiatives across Tasmanian Government. ◆ Progress the outstanding initiative to establish a community of practice or virtual centre for excellence for AI deployment. ◆ Broaden Tasmanian Government representation in AI forums at the National level, extend opportunities for other agencies to participate.
Procurement and Technology Sourcing	<ul style="list-style-type: none"> ◆ For Tasmanian Government clerical and administrative workers, develop a consistent approach for whole-of-government licensing and adoption of common AI platforms. ◆ Test the market for whole-of-government AI platforms through an RFI process.
Governance	<ul style="list-style-type: none"> ◆ The Data and Digital Committee to take oversight for AI at the whole-of-government level. ◆ Review and recommend how best to position or integrate AI governance in the context of data governance. ◆ Maintain the AI Working Group, with oversight from the Data and Digital Committee, and ensuring that data and ICT interests are represented. ◆ Progress the outstanding initiatives, agreed strategic direction and roadmap for AI capabilities/platforms as part of the Data and Digital Committee work program.

AI-Specific Economic Policy

- AI is projected to contribute significantly to Australia's GDP by 2030, with billions already invested by both domestic and international stakeholders.
- The Tasmanian Government is exploring the impact and potential opportunities associated with AI innovation and deployment through two active and related initiatives – development of the Advanced Technology Strategy and the refresh of the state's digital transformation strategy, Our Digital Future.
- Both initiatives have included public consultation processes and are currently progressing through analysis and follow-up stages. Additional work is also underway to align the outcomes of these strategies with a broader economic vision, and in line with government priorities.
- The Australian Government is also actively shaping its approach to AI as a strategic economic enabler.
- While a formal national AI economic policy is still in development, the government has initiated the National AI Capability Plan to grow Australia's AI ecosystem and support long-term prosperity.
- This includes boosting investment, strengthening domestic capabilities, accelerating workforce skills, and ensuring resilience through sovereign infrastructure.
- The Australian Government has committed \$1 billion through the National Reconstruction Fund to support critical technologies, including AI, and is targeting growth in sectors such as agriculture, mining, energy, healthcare, education, and tourism – all significant areas of Tasmania's economy.
- Alongside economic ambitions, the government is focused on responsible AI use. It has released a National Framework for the Assurance of AI in Government and introduced mandatory guidelines for transparency, accountability, and ethical deployment. These efforts are complemented by voluntary safety standards and proposed guardrails for high-risk applications.

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 opportunities and risks.

Use of AI in the Kangaroo Bay Hotel major project assessment

- The use of AI by the State Planning Office in relation to the Kangaroo Bay Hotel project falls in line with Tasmanian Government guidelines for the safe and responsible use of AI.
- The State Planning Office's assessment did not depend on Artificial Intelligence (AI) to justify its conclusions or recommendations.
- The State Planning Office used AI as preliminary pass to compare the data provided by the proponent with other similar proposals, and to assess whether the suggestions were realistic before seeking further expert information and guidance.
- The State Planning Office used a suite of information sources and techniques to analyse and review the proposal, including advice sought from relevant experts within other State Government agencies.
- The use of AI for this purpose was consistent with the Tasmanian Government Guidelines for AI Use and specifically involved – understanding the limitations of AI use, ensuring human oversight and accountability for any outcomes, and being transparent about the use of AI.

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Cleared by	Noelene Kelly	Deputy Secretary Community and Government Services

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Parliamentary Briefing 2025

Minister for Innovation, Science and the Digital Economy

Output Group 3 – Community and Government Service Delivery

Output 3.1 – Digital Government and Information and Communications

Technology (ICT) – Strategy, Policy and Service Delivery

Digital Driver Licences - Digital Identity and Credentials

Current as at: **15-October-2025**

Talking Points

- 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.
- The implementation of digital driver licences in Tasmania will offer significant benefits, including greater user choice, improved safety and streamlined access to government and business services - however, successful implementation will require significant investment and change.
- To ensure a sound investment and deliver the best outcomes for the Tasmanian community, the Government is currently working on a strategic direction for digital identity and credentials, establishing a potential pathway to digital driver licences as an example.
- It will be important to establish shared digital capability across all agencies, helping to avoid fragmentation, duplicated investments, inconsistent user experiences, and the risk of stranded assets.
- As one of the last jurisdictions to adopt this technology, Tasmania has been closely monitoring developments in other states to better understand the benefits and inform future planning.

- Investing in digital credentials offers Tasmanians the opportunity to improve a wide range of everyday tasks that rely on identity verification. Digital identities are also more secure, harder to steal, and easier to recover in the event of a disaster or identity theft.
- Tasmania continues to watch developments in other states, territories and the Commonwealth. Although there is no current funding to implement digital identity or digital driver licences in Tasmania, the Department of Treasury and Finance has recently approved funding of up to \$70,000 towards the development of a business case for their implementation.

Background

- The Department of Premier and Cabinet resubmitted a proposal through the Structured Infrastructure Investment Review Process (SIIRP) to develop a comprehensive business case and roadmap for implementing digital driver licences and other digital credentials across Tasmania. The original assessment of the submission was delayed due to the delayed 2025-26 budget process and the project has recently been re-assessed as part of the revised budget process.
- The Treasurer has now considered the submission and has approved the project to proceed through the SIIRP Framework to Point 2 (business case).
- Although the submission requested funding to support the project's development, including a proof of concept and a trial of a digital driver licence, at this stage funding has only been made available to develop a business case for the project. Specifically, the Treasurer has approved, subject to available capacity within Finance-General's Digital Transformation Priority Expenditure Program for 2025-26, funding of up to \$70 000 for the development of a business case for the Tasmanian Digital Driver Licence Program.
- The proposed Program seeks to:
 - (i) create a better experience for driver licence holders, making it easier, more convenient, and more secure for Tasmanians to manage their driver licence and identity credentials;
 - (ii) improve the efficiency of managing and verifying driver licences and identities, by streamlining processes and reducing delivery costs; and
 - (iii) address future opportunities and risk, by better positioning Tasmania to engage and participate in the digital economy initiatives linked to the use of digital identity and credentials.

- In addition to working with the Australian Government and other jurisdictions on a nationally consistent approach to digital identity and credentials, Tasmania is also participating in a national initiative led by Austroads to help understand the requirements for an interoperable digital driver 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 widespread use of mobile phones has enabled secure digital services such as Apple Pay and Google Pay, airline boarding passes, and a range of ticketing options. These same technologies are now being extended to digital driver licences and other frequently used credentials, including Working With Vulnerable People cards, fishing licences, and parks permits.
- This approach would offer Tasmanians greater choice, supplementing, but not necessarily replacing, traditional hard copy identity documents.
- Importantly, it would significantly strengthen the security of these credentials, allowing for immediate revocation or instant verification simply by presenting a mobile phone.
- It would also enhance privacy protections, enabling verification of specific attributes, such as age or clearances only 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

- Companion technologies such as digital identity provide safe, secure, and convenient ways 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 across Australia, with many jurisdictions now offering them as a companion to physical cards. These developments reflect a broader shift toward secure, mobile-based identity solutions.
- In Tasmania, the myServiceTas portal and future release of the myServiceTas app will provide the secure login, customer account, and licensing infrastructure necessary to support digital credentials, including driver licences. However, enabling digital driver licences will require significant additional investment.
- The Tasmanian Government is also reviewing the options and requirements to support multiple credentials such as occupational licences, firearm permits, Working With Vulnerable People registrations, and fishing or parks permits. This would offer Tasmanians additional flexibility and privacy. It would also allow credentials to be verified or revoked instantly via mobile devices and enable selective disclosure of information (e.g. age or clearances only when required).
- Austroads, the national body for road and transport agencies, is currently developing a harmonised digital driver licence capability. Their solution allows licences to be stored in standard mobile wallets without requiring a dedicated app, offering streamlined operations, enhanced security, and technical benefits for jurisdictions and licence holders alike.
- While the Austroads project primarily targets driver licences, it would not prevent jurisdictions from issuing other types of credentials through the same or a similar mechanism.
- However, some aspects of the Austroads proposal diverge from national approaches to digital identity, raising concerns about potential stranded investment or barriers to extending the solution beyond driver licences. To address this risk, Government is currently reviewing the Austroads project to assess its costs, risks, timeframes, and suitability for delivering a wider range of government-issued credentials.

Verified (Digital) Credentials

- Verifiable credentials (VCs) are an open standard and method of representing credentials digitally.
- They can represent information found in physical credentials, such as a passport, a licence, qualification, pass or ticket.
- They differ from traditional credentials, such as passports or driver licences, in that they are digitally signed and conceptually tamper-proof, allowing them to be shared and verified with confidence.
- Digital Wallets present large economic benefits through ease of use, greater security, and more tailored services.

Prepared by	Name	Position
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Parliamentary Briefing 2025

Minister for Innovation, Science and the Digital Economy

Output Group 3 - Community and Government Service Delivery

Output – 3.1 Digital Government and Information and Communications Technology (ICT) – Strategy, Policy, and Service Delivery

Cyber Security

Current as at: **11-November-2025**

Talking Points

- The Tasmanian Government is committed to protecting its information and ICT systems from malicious cyber activity; and supporting Tasmanians who have been impacted by cyber-attacks.
- Tasmanians can be assured that appropriate incident management arrangements and processes are in place to respond to cyber security incidents.
- We will work to investigate any incidents to ensure matters are contained and security controls are in place, and work closely with the Australian Government to protect Tasmanians.
- Our government's primary objective is to minimise any potential harm and mitigate the risks to vulnerable individuals or critical infrastructure.
- In the 2024-25 budget, the Government committed an additional \$400,000 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 to bolster our cyber defences through the Cyber Hubs Initiative which will establish an improved whole-of-government cyber security operating model.
- The Tasmanian Government Cyber Security Strategy 2024-28 (the Strategy) was endorsed in December 2024, aiming to build resilience and safeguard the digital information of Tasmanians.
- A key pillar of the Strategy is changing culture and ensuring cyber security is embedded within our critical government services.
- The Strategy was developed following extensive consultation across Government and industry to provide a clear direction to help protect Tasmanians against a continually changing cyber threat environment.

Impact of Cybercrime on the Tasmanian Community

- The Australian Signals Directorate (ASD) reports that a cybercrime is reported every six (6) minutes in Australia.
- The Tasmanian community is losing millions every year due to online crime, with approximately \$8.4 million in losses reported through ReportCyber in the 2024-25 financial year.
- The *Annual Cyber Threat Report 2024-2025 Report*, was produced by The Australian Signals Directorate's Australian Cyber Security Centre (ASD's ACSC) as the Australian Government's technical authority on cyber security. The report was released on 14 October 2025.
- A large proportion of cybercrime impacting the Tasmanian community falls into the category of “scams” – where criminals deceive people to steal money or personal information.

- In the 2024-25 financial year, ScamWatch reported there were 4,243 scams which resulted in just over \$5.4 million in losses for affected Tasmanians.

Budget Information

- An additional \$688,000 per annum was approved in the 2022-23 budget to sustain capabilities developed as part of the uplift program. This supplements a previous allocation of \$300,000 from 2018-19, bringing the total recurrent funding to \$988,000 per annum to support whole-of-government cyber security operations. Noting all agencies have separately budgeted resources for their cyber security functions based on their assessment of risk.
- From the 2024-25 budget, an additional \$400,000 has been approved for operational expenses over the next four (4) years, bringing the recurrent funding to \$1,388,000. The whole-of-government cyber operations team currently comprises of five (5) staff members (4.8 FTE). This includes five (5) FTE funded recurrently to support operations with two (2) FTE engaged on fixed-term projects.
- The budget for whole-of-government cyber operations is shown in Table 5:

Table 5	Tasmanian Government Cyber Security Operations		
Title	2022-23FY	2023-24FY	2024-25FY
Operating Budget	\$988,000	\$988,000	\$1,388,000
Non Project FTE	5	5	4.8

- The breakdown for the operating budget expenditure in 2024-25 for the whole-of-government cyber operations is shown in Table 6:

Table 6 Tasmanian Government Cyber Security Service Streams

Title	Policy and Advice	Incident Management	Vulnerability Management	Education and Awareness
Budget Allocation	\$328,000	\$470,000	\$320,000	\$270,000
Percentage of \$1.388M	24%	34%	23%	19%

Background

Impact of Cybercrime on the Tasmanian Community

- The Australian Signals Directorate (ASD) threat report advises that a cybercrime is reported every six (6) minutes in Australia.
- The Tasmanian community is losing millions every year due to online crime, with approximately \$8.4 million in losses reported through ReportCyber in the 2024-25 financial year.
- In the 2024-25 financial year, ScamWatch reported there were 4,243 scams which resulted in just over \$5.4 million in losses for affected Tasmanians.
- In 2025, up to the end July 2025, there were 2,486 scams with \$1.8 million in losses reported however not all scams are cyber related.
- A substantial proportion of cybercrime impacting the Tasmanian community falls into the category of “scams” – where criminals deceive people to steal money or personal details. Table 1 outlines recent trends.

Table 1 ScamWatch Statistics for Tasmania for the 2024-2025 Financial Year

SCAM TYPE	2024-25 FY	
	Loss Amount	Reports
Attempts to Gain Personal Information	\$530,489.50	2148
Buying / Selling	\$382,275.82	961
Dating & Romance	\$560,285.81	85
Fake Charities	\$650.00	21
Investments	\$3,270,807.10	123
Jobs & Employment	\$306,882.28	61
Threats & Extortion	\$116,750.00	201

Unexpected Money	\$186,015.37	97
Travel, Prizes & Lottery Wins	\$67,205.00	161
Other Scams	\$16,441.89	355
TOTALS	\$5,437,802.77	4243

- The Australian Government has proposed a legislative framework for scam prevention. Public consultation closed in October 2024 and the framework is currently in development.
- The Framework proposes to establish scam prevention principles in legislation that will guide industry-specific, mandatory obligations on designated sectors. The principles create obligations to Prevent; Detect; Report; Disrupt; and Respond to scams, and to establish governance systems accordingly.
- It is proposed that the legislation establish a new part in the *Competition and Consumer Act 2010* (CCA), enabling the Australian Competition and Consumer Commission to impose the full force of the law against businesses in designated sectors who fail to meet their obligations.

Tasmanian Government Cyber Security Resourcing

- As of 3 November 2025, the whole-of-government Tasmanian Government cyber security team has five (5) staff with two (2) additional staff members allocated to the 'Cyber Hubs' project.
- As of 30 June 2025, across the inner budget agencies, there were an additional 30 staff operating in cyber security roles. The staffing allocation is shown in Table 2.

Table 2 – Allocation of Tasmanian government cyber security resources at 30 June 2025.

Agency	Number of staff
Department of Health	11
Department for Education Children, and Young People	5
Department of Justice	3
Department of Premier and Cabinet (excluding central whole-of-government cyber team team)	1
Department of State Growth	3
Department of Natural Resources and Environment Tasmania	3
Department of Treasury and Finance	2
Department of Police, Fire, and Emergency Management	2

Whole of Government Cyber Uplift Program

- In 2020-21, the government committed \$4.9 million over four years (4) for a Whole of Government Cyber Security Uplift Program.
- The Program has been successfully completed, delivering significant improvements in cyber security capability and maturity, including enhanced incident response, proactive

vulnerability identification and mitigation, and a strengthened culture of cyber resilience.

Cyber Hub Initiative

- In 2023-24, \$3.3 million was committed (over four years) to bolster cyber defences through the Cyber Hubs Initiative which will establish a new cyber security operating model across Government.
- Table 3 shows the government's initial allocation and commitment across the out years.

Table 3 **Cyber Hub Initiative Budget allocations**

Project	2023-24FY	2024-25FY	2025-26FY	2026-27FY
Cyber Hubs Initiative	\$500,000	\$900,000	\$928,000	\$955,000

- This budget will come from the Tasmanian Government digital transformation fund.
- The current expenditure of the initiative is found in Table 4:

Table 4 **Cyber Hub Initiative Expenditure**

Type	2023-24FY	2024-25FY	Total
Recovered from digital transformation fund	\$8,621	\$749,934	\$758,555

- The initiative is expecting to expend *\$1,108,000 in 2025-26 and a further \$955,000 in the final year (2026-27) of the project.

The reason for the underspend in the initial stages of the project is due to the time required for recruit project resources and undertake procurement activities.

***NOTE \$180,000 has been rolled into the 2025-26 financial year from the previous financial year.**

Prepared by	Name Malcolm Smith	Position Manager Tasmanian Government Cyber Security
Cleared by	Justin Thurley	Tasmanian Government Chief Information Officer

DPAC contact for more information:	Name Justin Thurley	Contact number Tasmanian Government Chief Information Officer
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Attachments

1. Recent cyber incidents and concerns

Attachment 1 - Recent Cyber Incidents and Concerns

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Incidents since 1 July 2024

- The Tasmanian Government Cyber Security team responded to 311 incidents in the 12 months prior to 30 June 2025 (previous reporting period) which is an increase of 10% from the previous year. The number of incidents responded to by the whole-of-government cyber security team are in Table 7.

Since 1 July 2025, the Tasmanian Government Cyber Security Team has responded to an additional 65 incidents.

Table 7

Cyber incidents responded to by the Whole-of-Government cyber security team				
For 12 month period	12 months to 30 June 2023	12 months to 30 June 2024	12 months to 30 June 2025	Incidents from 1 July 2025 to 30 September 2025
Total Incidents	237	282	311	65

- A breakdown of the response workload related to 2024-25 incidents can be found in Table 8.

Table 8

Breakdown of the total (313) 2024-25 cyber incidents by type (To-date figures for 2025-26 included)	
Type of cyber security incident response	Percentage of the total incidents (Rounded)
Addressing Tasmanian Government Information leakage including stolen credentials, password, and malicious information disclosure	2024-25: 2% 2025-26: 2%
Investigating malicious activity such as phishing campaigns, malware detections, denial of service attacks, etc	2024-25: 73% 2025-26: 66%
Investigation of suspicious or suspect activity including unusual network traffic, threat hunts, etc	2024-25: 13% 2025-26: 20%
Responding to and rectifying security weaknesses such as system vulnerabilities and system misconfiguration.	2024-25: 2% 2025-26: 1%
Minimising harm to the Tasmanian Government and its residents from third party cyber incidents and data breaches.	2024-25: 10% 2025-26: 10%

- During the 2024-25 reporting period, the Tasmanian Government Cyber Security Team coordinated 18 responses to high impact data breaches impacting multiple jurisdictions as part of a nationally coordinated response by the Department of Home Affairs. These responses are included in the figure representing minimising harm to Tasmanians. Another seven (7) data breaches have been coordinated since the 1 July 2025.
- Under the Tasmanian Emergency Management Arrangements (TEMA), the State Cyber Emergency Plan (SCEP) for Cyber Hazards received approval at the March 2024 State Emergency Management Committee (SEMC) meeting.
- There were two incidents managed under the SCEP in 2024-25 reporting period.
- There has been one major incident managed under the SCEP in the 2025-26 reporting period.
- Details regarding recent significant cyber incidents and events affecting Tasmania are summarised in the following sections.

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DPAC Budget Estimates 2025-26

Corporate

17 November 2025 – 20 November 2025

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Parliamentary Briefing 2025

Premier

Output Group – Internal Agency
Output – Corporate

Budget – DPAC Total

Current as at: 04-November-2025

Talking Points

- Total expenses for the Department total \$506.8 million in 2025-26.

Table 1: Budget Allocation as outlined in the 2025-26 Budget (Total Expenses)

	2024-25 Budget \$'000	2025-26 Budget \$'000	2026-27 Budget \$'000	2027-28 Budget \$'000	2028-29 Budget \$'000
Expenses	609 042	506 838	478 676	477 417	461 814

- The Budget Efficiency Dividend Applied to the Department totals \$1.9 million in 2025-26, increasing to \$2.8 million ongoing from 2026-27.
- Further, as part of the Government's Election Commitment, an additional budget saving initiative has been applied totalling \$117 000 in 2025-26 and \$235 000 ongoing from 2026-27.

Table 2: Budget Efficiency Dividend and Budget Savings

	2024-25 \$'000	2025-26 \$'000	2026-27 \$'000	2027-28 \$'000	2028-29 \$'000
2023-24 Budget Efficiency Dividend	969	1,855	2,783	2,783	2,783
2025-26 Budget Saving	117	235	235	235
Total	969	1,972	3,018	3,018	3,018

- The 2025-26 Budget provides the Department with \$33.5 million for Key Deliverables across 2025-26 and the Forward Estimates, including \$10.9 million in 2025-26.

Table 1: Key Deliverables Statement

	2025-26 Budget	2026-27 Forward Estimate	2027-28 Forward Estimate	2028-29 Forward Estimate
	\$'000	\$'000	\$'000	\$'000
Beyond the Rainbow	66	66
Camp Clayton	160	120	120	120
Carers in Tasmania	209	10	10	10
Central Coast Council - Renewal Projects	500
Closing the Gap and other Aboriginal Projects	1 400	1 400	800	800
Community and Regions Education, Mentoring and Employment Initiatives	100	100	100
Community Participation and Appeals Fund	350	350	350	350
Community Services Sustainability	150
Deepavali Tasmania Inc	30	30
Emu Valley Rhododendron Garden	200
Energy Hardship Fund	150	150	150	150
Food Relief Strategy and Services	2 034	1 550	1 550	1 550
Future of Local Government Review - Priority Reform Program	250	250
Glenhaven Family Care (Kentish House)	85
Independent Study of the Salmon Industry	400	600
International Women's Day Small Grant Program	40	40	40	40
Launceston RSL	50
LGBTIQA+ Strategy Implementation	202
Multicultural Action Plan Implementation	200
Neighbourhood Houses Community Connector Program	324	324	324	324
Older Tasmanians Action Plan Implementation	10	281	281	281
Place Based Food Pilot	400
Shekinah House	100
State Service Management Office Support	200	200
Tasmanian Bike Collective	100
Therapeutic Services for Victim-Survivors of Sexual Violence (SASS and Laurel House)	2 540	3 540	3 540
Veterans' Affairs	647	540	540	540
Volunteering Strategy Implementation	300	300
Women in Leadership Scholarship Program	100	100	100	100
Youth Participation and Engagement	35

Prepared by	Name	Position
	Adrian Lockley	Acting Chief Financial Officer

Cleared by

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

Parliamentary Briefing 2025

Output Group – Internal Agency
Output – Corporate

Budget - Output Movements

Current as at: **03-November-2025**

Talking Points

- The 2025-26 expenditure Budget for the Department of Premier and Cabinet totals \$506.8 million, a decrease of \$102.2 million from the 2024-25 Original Budget of \$609 million.
- The decrease reflects transfers of \$96.5 million in 2024-25 due to an administrative restructure including:
 - Homes Tasmania \$91.5 million.
 - Strategic Regional Partnerships \$2.2 million.
 - Aboriginal Heritage and Land \$2.1 million.
 - State Planning Office \$688 000
- Time limited 2024 Election Commitments totalling \$16.8 million for 2024-25 have ceased at 30 June 2024.
- The 2025-26 Budget includes Key Deliverables and Capital Investment Program initiatives totalling \$40.8 million over the Budget and Forward Estimates

2025-26 vs 2024-25 comparison by Output

Output 1.1 Strategic Policy and Government

- The Budget increases by \$634 000 for the Literacy Community-Wide Framework Initiative.
- The Budget includes an additional \$400 000 in 2025-26 for the Independent Study of the Salmon Industry.
- The Independent Review of State Finances initiative (\$95 000 in 2024-25) has ceased.
- The Budget decreases by \$26 000 for the transfer of Strategic Regional Partnerships to the Department of State Growth due to the Administrative Restructure.
- Budget Savings including the Budget Efficiency Dividend has increased from \$305 000 in 2024-25 to \$789 000 in 2025-26.

Output 1.2 Child and Youth Wellbeing

- The 2025-26 Budget provides additional funding of \$2.5 million for Therapeutic Services for Victim-Survivors of Sexual Violence (SASS and Laurel House).
- The Budget decreases by \$8.0 million due to the transfer of Child and Youth Wellbeing activities from DPAC to the Department for Education, Children and Young People and the Department of Health.
- The following programs have ceased or transferred to other Agencies from DPAC's Budget as at 30 June 2025:
 - Commission for Children and Young People (\$700 000 in 2024-25).
 - Implementation Monitor (\$399 000 in 2024-25).
 - Youth Justice Reform (\$2.45 million in 2024-25).
 - Youth Offending Place Based Initiatives (\$800 000 in 2024-25).
- The Budget savings and the Budget efficiency dividend was nil in 2024-25 and will be \$22 000 in 2025-26.

Output 1.3 Security and Emergency Management

- The 2025-26 Budget decreases by \$12.9 million primarily due to:
 - \$11.0 million Supplementary appropriation in 2024-25 for the September 2024 severe weather event.
 - Drought Support - Regional Drought Plan Implementation \$1.0 million.
 - Royal Commission into National Natural Disasters (\$749 000)
- The Budget efficiency dividend was nil in 2024-25 and will be \$151 000 in 2025-26.

Output 1.4 Women and the Prevention of Family Violence

- The 2025-26 Budget provides \$40 000 for International Women's Day Small Grant Program and \$100 000 for the Women in Leadership Scholarship Program.
- The Budget also increases by:
 - \$4.6 million due to a transfer of Family Violence Grants from Output 3.3 Community Services to Output 1.4 Women and the Prevention of Family Violence; and
 - A drop in the Budget Efficiency Dividend from \$199 000 in 2024-25 to \$10 000 in 2025-26.

Output 1.5 Veterans' Affairs

- The 2025-26 Budget provides an additional \$647 000 for Veterans' Affairs programs.
- The Budget Efficiency Dividend was nil in 2024-25 and will be \$2 000 in 2025-26.

Output 1.6 Aboriginal Affairs

- The 2025-26 Budget provides an additional \$1.4 million for continuation of Closing the Gap and other Aboriginal Projects.
- This is offset by cessation of funding for Closing the Gap Coordination and Capacity Building (\$600 000).
- This is further offset by an increase in the Budget Efficiency Dividend from nil in 2024-25 to \$13 000 in 2025-26.

Output 1.7 Disability Services

- The 2025-26 Budget increases by:
 - \$850 000 due to the Disability Inclusion Bill Implementation with full implementation of the Disability Commissioner expected in 2025-26; and
 - \$268 000 due to the Disability Reform initiative from the 2024-25 Budget.
- These increases are offset by a budget decrease of \$100 000 for Changing Places in 2025-26.
- Budget Savings and the Budget Efficiency Dividend was nil in 2024-25 and will be \$33 000 in 2025-26.

Output 1.8 National Disability Insurance Scheme

- The budget increases by \$10.3 million reflecting indexation of Tasmania's NDIS contribution.

Output 1.9 Office of Local Government

- The 2025-26 Budget includes the following increases in funding compared to 2024-25:
 - \$200 000 Local Government Compulsory Voting announced in 2023-24 State Budget;
 - \$500 000 for Central Coast Council - Waterfront Renewal and
- This is offset by the cessation of funding of the 2024-25 Budget Key Deliverable Future of Local Government \$250 000.
- This is further offset by the Budget Efficiency Dividend which has increased from \$35 000 in 2024-25 and will be \$94 000 in 2025-26.

Output 2.1 Support Services for Government, Ministerial Parliamentary Offices and Office of the Governor

- The 2025-26 Budget provides continuation of funding to support the licensing, maintenance and support of eCabinet - \$245,000.
- This is offset by a decrease in funding for Motion for Respect - \$383 000..
- This is further offset by an increase in the Budget Efficiency Dividend from \$72 000 in 2024-25 and to \$291 000 in 2025-26.

Output 2.2 Principal and Subordinate Legislation

- This output budget increases by \$99 000 due to indexation.
- The Budget Efficiency Dividend was nil in 2024-25 and will be \$14 000 in 2025-26.

Output 2.3 State Service Employment and Management

- The 2025-26 State Budget includes an increase in capital funding for the Human Resources Transformation Project \$16.0 million.
- The 2025-26 State Budget provides additional funding for State Service Management Office Support \$200 000.
- This is offset by funding for the Tasmanian State Service Aboriginal Employment Strategy and Youth Employment budget initiative from the 2023-24 Budget which ceases in 2024-25 \$250 000.
- This is further offset by an increase in the Budget Efficiency Dividend which was nil in 2024- 25 and will be \$34 000 in 2025-26.

Output 3.1 Digital Government and Information and Communications Technology – Strategy, Policy and Service Deliver

- The Budget Efficiency Dividend which was \$193 000 in 2024-25 and will be \$210 000 in 2025-26.

Output 3.2 Management and Ongoing Development

- The increase in the Budget for Service Tasmania primarily reflects funding of \$1.9 million for Community Grants, Companion Card, Seniors Card and Concessions Card transferred from output 3.3 Community Services.
- The Budget provides further increases as a result of indexation of \$521 000.
- These increases are offset by the increase in the Budget Efficiency Dividend which was \$50 000 in 2024-25 and will be \$159 000 in 2025-26.

Output 3.3 Community and Multicultural Affairs

- Decreases in the Budget include:
 - \$17.9 million for programs ceasing as at 30 June 2025.
 - \$4.5 million for Family Violence Grants transferred to output 1.4 Women and the Prevention of Family Violence.
 - \$1.9 million for Community Grants, Companion Card, Seniors Card and Concessions Card transferred to output 3.2 Management and Ongoing Development of Service Tasmania.
 - \$500 000 for Energy Saver Subsidy transferred to Department of State Growth.
 - \$37 000 increase in Budget Efficiency Dividend.
- Offset by increases in the Budget including:
 - \$5.0 million for new projects funded in the 2025 State Budget:
 - Food Relief Strategy and Services, \$2.0 million
 - Place Based Food Pilot, \$400 000
 - Community Participation and Appeals Fund, \$350 000
 - Neighbourhood Houses Community Connector Program, \$324 000
 - Volunteering Strategy Implementation, \$300 000
 - Carers in Tasmania, \$209 000
 - LBGTIQA+ Strategy Implementation, \$202 000

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- Multicultural Action Plan Implementation, \$200 000
- Emu Valley Rhododendron Garden, \$200 000
- Camp Clayton, 160 000
- Energy Hardship Fund, \$150 000
- Community Services Sustainability, \$150 000
- Shekinah house, \$100 000
- Glenhaven Family Care (Kentish House), \$85 000
- Beyond the Rainbow, \$66 000
- Launceston RSL, \$50 000
- Youth Participation and Engagement, \$35 000
- Deepavali Tasmania Inc, \$30 000
- Older Tasmanians Action Plan Implementation, \$10 000
- \$733 000 for existing projects funded by previous State Budgets:
 - Community Sector Organisations Indexation - Increase, \$384 000.
 - Community Connector Program Extension, \$236 000
 - Neighbourhood Houses Tasmania - Governance Capacity, \$100 000
 - Estia Greek festival, \$13 000

Prepared by	Name	Position
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Budget Efficiency Dividend

- The Government has implemented Budget Efficiency Dividends across Department's as announced in the 2023-24 Budget and commenced in 2024-25.
- The 2025-26 Budget includes an additional savings initiative that reduces the Department's expenditure on agency marketing and communications; enhance Government procurement processes; and implement office and leasing improvements.
- Budget Efficiency Dividend and other savings total \$1.972 million for DPAC in 2025-26.
- Table 1 outlines how the Efficiency Dividend/Other Savings have been structured:

Table 1: Budget Efficiency Dividend and Other Savings Initiatives - DPAC

Budget Provided in:	2024-25 \$'000	2025-26 \$'000	2026-27 \$'000	2027-28 \$'000	2028-29 \$'000
2023-24 Budget Efficiency Dividend	969	1,855	2,783	2,783	2,783
2025-26 Budget Saving	117	235	235	235
Total	969	1,972	3,018	3,018	3,018

- The Department is taking a Whole-of-Agency approach to meeting its Budget Efficiency Dividend and other savings.
- The Department has implemented several strategies during 2024-25 and 2025-26 to meet its Efficiency Dividend including:
 - Review and downsizing of the Department's office accommodation footprint.
 - Implemented improved governance processes to manage the Department's establishment and other emerging budget issues.
 - Implemented a Business Improvement Committee that is considering a pipeline of internal digitally/system driven business process initiatives aimed at improving productivity.
- The Department will also be included and working on the Government's Productivity and Efficiency Measure, which commences in 2027-28 to assist agencies in identifying reform opportunities and implementing efficiencies to improve service delivery.