

ABOUT THIS PUBLICATION

This annual report provides information for all stakeholders with an interest in the machinery of government, policy services, whole-of-government service delivery, local government, information technology, state service management, legislation development, security and emergency management, aboriginal affairs, women, climate change, community development and sport and recreation. It includes the highlights of the year, an overview of our operations, major initiatives, and performance during 2014-15.

The report is presented in several sections.

Section	Page
Submission to the Premier and Ministers	I
Our Year in Review	2
Secretary's Report	4
Departmental overview	7
Governance	9
Our Strategic Goals – How we performed	17
Our Performance Measures	39
Our People and Policies	43
Our Finances	53
Our Compliance Report	67
Statement of Compliance	73
Abbreviations	75
Index	76
Our Contacts	77

All of our annual reports are available for download from the department's [website](#).

© Crown in the Right of the State of Tasmania

For copies or further information regarding this Report please contact:

Department of Premier and Cabinet
GPO Box 123
Hobart TAS 7001

Call 03 6232 7142
Email secretary@dpac.tas.gov.au

www.dpac.tas.gov.au

Submission to the Premier and Ministers



Hon Will Hodgman MP

Premier
Minister for Sport and Recreation
Minister for Aboriginal Affairs



Hon Jeremy Rockliff MP

Minister for Education and
Training



Hon Jacquie Petrusma MP

Minister for Women



Hon Peter Gutwein MP

Minister for Planning and
Local Government



Hon Michael Ferguson MP

Minister for Information Technology
and Innovation



Hon Matthew Groom MP

Minister for Environment,
Parks and Heritage

Dear Premier and Ministers

In accordance with the requirements of Section 36 of the *State Service Act 2000* and Section 27 of the *Financial Management and Audit Act 1990*, I submit to you, for presentation to Parliament, this report on the affairs and activities of the Department of Premier and Cabinet for the financial year ended 30 June 2015.

Yours sincerely

A handwritten signature in black ink, appearing to read 'G. Johannes', with a large, stylized flourish at the end.

Greg Johannes

Secretary
Department of Premier and Cabinet
22 October 2015



Our Year in Review

- **Delivered Election Commitments**
- **Assisted with the successful visit of the Chinese President Xi Jinping**
- **Assisted the Government with the delivery of its agenda for the “First 100 days”**
- **Assisted the Government in starting to reset the relationship with the Aboriginal Community**
- **Delivered Major Government Reforms in collaboration with other Agencies**
- **Raised funds for community charities through our “Casual Clothes for a Cause” program**
- **Achieved an Unqualified audit Report on our financial statements with no audit findings**
- **Two budgets and Estimate Committee cycles in one year**
- **Responded to recommendations from the Bushfire Inquiry**
- **Provided TIS scholarships to support 87 athletes**
- **Represented the State in national discussions about the Future of the Australian Federation**
- **Processed approximately 480 grants valued at an estimated \$34 million**



- **Launched Managing Positions in the State Service (MPSS) and managed MPSS whole-of-government reporting**
- **Assisted the Government with the delivery of the “Next 365 Days” Plan**
- **Successfully integrated Sport and Recreation Tasmania into the Department**
- **Developed a new Strategic Plan for 2015-18**
- **Provided high quality support to the Premier at COAG meetings**
- **Provided support to the Minister on reviews and reforms in local government**
- **Prepared for the transfer of Service Tasmania shops to us from 1 July 2015**
- **Supported the launch of the Centenary of ANZACs**
- **Our supported “Elite” athletes achieved high level performances**
- **Provided support to the Minister on ICT governance and whole-of-government policy**
- **Continued to roll-out services under the Modern Communications Project**
- **New Women on Boards strategy**
- **Our legislative team drafted 42 Acts and 115 Statutory Rules**
- **Undertook major internal restructures within the Department**

Secretary's Report



The Department of Premier and Cabinet experienced significant change during the financial year. We were given new functions, our structure and budget were adjusted, and we saw a number of our staff depart under voluntary separation arrangements.

At the same time, the Department maintained a clear focus on delivering the Government's priorities and achieved very good results in the annual State Service Survey, which is testimony to the strength of our culture.

We began the financial year by welcoming Sport and Recreation Tasmania to the Department, where it merged with Community Development to create a new division of Community, Sport and Recreation. This has given the Department a strong focus on building the capacity of a wide range of Tasmanians to participate regularly and actively in the community and the economy.

The addition of Sport and Recreation to the DPAC family substantially expanded our accommodation footprint. We now operate out of a number of new locations including the Silverdome in Launceston and the Technopark in Glenorchy. At the same time, we consolidated some of our inner-city accommodation to reduce expenditure and bring complementary functions together. This consolidation is continuing.

The Department also combined the functions of its previous Corporate Services area with much of the Executive Division to create a new Corporate and Governance function. This new area is driving a commitment to customer service and efficiency throughout the organisation.

Changes in our structure and the addition of new functions made the Budget and Estimates processes particularly challenging. This was made doubly so by the fact that we had the unusual circumstance of having two Budgets and two sets of Estimates in a 12 month period. Our corporate team did a great job to make sure that all ran smoothly.

The first Budget brought substantial funding into the Department to honour more than 100 separate election commitments by the new Government to provide support to a wide range of community and other organisations in Tasmania. Almost all of this funding has now been allocated to those groups.

Elsewhere it was a year of achievement across DPAC. Some highlights included:

- Helping the Government to host the visit to Tasmania by the Chinese President Xi Jinping;
- Coordinating reporting and activity across Government to implement the Government's plans for the "First 100 Days" and the "Next 365 Days";
- Delivering the highest percentage savings of any Tasmanian Government agency;
- Administering almost 480 grants worth almost \$34 million;
- Supporting Cabinet meetings across the State;
- Preparing a comprehensive package of new legislation in areas ranging from planning and local government to forestry and health administration;
- Representing the State in national discussions about the Future of the Australian Federation;
- Making sure the Premier had the highest quality support at multiple meetings of the Council of Australian Governments; and
- Organising two development workshops for all of the State Service's Senior Executive Service (SES) Officers, and administering the first ever audit of skills in our SES.



The nature of our business changed over the course of the year, and into 2015-16, so too have our strategic plans. The Department responded quickly to the priorities of the new Government last year by introducing a transitional strategic plan. This year the Department's leadership group came together through a series of in-house workshops to develop a new Strategic Plan to guide us for the next three years. This has a clear focus on delivering the Government's priorities while improving our performance as an organisation and upholding our values.

As the year came to a close I had the opportunity to reflect on our achievements during a time of change and challenge. I am incredibly proud of what the people in this Department have achieved. We have improved the way we operate, expanded the functions and services we provide, delivered on the Government's priorities and made a significant contribution to the overall savings task in the State Service. And we have done so while maintaining strong results in the annual survey of the State Service. Thank you to everyone involved.

A handwritten signature in black ink, which appears to read "Greg Johannes".

Greg Johannes

Secretary
Department of Premier and Cabinet

The Department responded quickly to the priorities of the new Government last year by introducing a transitional strategic plan. This year the Department's leadership group came together through a series of in-house workshops to develop a new Strategic Plan to guide us for the next three years.





Departmental overview



OUR VISION

A respected and valued Agency that leads an accountable, professional and collaborative public service.

OUR PURPOSE

The Department supports the Premier and Cabinet in achieving the Government's vision of Tasmania.

We do this by providing the following core services:

- strategic whole-of-government policy advice for the Premier and the Cabinet;
- management of intergovernmental relations;
- whole-of-government co-ordination and leading whole-of-government initiatives;
- support for the machinery of government;
- Statutory Employer;
- a statutory framework for local government in Tasmania; and
- programs to improve the wellbeing of Tasmanians.

OUR VALUES

Professional

We aim for excellence and act with integrity and impartiality.

Accountable

We are focussed on achievement, open to questioning and responsible for our actions.

Collaborative

We respect and value the expertise of others and seek to work in partnership.

Forward looking

We plan so we can be responsive to future needs.

Connected to the community

We seek to understand and engage with the community and communities of interest.

Supportive

We seek to provide a family-friendly and flexible workplace that fosters mutual respect and open communication.



OUR KEY THEMES

Our agreed key themes for 2014-15 were:

- Assisting the Government to deliver its election commitments
- Establishing a new machinery of government
- Supporting the current reform agenda
- Working closely with the Tasmanian community
- Positioning for the next wave of reforms
- Getting on with core business.

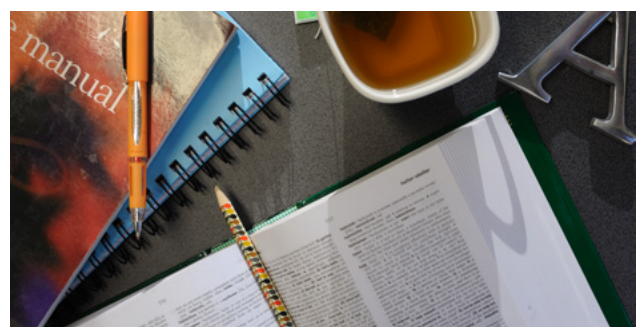
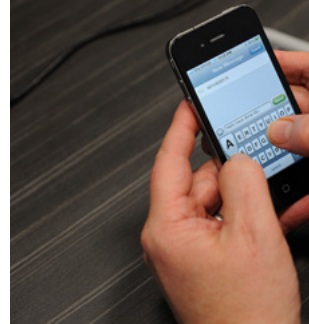
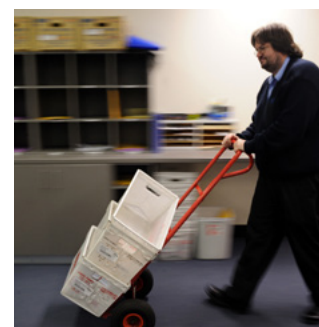
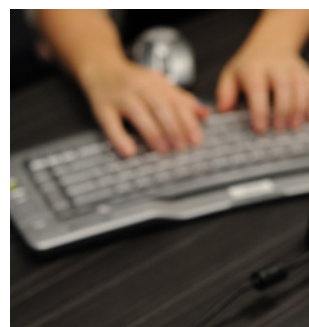
OUR STRATEGIC GOALS

Our strategic goals for 2014-15 were:

1. To lead the development of whole-of-government advice, direction and co-ordination of policy
2. To provide comprehensive, timely and accurate services that support the Government
3. To work across the Government and with communities to build: individual and community capability to increase participation in sport, physical activity, recreation and community life; and develop Tasmania's high performance athletes
4. To provide comprehensive, timely and effective services that support a modern and efficient State Service
5. To contribute to the wellbeing of local communities through the promotion of a vibrant and sustainable local government sector
6. To develop a supportive, innovative and productive workplace.



Governance





THE DEPARTMENT

The Department is led by the Executive Group, comprising as at 30 June 2015 the Secretary, the Deputy Secretaries and the Director State Service Management Office with operational support provided by the Manager Finance and the Manager Human Resources.

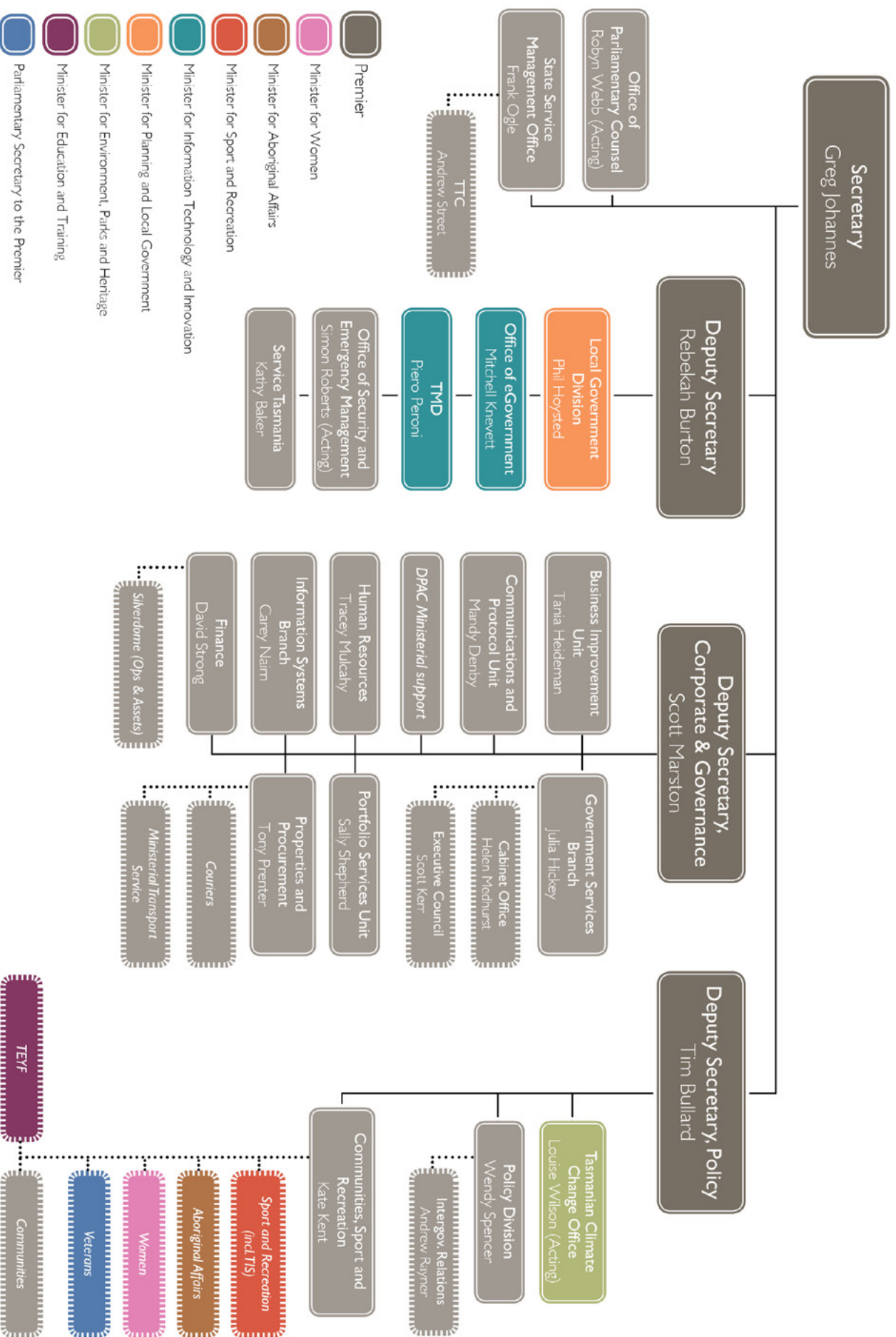
The DPAC Leadership Group (DLG) is chaired by the Secretary and is attended by the directors or managers of each division and business unit. DLG meetings are held quarterly, and provide an opportunity to communicate and review Agency issues, policies and procedures.

The Divisional structure of the Department is aligned to the outputs and services provided and the responsibilities of the Portfolio Ministers.

The relationship between the Ministers, Outputs and Divisions is shown in the organisational chart on page 11 and in the Output Structure table on page 12.

The Department holds monies in a trustee capacity on behalf of the Tasmanian Community Fund.

ORGANISATION CHART



MINISTERIAL RESPONSIBILITIES AND OUTPUT GROUP STRUCTURE

During 2014-15 several output restructures occurred as a result of Cabinet and Budget decisions and changes to Ministerial responsibilities.

From 1 July 2014, Sport and Recreation Tasmania joined the Department from the former Department of Economic Development, Tourism and the Arts. Output 6.4 Sport and Recreation was created to align the Ministerial responsibilities within Output Group 6 and this group was re-named Communities, Sport and Recreation.

From 1 July 2014 the previous Output Group 7 Local Government, Security and Emergency Management was split based on Ministerial responsibilities. As a result of the new Ministerial responsibilities, Output Group 7 became Local Government and Output 5 became Security and Emergency Management.

The Ministerial and Output Group structure as at 30 June 2015 is depicted in the following table:

Output Group/Output	Responsible Minister	Responsible Department Division
1. Support for executive decision-making		
1.1 Strategic policy and advice	Will Hodgman MP, Premier	Policy Division
1.2 Climate change	Matthew Groom MP, Minister for Environment, Parks and Heritage	Tasmanian Climate Change Office
2. Government processes and services		
2.1 Management of Executive Government processes	Will Hodgman MP, Premier	Corporate and Governance Division
2.2 Principal and subordinate legislation	Will Hodgman MP, Premier	Office of Parliamentary Counsel
2.3 Tasmanian Government courier	Will Hodgman MP, Premier	Corporate and Governance Division
2.4 Corporate support to Ministerial and Parliamentary offices and Office of the Governor	Will Hodgman MP, Premier	Corporate and Governance Division
3. Electronic services for Government agencies and the community		
3.1 Information and communications technology (ICT) policy development and implementation	Michael Ferguson MP, Minister for Information Technology and Innovation	Office of eGovernment
3.2 Management and ongoing development of Service Tasmania	Will Hodgman MP, Premier	Service Tasmania Unit
3.3 Delivery of information and communications technology services	Michael Ferguson MP, Minister for Information Technology and Innovation	TMD
4. State Service management		
4.1 State Service employment and management	Will Hodgman MP, Premier	State Service Management Office
5. Security and emergency management		
5.1 Security and emergency management	Will Hodgman MP, Premier	Office of Security and Emergency Management
6. Communities, sport and recreation		
6.1 Community development – policy advice and ongoing community development	Will Hodgman MP, Premier Jacquie Petrusma MP, Minister for Women	Communities, Sport and Recreation
6.2 Office of Aboriginal Affairs	Will Hodgman MP, Minister for Aboriginal Affairs	Office of Aboriginal Affairs
6.3 Veterans' Affairs	Will Hodgman MP, Premier	Communities, Sport and Recreation
6.4 Sport and recreation	Will Hodgman MP, Minister for Sport and Recreation	Communities, Sport and Recreation
7. Development of local government		
7.1 Local government	Peter Gutwein MP, Minister for Planning and Local Government	Local Government Division

In addition the Hon Jeremy Rockliff MP, Minister for Education and Training is responsible for the Tasmanian Early Years Foundation and Communities, Sport and Recreation is the responsible division.

The Department supports Guy Barnett MP, Parliamentary Secretary to the Premier.

RELATED TRUSTS AND BOARDS

Matters pertaining to the Local Government Board are reported by the Local Government Division under Output 7.1.

Various sections within this Report covering financial or human resources include information from Ministerial and Parliamentary offices. Unless noted otherwise, all other information pertains only to the Department of Premier and Cabinet.

The Tasmanian Community Fund submits its Annual Report to Parliament through the Premier in accordance with Section 11 of the *Tasmanian Community Fund Act 2005*.

The Tasmanian Early Years Foundation submits its annual report to Parliament through the Minister for Education and Training in accordance with Section 24 of the *Tasmanian Early Years Foundation Act 2005*.

RISK MANAGEMENT

Reviewing key business risks is fundamental to strategic management and business processes. The Department's approach to risk management has been to manage key corporate risks through an internal audit program overseen by the Department's Audit Committee.

All major projects undertaken by the Department have risk assessments documented as part of the formal project plans and are overseen by the Project Steering Committee.

With the transfer of Sport and Recreation Tasmania and associated assets from 1 July 2014 and the announced Service Tasmania shops (staff and assets) and Service Tasmania On-Line to the Department from 1 July 2015, the Executive approved a review of risk management processes.

Commenced during 2014-15 and to be completed by 31 October 2015, a revised risk management policy is being developed that is based on an enterprise-wide risk management approach and in accordance with the Risk Management Standard AS/NZS ISO 31000:2009. The outcomes of this project will provide risks categorised as either strategic, operational or project with detailed likelihood and consequence assessments and validated treatment plans. An additional outcome of the project, will be a centralised reporting system that can be accessed by the Executive, the Risk and Audit Committee, external and internal auditors and Divisional Directors.

Our strategic internal audit program from 2016 onwards will be based on the revised risk profile with every risk identified being assigned to a Division or Committee to monitor.

During 2014-15 the existing risks identified were managed by:

- the purchasing of insurance through the Tasmanian Risk Management Fund to mitigate against financial risk;
- budgetary control via centralised monitoring to provide regular reports and advice to stakeholders;
- discussing risk mitigation strategies at Audit Committee meetings; and
- the continued focus of the internal audit program on medium and high-risk areas.

ASSET MANAGEMENT

As a result of the functions transferred from Sport and Recreation Tasmania new assets range from land and buildings to heritage assets and specialised equipment (including sports equipment).

The property portfolio of assets includes the Silverdome, Wirksworth Park, Camp Banksia and residual Crown properties.

We manage land and buildings in accordance with a strategic asset management plan (SAMP) prepared in compliance with the Government's Strategic Asset Management Framework. Strategic asset management is the planned alignment of assets with service demand, to achieve the best possible match of assets with service delivery strategies. The SAMP guides the sound and strategic acquisition, use and disposal of assets and the related risks and costs over their useful life. We are drafting new or revised asset management plans for the existing properties that we own in the property portfolio and the transferred properties to further support and implement strategies in the SAMP.

We also have an extensive portfolio of leasehold properties that we are actively managing with the view to reducing leasehold commitments through a strategy to consolidate our functions across a reduced leasehold footprint.

With the exception of TMD we record heritage items and purchases of equipment, furniture and fittings with a value greater than \$10 000 as assets. Purchases of items valued at less than \$10 000 are recorded as expenses. For business purposes, TMD maintains an asset recognition threshold of \$1 000. The financial statements for 2014-15 are reported on an accrual basis, and contain full details of our asset management policies as notes to those statements.

Assets are recognised and valued on an individual basis as follows:

- Non-current physical assets are valued in accordance with AASB 113, fair value measurement and the Treasurer's Instructions. Minor equipment and other non-current assets are valued at cost.
- The written-down book value of assets is determined by depreciating assets over the period of their expected useful economic life, using the straight-line method. The useful economic life is three to five years depending on the asset and is depreciated in the year of acquisition or from the time the asset is ready for use.
- Heritage assets are not depreciated.
- Leasehold improvements are amortised over the lease period of the property.

INDEPENDENT SCRUTINY, BOTH EXTERNAL AND INTERNAL

We commission internal and external reviews to gauge our performance and seek to improve where we can.

The elements of this independent scrutiny include:

- our Audit Committee
- our internal audit function
- external audit, both financial and performance audits, undertaken by the Tasmanian Audit Office
- audits conducted by the Tasmanian Audit Office of employer functions outlined in the *State Service Act 2000*
- reviews undertaken by other independent bodies such as the Integrity Commission, the Anti-Discrimination Commission, WorkSafe Tasmania and the Office of the Ombudsman
- Parliamentary reviews such as the annual budget estimates committee and other Parliamentary committees.

Audit Committee

The role of the Audit Committee is to provide the Secretary of the Department with assistance to fulfil corporate governance responsibilities relating to our annual report including:

- financial statements and the financial reporting process
- the systems of internal accounting and financial controls
- the annual independent audit of the financial statements
- compliance with State laws.

It is the Committee's responsibility to maintain free and open communication with both our external and internal auditors and our Executive.

In discharging its role, the Committee is empowered to investigate any matter brought to its attention with full access to all books, records, facilities and personnel of the Department and the power to retain outside counsel or other experts as approved by the Secretary for this purpose.

The Committee is chaired by a Deputy Secretary and has one independent member, Mr David Hudson, and it meets every quarter during the year. Matters discussed this year included:

- Risk Management Policy
- Risk Management Framework
- Workplace Health and Safety
- Monitoring of current risks
- Reviewed progress with action from external and internal audit reviews
- Strategic external audit plan
- Reviewed corporate policies
- Impact of transferring of Sport and Recreation Tasmania (including the Silverdome) to the Department
- Internal Audit Charter
- Financial Statements 2013-14
- Performance audits undertaken by the Tasmanian Audit Office
- Completed internal audits
- Australian Taxation Office assessment of Taxable Government Grants and Payments Data Matching Program.

It is pleasing to note that there were no audit findings and recommendations issued by the Auditor-General with respect to our financial statements.

From 1 July 2015 the Audit Committee will be known as the Risk and Audit Committee and will operate with a revised charter which places a significant emphasis on risk.

Internal Audit

Our internal auditor is Deloitte whose term expires on 31 December 2015. We will be advertising for a new internal auditor via a tender process in the last quarter of 2015.

During 2014-15 Deloitte attended the four Audit Committee meetings held and undertook several internal reviews. These reviews were:

- Information Security Policy Readiness Assessment
- TI 1128 – Agency Procurement of goods and services compliance
- Risk Assessment – Sport and Recreation
- Silverdome Governance.

LEGISLATION ADMINISTERED

We administered 65 Acts on behalf of the Premier and our responsible Ministers. The full list of legislation that we administered can be found in Appendix B in the Addendum to this report. All legislation, including any amending Acts, is available at the Tasmanian Legislation website www.thelaw.tas.gov.au.

The breakdown of the number of Acts by the Premier and Ministers is:

Premier	52
Minister for Planning and Local Government	7
Minister for Aboriginal Affairs	4
Minister for Environment, Parks and Heritage	1
Minister for Education and Training	1

There was no administered legislation repealed during the year. The Local Government Division completed a number of regulatory reviews, resulting in the making of the *Burial and Cremation Regulations 2015*, *Local Government (Meeting Procedures) Regulations 2015*, and the *Local Government (General) Regulations 2015*.

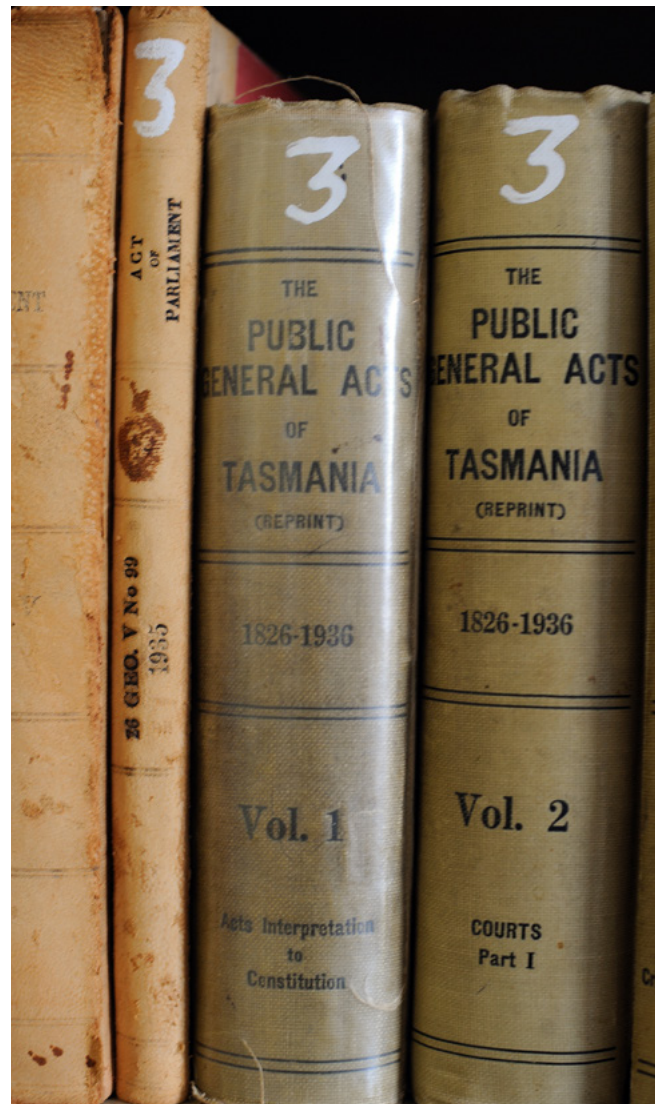
During the year we were responsible for amendments to two Acts and the drafting of one Bill. The details are as follows:

Parliamentary Salaries, Superannuation and Allowances Act 2012

The Act was amended to provide for a 2 per cent increase in the basic salary of Members of Parliament effective from 1 July 2015 for the 2015-16 financial year. Future changes to the salary and allowances will be determined periodically by a full bench of the Tasmanian Industrial Commission.

Local Government Amendment (Mayoral Candidate Eligibility) Act 2014

This legislation removed the eligibility requirement that prevented people from nominating as a candidate for the office of mayor or deputy mayor unless the person had 12 months prior experience as a Tasmanian councillor. Any person is now eligible to nominate as a candidate for the office of mayor or deputy mayor, provided that they are eligible to nominate as a candidate for the office of councillor under Part 15 of the *Local Government Act 1993*.



Local Government Amendment (Code of Conduct) Bill 2015

The Bill was tabled in Parliament in the 2015 Autumn Session of Parliament. The Bill proposes amendments to the *Local Government Act 1993* to provide a new councillor code of conduct framework and process, and stronger sanctions in relation to code of conduct complaints. The Bill also proposes that council annual general meetings will be optional and eligibility for nomination as a councillor will be restricted to Tasmanian residents.



Our Strategic Goals – How we performed



The following section describes what we delivered under each of the strategic goals outlined in the Strategic Plan for 2014-15. The report is a narrative response with the results for our performance measures provided in the next section of this Report.

For each strategic goal, commentary is provided under the sub-headings of the key theme as described in the Governance section of this Report.

To assist the reader the following table provides the abbreviations that are used in the following narrative to denote the various Divisions with the Department.

Abbreviation	Division name
PolDiv	Policy Division
TCCO	Tasmanian Climate Change Office
CSR	Communities, Sport and Recreation (previously Communities, Sports and Recreation Tasmania)
CorpServ	Corporate Services Division (now part of the Corporate and Governance Division)
OeG	Office of eGovernment
OPC	Office of the Parliamentary Counsel
OSEM	Office of Security and Emergency Management
ExecDiv	Executive Division (now part of the Corporate and Governance Division)
TIS	Tasmanian Institute of Sport
SerTas	Service Tasmania Unit
OTS	Office of the Secretary
LGD	Local Government Division



Strategic Goal I

To lead the development of whole-of-government advice, direction and coordination of policy.

DELIVER ELECTION COMMITMENTS

Reporting on the 365 Day Plan and broader election commitments

Our PolDiv coordinated regular reporting to Cabinet on completion of the Government's first year Ministerial deliverables and the second year *Our Plan for the Next 365 Days*.

ESTABLISH THE NEW MACHINERY OF GOVERNMENT

Machinery of government changes

Our ExecDiv (now Government Services) continued to provide high-quality, core machinery of government services via the Cabinet Office, the Executive Council Secretariat, State Protocol Office, Communications and Marketing Unit and the Portfolio Services Unit.

The major machinery of government change which took effect in the 2014-15 year was the creation of the Department of State Growth, resulting from the abolition of the Department of Infrastructure, Energy and Resources (DIER), and the Department of Economic Development, Tourism and the Arts (DEDTA).

Agency restructures

TMD provided departmental assistance for structural machinery of government changes in the form of telephony site and usage audits, call distribution analysis, service consultation and shared corporate services rationalisation, including email.

This information supported the Department of Infrastructure, Energy and Resources' merger with the Department of Economic Development, Tourism and the Arts to form the Department of State Growth, and assisted in identifying telephony and ICT synergy and savings wherever possible.

TMD was also engaged in a similar role to assist Service Tasmania joining with the Department of Premier and Cabinet, and is preparing to support the upcoming amalgamation of the Tasmania Fire Service and the Department of Police and Emergency Management.

CorpServ was heavily involved in the transfer of employees, budgets, grant programs and assets from the Department of Economic Development, Tourism and the Arts as part of the transfer of Sport and Recreation Tasmania to the Department.

Ministerial and Parliamentary Support

At the beginning of the year CorpServ continued to assist the Premier's Office and the Leader of the Opposition's Office with the management of existing staff and resources and appointment of new staff with those offices, as well as, with Ministerial and Electorate Offices.

SUPPORT THE CURRENT REFORM AGENDA

Health Reform

Our PolDiv has provided support and advice to the Department of Health and Human Services to implement the Government's health reform agenda, in particular on the development of *One State, One Health System, Better Outcomes*, mental health reform and redevelopment of the Royal Hobart Hospital.

A Hand up for Vulnerable People

Our PolDiv collaborated with the Department of Health and Human Services on establishing the policy scope for joined-up human services. This work included consulting with government and non-government service providers in the design of system reform, policy research and analysis, data mapping, and system modelling of costs and service configuration.

They administered funding to NILS Network of Tasmania Inc. (NILS) to continue delivering its micro-finance and micro-business no-interest loan schemes and the Government's Energy Efficient Appliances Program.

They also provided input and support to Housing Tasmania in the development of the Affordable Housing Strategy.

School Education Reform

To deliver on the Government's priority to lift education outcomes, the Department of Education commenced a review of the Tasmanian *Education Act 1994*. Our PolDiv has provided advice and support to the review, and presented to stakeholders on the positive impact on the Tasmanian economy of lifting education outcomes.

In February 2015, we prepared a status report for the Premier on the first year of the Bigger Things project. Bigger Things now enters the next phase to improve educational attainment in the Huon Valley.

We have also provided advice on the new model for Years 11 and 12 course development, accreditation and certification, and on the funding and regulation of kindergarten and child care.

Supporting business and investment activity

Planning

In late 2014, our PolDiv worked closely with the Department of Justice to establish the State Policies Interdepartmental Committee, chaired by the Secretary of DPAC, as part of the Government's planning reform agenda. The purpose of the IDC is to provide advice to the Minister for Planning and Local Government on the range and policy content of state planning policies and coordinate whole-of-government advice on the Tasmanian Planning Scheme. The IDC met three times in 2014-15 and provided advice to the Minister and the Tasmanian Planning Reform Taskforce.

De-regulation

Our PolDiv has worked closely with relevant agencies to support the Government's commitment to reduce red tape and to progress the Council of Australian Government (COAG)'s deregulation priorities.

Delivering the COAG agenda

DPAC supported the Premier's participation in three COAG and CAF meetings by coordinating advice across Government on issues including:

- family violence
- indigenous affairs
- National Disability Insurance Scheme
- terrorism
- crystal methamphetamine (ice).

In addition, our staff actively represented Tasmanian interests in a wide range of associated forums, including the Secretary's participation in the seven meetings of COAG senior officials and the steering committee overseeing preparation of the White Paper on Reform of the Federation.



Bushfire Inquiry

Our OSEM coordinated the implementation of recommendations from the *2013 Tasmanian Bushfires Inquiry* and actively contributed to the independent review of Tasmania's emergency management arrangements that is being conducted pursuant to recommendation 100 of the Inquiry.

Further Agency structural changes

Our ExecDiv prepared Orders to establish the new Tasmanian Health Service as of 1 July 2015, and to fully integrate Service Tasmania into DPAC.

Improving Tasmania's energy efficiency

TCCO worked closely with the Department of State Growth and Department of Health and Human Services to develop a suite of initiatives to improve Tasmania's energy efficiency, which were announced as part of the Tasmanian Energy Strategy released in May 2015. These initiatives included an investigation into mechanisms for facilitating investment in business energy efficiency, an information provision program, a small-scale electric vehicle demonstration project, a pilot program to reduce energy costs for aged care facilities and energy efficiency programs to reduce energy bills and improve comfort and health outcomes for vulnerable customers.

In addition, responsibility for energy efficiency policy and projects was transferred from the Department of State Growth to TCCO. This includes whole-of-government coordination of the design and implementation of the above energy efficiency initiatives, as well as providing advice to the Minister for Energy on local and national policy issues.

TCCO also contracted Planet Footprint to supply software to efficiently monitor energy use and emissions from Government assets, facilities and vehicles. A full inventory of data across all agencies was undertaken.

Family Violence

CSR worked jointly with the PolDiv as members of the inter-agency Family Violence Taskforce, which provided advice to the Family Violence Cabinet Committee on an action plan to reduce and respond to family violence in Tasmania.

CSR coordinated the Expert Consultative Committee, and supported the Minister for Women in holding a community workshop on 19 June 2015 to inform the development of the *Safe Homes, Safe Families: Tasmania's Family Violence Action Plan 2015-2020*.

ICT governance and policy development

Our OeG supported whole-of-government governance arrangements for ICT and information, in particular the activities of the ICT Policy Board. Also during the year it:

- undertook a review of the Tasmanian Government ICT Strategy (in order to implement the Government's priorities and agenda) and supported agencies in implementation planning and monitoring
- reviewed the current Information Security Framework and progressed the development of a contemporary ICT Security Framework
- progressed the development of a Tasmanian Government Open Data Policy
- supported the implementation of the Stats Matter Strategy, in particular through participation in the DHHS Strategic Information Review Project.

WORKING CLOSELY WITH THE TASMANIAN COMMUNITY

National Plan to Reduce Violence Against Women – Community Launch

Our CSR continued to play a leading role in the implementation of the *National Plan to Reduce Violence Against Women and their Children 2010-2012* (the National Plan) in Tasmania. The Second Action Plan of the National Plan has a strong focus on initiatives to improve the understanding of the diverse experiences of violence, such as the experiences of culturally and linguistically diverse women.

On 4 May 2015, the Minister for Women launched *Moving Ahead: Tasmania's Second Implementation Plan* of the National Plan. Tasmania's Second Implementation Plan of the National Plan was developed in consultation with the Tasmanian National Plan Consultative Committee, as well as key stakeholders in the disability and culturally diverse sectors. The launch event was organised in collaboration with the Migrant Resource Centre (Southern Tasmania) and was attended by students from Migrant English language programs.

Aboriginal Affairs

The Premier is engaging in a number of statewide consultation sessions with the Aboriginal community to learn first-hand the issues that are of concern. Based on the issues raised from these consultations, a framework to 'reset' the agenda will be developed.

Responsibility for the delivery of infrastructure services on Cape Barren Island and remote Indigenous housing on both Cape Barren Island and Flinders Island was transferred from the Commonwealth to the Tasmanian Government in August 2014. The OAA, in partnership with Department of Health and Human Services and Housing Tasmania is working with the Cape Barren Island Aboriginal Association and the Flinders Island Aboriginal Association to establish management regimes for the long term delivery of these services on the Islands.

Red Cross Bushfire Appeal

Our OSEM continues to support recovery from the 2013 bushfires by administering payments from the Red Cross Appeal on behalf of the independent Distribution Committee.

Dealing with Violent Extremism

We, together with the Department of Police and Emergency Management, liaised with Tasmanian community groups to discuss how best to strengthen social cohesion and prevent radicalisation to violent extremism.



Coastal adaptation and planning

Our TCCO, in collaboration with the Hobart City Council and the Huon Valley Council, implemented the Tasmanian Coastal Adaptation Pathways (TCAP) project with the communities of Nutgrove Beach, Long Beach and Garden Island Creek. The project involved workshops with community members to consider the risks of coastal hazards currently and into the future with a changing climate, and to agree on the community's preferred 'pathway' for adapting to those risks. Community-specific reports documented the project findings, including details of the nature and extent of risk, the preferred pathway, and implications for future planning, funding and action. The reports were provided to the Councils and will be publicly released for broader community consideration.

TCCO also worked with OSEM, other relevant Government agencies and Tasmanian councils on a number of policies, tools and processes to support coastal planning and adaptation. This included supporting OSEM to procure additional LiDAR (Light Detection and Ranging) data for vulnerable coastal areas and develop coastal hazard policy and guidance for the planning system.

Assisting the Agricultural industry to adapt to climate change

Our TCCO supported DairyTas to deliver the Fert\$mart program across all Derwent Valley dairy farms. The program helps farmers regulate their fertilizer and irrigation use to suit climactic variations, increase pasture yield and reduce costs. The program has also helped reduce nutrient losses and greenhouse gas emissions. We also partnered with the Department of Primary Industries, Parks, Water and Environment on a project to integrate climate projections with enterprise suitability modelling to spatially model where five crops – poppies, wheat, potatoes, wine grapes and barley – could be grown productively in the future.

Building community capacity

Our TCCO administered remaining payments under the final round of its community grants programs. Payments were made to seven projects under the Earn Your Stars program, designed to help communities to reduce their carbon footprint and four projects under the Climate Connect adaptation grants program.

In 2014-15, we supported 21 stakeholder meetings and public events across the State, involving over 500 attendees. This included us giving nine presentations to over 200 people.

We released five editions of TCCO's newsletter and improved its format and function to standardise its appearance across email applications, and make it more user friendly, easier to subscribe/unsubscribe to, and more efficient to administer. Support for TCCO's Facebook page continued to grow, with the number of 'likes' reaching 449 – up from 414 in 2013-14.

TCCO commenced a major review of its website to give it a new 'look and feel' and make it more user-friendly. Content is being updated and integrated across the TCCO's two current websites, and new features will be added, including email subscription, Facebook feed and events/calendar functions.

POSITIONING FOR THE NEXT WAVE OF REFORMS

White papers

Our PolDiv provided whole-of-government leadership in supporting the Tasmanian Government's participation in the Australian Government's White Paper on the Reform of the Federation process.

The Australian Government committed to producing a White Paper on the Reform of the Federation (Federation White Paper) and Tax Reform (Tax Reform White Paper) within two years of being in Government. The Australian Government has indicated that it will take the reform actions of the White Papers to the next Federal election.

GETTING ON WITH CORE BUSINESS

Intergovernmental relations

The PolDiv led performance reporting on National Agreements and National Partnerships arising from the Intergovernmental Agreement on Federal Financial Relations and the COAG Reform Agenda. Our PolDiv also coordinated Tasmania's input into the Productivity Commission's annual Report on Government Services.

Our PolDiv represented Tasmania in a range of national forums, including those relating to deregulation, infrastructure, federalism, tax reform, and accountability and reporting frameworks.

Inquiries

During the year we assessed 145 inquiries being undertaken by the Tasmanian and Australian Parliaments and other bodies such as the Productivity Commission. Where necessary, we coordinated whole-of-government submissions or referred inquiries to other agencies for appropriate action. We also developed a whole-of-government approach to inquiries and reviews and continues to work with agencies to support implementation of this approach.

Trade and Treaties

Our PolDiv coordinated whole-of-government responses to major trade negotiations in 2014-15. These included:

- Japan-Australia Economic Partnership Agreement
- China Australia Free Trade Agreement
- Trans-Pacific Partnership Agreement
- World Trade Organisation Government Procurement Agreement
- Australia India Comprehensive Economic Partnership Agreement
- Environmental Goods Agreement.

We also coordinated Tasmanian Government responses to the Australian Government reports to the United Nations Committees on existing treaty obligations including:

- Convention on the Elimination of all Forms of Discrimination Against Women
- Convention against Torture and Other Cruel, Inhuman or Degrading Treatment or Punishment
- International Convention on the Elimination of All Forms of Racial Discrimination
- International Covenant on Economic, Social and Cultural Rights.

Community policy advice

Our CSR provided policy advice to the Premier, Minister for Aboriginal Affairs, Minister for Women, Minister for Education and Training and the Parliamentary Secretary to the Premier on a range of government policy priorities and issues.

We coordinated policy advice, reviews and implementation through coordinating a number of Interdepartmental Committees (IDCs) including those related to the National Plan to Reduce Violence Against Women, National Disability Insurance Scheme, Carer Policy, Multicultural Policy, and the LGBTI Government Reference Group.

Terrorism

Our OSEM has continued to support the State's representation on the Australia-New Zealand Counter Terrorism Committee, Australia-New Zealand Emergency Management Committee and the State Emergency Management Committee (and associated sub-committees).

Governor's appointment and Parliamentary matters

Our ExecDiv was closely involved in the process to appoint the new Governor, including extensive liaison with Government House, and ensuring that all constitutional and lawful requirements were met.

Preparing for climate change

Building on the previous Regional Climate Change Adaptation Project (RCCAP), our TCCO worked with the Southern Tasmanian Councils Authority, the Northern Tasmania Development and the Cradle Coast Authority to develop regional adaptation strategies for the North and North-West regions, and corporate council adaptation plans for all 17 councils in those regions. The regional adaptation strategies provide an overview of risks and responses for each region, while corporate adaptation plans assess climate related risks to assets, infrastructure and communities.

We released a suite of online resources to support local government adaptation and community-based coastal adaptation. The resources were developed through RCCAP and the TCAP project. Using Natural Disaster Resilience Program funding, we also worked with pitt & sherry to develop the online version of the ClimateAsyst tool for infrastructure and asset managers. TCCO commenced work with the Department of Health and Human Services to develop tools and resources for the aged care sector to increase capacity to respond to heatwave events.

In May 2014, the Australian Government released the *State and Territory Greenhouse Gas Accounts* for the period 2012-13. TCCO conducted an analysis of Tasmania's emissions compared to previous years, to other jurisdictions and relative to the State's legislated emissions reduction target of 60 per cent below 1990 levels by 2050. For the first time, the data included emissions for the forest management sub-sector which, in Tasmania, have decreased dramatically over the past 10 years to become a carbon sink. As a result, Tasmania's total emissions in 2012-13 reduced to 1.7 mega-tonnes of carbon dioxide equivalent – which means the State has achieved (and exceeded) its legislated target several decades early.

TCCO contributed to a number of national policy forums and processes. For example, we participated in state and territory engagement groups for the Australian Government's Emission Reduction Fund (ERF) and the Clean Energy Regulator (CER).

TCCO participated in the National Greenhouse Gas Inventory Committee and a National Climate Change Adaptation Research Facility coastal risk project steering committee. We also provided policy advice to the Minister for Energy and the Minister for Environment, Parks and Heritage to inform Tasmania's participation on the Council for the Australian Governments (COAG) Energy Ministers Council and the national Meeting of Environment Ministers.

Mobile device use

TMD commenced re-packaging and tailoring mobile services from April 2014 on a whole-of-government basis, to meet the increasing demand of Government mobile devices data requirements and lower costs. As a result, with extensive agency consultation on business requirements, we have been able to lower Government wide mobile device operating costs, while doubling the delivery of data throughput to the whole-of-government mobile devices.

Whole-of-Government ICT initiatives

OeG worked with TMD to progress the Networking Tasmania (NT) III project, in particular development of a Tasmanian Cloud Policy and associated discussion papers and with the Department of Treasury and Finance to improve ICT procurement through release of a revised panel contract for ICT products and a review of current arrangements for ICT services.

Policy services to the Premier and Cabinet

Our PolDiv led on, or contributed to, the provision of advice on a range of other policy areas in addition to those already highlighted. These included significant emerging issues and priorities such as Aboriginal affairs, economic development, housing and homelessness, early childhood and addressing the use and supply of crystal methamphetamine (ice) in Tasmania. During the year we provided advice on 185 Cabinet Minutes and Draft Cabinet Minutes.



Strategic Goal 2

To provide comprehensive, timely and accurate services that support Government.

DELIVER ELECTION COMMITMENTS

Develop a framework for monitoring and reporting on election commitments

Our PolDiv worked with agencies to develop and to co-ordinate a framework for reporting to Cabinet on the Government's *Our Plan for the Next 365 Days* and election commitments.

Legislation as a result of election commitments

The OPC assisted the Government to deliver its election commitments by producing new and amending legislation and advice on legislative matters, including legislation and advice in furtherance of the Government's 100-day, and 365-day plans. During the year 42 Acts were passed and 115 Statutory Rules were notified in the Tasmanian Government Gazette.

Significant legislation passed by Parliament during the year included the *Forestry (Rebuilding the Forest Industry) Act 2014*, the *Firearms (Miscellaneous Amendments) Act 2015*, the *Sentencing Amendment (Assaults on Police Officers) Act 2014*, the *Tasmanian Qualifications Authority Amendment Act 2015* and the *Workplaces (Protection from Protesters) Act 2014*.

Integration of Sport and Recreation Tasmania

Our CorpServ assisted CSR with the successful integration of Sport and Recreation Tasmania into the Department, including taking responsibility for the strategic property management of key assets comprising the Silverdome, Warkworth Park and Camp Banksia.

Ministerial Transport Service

Our CorpServ implemented a more efficient and effective Ministerial Transport Service that is on track to achieve a 20 per cent reduction in operating costs.

SUPPORT THE CURRENT REFORM AGENDA

COAG Disability Reform Council

Our CSR continued to prepare and coordinate briefings for the COAG Disability Reform Council (in collaboration with the Department of Treasury and Finance and the Department of Health and Human Services).

Counter-terrorism and emergency management response and advice

Our OSEM worked with the Australian Government and other jurisdictions regarding the policy response to the evolving threat from terrorism, including the issue of Australians travelling to Syria and Iraq to engage in hostile activity.

We managed Tasmanian input to amendments to national counter-terrorism legislation in accordance with decisions of COAG.

We prepared Tasmanian Government submissions to numerous reviews and inquiries relating to counter-terrorism and emergency management, including the Productivity Commission's Review of Natural Disaster Funding Arrangements, the review of terrorism insurance arrangements and the review of the Triple Zero arrangements.

WORKING CLOSELY WITH THE TASMANIAN COMMUNITY

Australia Day program

The 2015 Australia Day program was embraced by Tasmanians, with celebrations held across the State.

The Department continued to support the important role played by councils, running a grants program, providing Australia Day Ambassadors for community events and delivering a State Conference in Launceston to share information and ideas. The Premier's Australia Day Address saw Will Hodgman announce the Government's intention to reset its relationship with Tasmanian Aboriginal people. Guest speaker Fred Chaney AO delivered the 2015 address entitled: *Australia – are we ready for reconciliation?*

TasALERT

The TasALERT emergency website and social media continued to provide public access to information in emergency situations. During the storms and flooding in July 2014, TasALERT provided information from across Government, with posts dealing with issues ranging from Bureau of Meteorology updates and power outages to road and school closures. The Department continued to improve the accessibility of the site and worked with TasDeaf to publish a series of Auslan videos of resilience and warning information.

State Funeral – His Excellency, the Honourable Peter Underwood AC

The State Protocol Office managed a State Funeral in July 2014 for His Excellency, the Honourable Peter Underwood AC, who passed away while in office. National representation on the day included all state and territory Governors and administrators, along with His Excellency the Governor-General and Lady Cosgrove and former Governor-General Jeffrey.

Visit of the Chinese President, His Excellency Xi Jinping, and his wife Madam Peng

The Department played a major role in the visit to Tasmania by Chinese President, His Excellency Xi Jinping, and his wife Madam Peng, on 18 November 2014. This once in a generation opportunity to strengthen connections between China and Tasmania substantially raised the State's profile with potential investors and visitors due to the extensive media exposure locally, nationally and internationally.

Other Official Visits

The Department also hosted or provided assistance to 20 other important official visits during the year, including six related to the visit of the Chinese President, and six official functions across the State.

GETTING ON WITH CORE BUSINESS

National Terrorism Public Alert Level

Our OSEM worked with the Department of Police and Emergency Management in relation to the Tasmanian response to the raising of the *National Terrorism Public Alert* Level to HIGH in September 2014.

Modern Communications Project

Working collaboratively with agencies to ensure they can provide optimum services to the community, TMD continued to decommission and replace older telephony equipment across the whole-of-government with a focus on assisting the Department of Health and Human Services' remaining sites and hospitals to migrate over to the new Modern Communications Program VoIP platform.

TMD continued to provide whole-of-government email as a service and hosted 38 568 mailboxes for both crown and non-crown Government entities.

TMD maintained the whole-of-government mobile fleet of 11 100 services on behalf of its customers and renegotiated a further 2 year agreement under the supplier's current contracts.

Corporate Application Support

TMD provided a single cost effective and specialised Corporate Application Support (CAS) team, supporting ten agencies in the Tasmanian State Service through delivering and maintaining government-wide business and administration systems. The CAS team engaged eight individual system vendors to supply ten shared application platforms. TMD provided technical support, system/application configuration and administration, user and data management, as well as hosting where required.

Data Centre

TMD has assisted agencies to transition from the Government's in-house Bathurst Street data centre to newly established commercially supplied facilities, and will continue to do so throughout the 2015-16 period. TMD established a panel of three commercial data centre suppliers and commenced providing additional services such as Infrastructure-as-a-Service (IaaS) as part of the ongoing tendering process for the Government's Tasmanian Cloud platform.

Tasmanian Legislation Website

The OPC maintained an up-to-date electronic database of Tasmanian legislation, provided public access to legislation via the Tasmanian Legislation Website and managed contracts for the printing of the Tasmanian Government Gazettes and legislation.

Right to information requests

The complexity and volume of Right to Information requests for assessed disclosure of information has increased substantially, with 73 requests received, in comparison with 28 for the previous financial year. Responding to these requests requires considerable resources.

Strategic Goal 3

To work across Government and with communities to build individual and community capability, increase participation in sport, physical activity, recreation and community life, and develop Tasmania's high performance athletes.

DELIVER ELECTION COMMITMENTS

Our CSR negotiated key performance indicators, developed funding agreements and provided grants to community organisations to deliver 87 Election Commitments with a value of \$7.3 million. CorpServ administered the grant funding.

Recognising and supporting Tasmanian veterans

CSR implemented the following election commitments:

- Established the Teddy Sheean Memorial Grants Program comprising an allocation of \$100 000 to ex-service organisations and clubs for the purpose of undertaking minor capital works;
- Continued to support the Frank McDonald Memorial Prize, to ensure Tasmanian students are given the opportunity to undertake an overseas study tour to the battlefields of the Western front;
- Provided an additional \$100 000 to the Returned and Services League (RSL) in recognition of the value of RSL to our ex-service men and women;
- Provided funding of \$100 000 through the Cadet Infrastructure Grants program to the three service arm cadet organisations; and
- Provided \$20 000 for a pilot program to provide direct assistance, advice and support to ex-servicemen and women tailored to their specific needs, to enable them to find employment.

Carers

CSR supported Carers Tasmania in the establishment of the Carers Advisory Council in 2014-15, to support the interests of carers and contribute to the implementation of the *Tasmanian Carer Policy* (2013) and the *Tasmanian Carer Action Plan* (2013-2018).



Men's sheds

CSR administered a Men's Shed Association Grants Program to support the sustainable development of Men's sheds in Tasmania. The program provides grants of up to \$5 000 for shed development. Men's sheds aim to provide men with a safe supportive environment to improve their physical and mental health and well-being through working on projects to benefit local communities.

Mobile food vans

CSR administered an additional \$60 000 for mobile food vans in Hobart, Devonport and Launceston to provide an essential safety net for vulnerable Tasmanians who are homeless.



WORKING CLOSELY WITH THE TASMANIAN COMMUNITY

LGBTI Consultation

CSR led the consultation on the review of the Whole-of-government Framework for Lesbian, Gay, Bisexual, Transgender and Intersex (LGBTI) Tasmanians.

Multicultural Policy

CSR supported implementation of the Tasmanian Multicultural Policy and Action Plan and formed a Multicultural Community Reference Group to advise the Government on the implementation of the Policy.

DPAC also administered a Grant Deed with the Multicultural Council of Tasmania for the purpose of representing people from diverse cultural, linguistic and religious backgrounds.

CSR jointly chair the Tasmanian Settlement Network with the Australian Government, which aims to deliver improved settlement outcomes for migrants through enhanced intergovernmental and community collaboration and coordination. During the reporting period there was a focus on priority matters affecting settlement outcomes and, in particular, strategies to improve employment outcomes for former humanitarian entrants.

We represented the Government on the Senior Officials Settlement Outcomes Group, which provides a forum for senior officials from the Australian, state and territory Governments, as well as Local Government, to consult on a range of settlement issues, including strategies to improve social cohesion in Australia.

We also supported a range of events promoting inclusive communities including Harmony Day, Refugee Week, Human Rights Day, Chinese New Year, Festa Italia, Estia Festival, Citizenship Ceremonies and the International Wall of Friendship.

Inclusive Ageing

CSR continued to support the *Inclusive Ageing Strategy 2012-14* which forms part of the overarching response of the Government to support a more socially inclusive society in the context of an ageing population. The key objective of the Strategy is to increase the capacity for all older people to be fully included in community life, particularly those who are socially excluded or at risk of becoming so.

Work was undertaken with local councils to raise awareness of the World Health Organisation's Age-friendly cities and communities program. We worked with Neighbourhood Houses Tasmania on a living affordability project and undertook research on the way in which information can be provided to older persons in an accessible format at the right time.

CSR provided funding to the Council of the Ageing Tasmania (COTA Tas), to represent and advocate for the interests of older people living in Tasmania, as well as undertake and disseminate research and other information of significance to older Tasmanians. We also provided funding to COTA Tas to coordinate the Seniors Week Program of Events. In 2014 more than 450 events were held across Tasmania to celebrate the valuable contribution of older people to the community.

Volunteering

Funding was provided to Volunteering Tasmania (VT) to enhance community volunteering. VT assists organisations in volunteer management, supports pathways to volunteering for all members of the community and provides research on trends in the volunteering sector. In addition, VT produces a *State of Volunteering* report every two years. The social, economic, and cultural value of volunteering to Tasmania in 2014 has been conservatively estimated at \$4.9 billion.

Tasmanian Women's Plan

CSR continued to support the implementation of the *Tasmanian Women's Plan 2013-18* with significant achievements being the release of the *Women and Girls in Tasmania Report* in September 2014. The Report provides a unique baseline profile of women and girls in Tasmania that brings together a range of data covering six outcome areas, and will assist in tracking progress in achieving equality for women and girls in Tasmania over the coming years. We provided secretariat and policy support for the Tasmanian Women's Council to oversee implementation of the plan. A progress report on implementation of the Plan may be found on-line at: http://www.dpac.tas.gov.au/divisions/csr/policy/our_policies/tasmanian_womens_plan

CSR undertook work on a *Women on Boards Strategy 2015-20* which is a five year strategy for improving gender equity on Tasmanian Government boards and committees.

Disability Framework for Action

CSR supported State agencies to develop their Disability Action Plans. These Plans identify specific actions to improve outcomes for people with disability across a range of areas including disability awareness and responsiveness, access to facilities, information, employment policy development and service delivery. All departments provide an annual report to the Premier's Disability Advisory Council on their progress. These reports may be accessed on line at:

http://www.dpac.tas.gov.au/divisions/csr/policy/our_policies/disability_framework_for_action

We provided policy and secretariat support to the Premier's Disability Advisory Council, to assist the Premier and Government to implement the Disability Framework for Action.

Children and young people

CSR provided support to the Tasmanian Youth Parliament (TYP), which is part of a national youth development program that provides young people aged 15-24 with a forum to express their aspirations for the future of the State. The 2015 TYP involved 51 participants from years 10, 11 and 12.

We administered and coordinated National Youth Week (NYW) celebrations in Tasmania. NYW was held between 10 and 19 April 2015. The aim of NYW is to celebrate and recognise the value and contributions that young Australians make to their community. CSR administered a NYW Grants Program which provided funding to 22 recipients to hold events and activities across Tasmania.

We provided funding to Youth Network of Tasmania (YNOT), the peak body for the non-government youth sector in Tasmania, to support its work in involving young people and service providers in identifying and responding to youth issues, and providing advice to Government. This includes convening Tasmanian Youth Forums on identified issues of concern to young people. We also provided specific funding to YNOT to consult on development of a Youth Suicide Prevention Strategy for Tasmania. A 'Mental Health Matters' Forum was convened in March 2015, and the outcomes will be used to inform the Strategy.

Tasmanian Early Years Foundation

The Tasmanian Early Years Foundation (the Foundation) is established under the *Tasmanian Early Years Foundation Act 2005* to support the wellbeing, learning and development of Tasmania's young children aged 0-6 years. The Foundation has three functions: promoting the importance of the early years; providing grants for early years initiatives; and supporting research into the early years. The Foundation produces its own annual report which provides further details on its activities, and can be accessed from the Foundation's website at www.earlyyears.org.au.

Tasmanian Community Fund

The Tasmanian Community Fund was established in 1999 to provide grants to not-for-profit organisations. In 2005, Parliament passed stand-alone legislation which governs the Fund's operations. The Fund provides grants to community organisations that make a difference by improving the social, environmental and economic wellbeing of the Tasmanian community. The Fund produces its own annual report which can be accessed from the Fund's website at <http://www.tascomfund.org>

Electricity Hardship Fund

On 31 March 2014, following reforms to the electricity retail sector, CSR assumed responsibility for administration of the Electricity Hardship Fund previously administered by Aurora Energy. Under the Grant Deed the Salvation Army administers the Fund and makes payments to energy retailers on behalf of eligible customers experiencing financial hardship.

Emergency Food Relief

CSR undertook a review of Tasmanian Government funded emergency food relief (EFR) which focused on the role of services in providing statewide food re-distribution, including demand drivers for EFR, and the costs and benefits of the existing food redistribution system. The review provided recommendations on future service delivery.

In 2014-15, as a result of the review, \$150 000 was provided to fund three organisations (Foodbank of Tasmania Inc, SecondBite and North West Environment Centre on behalf of Produce to the People Tasmania) to assist with the operational costs of distributing surplus and donated food to charitable and non-profit organisations that deliver emergency food relief, for the purpose of improving access to quality, safe and nutritious food for households at risk of food insecurity.

GETTING ON WITH CORE BUSINESS

Programs and Services

Our CSR continued to deliver a range of programs and services that enable Tasmanians to participate in the community including: the Seniors Card Program, Companion Card Program; and a Tasmanian Government Discounts and Concessions Guide.

Other programs included the Tasmanian Honour Roll of Women, International Women's Day events, support to the veteran and ex-serving community and the commemoration of the Centenary of World War One to deliver appropriate recognition to Tasmanians.

Grants and Funding Agreements

CSR administered 339 funding agreements and disbursed approximately \$29 million. This included 10 grant programs, which received 296 applications to a value of \$2.6 million.

Tasmanian Institute of Sport

The Tasmanian Institute of Sport continued to develop Tasmania's high performance athletes through four National Training Centre programs (cycling, hockey, rowing and athletics) and three Elite Development programs (canoe slalom, netball and sailing). In total 87 athletes received scholarship support from the TIS with an additional 30 athletes receiving developmental opportunities through involvement with Emerging Talent program activities.

During the reporting period, 18 athletes achieved top eight placings at Benchmark international sporting events which exceeded the set target by three.

Participation – Premier's Physical Activity Council

Our CSR supported the Premier's Physical Activity Council to implement *Tasmania's plan for physical activity 2011-21* with key achievements being:

- Delivering a local government forum in partnership with the Devonport City Council;
- Presenting at the Local Government Association of Tasmania's Planning for Healthy Communities forums;
- Delivering the 2014 Medibank Active Tasmania Awards;
- Working with the University of Tasmania's Faculty of Education to influence Bachelor of Education students to implement teaching practices that encourage physical activity amongst school students; and
- Developing the 'move more, sit less' campaign to promote regular physical activity and reduce sitting time.

Sport and Club Development

CSR worked to develop the capacity of State sporting organisations and clubs by:

- Assisting four sports with governance reviews (basketball, golf, equestrian and badminton);
- Producing online the strategic and operational planning toolkit and good governance guide for sporting organisations;
- Delivering a Social Media Policy for Sport forum (41 attendees);
- Delivering three community sport governance forums throughout the State (106 attendees);
- Conducting of six Member Protection Information Officers courses (85 participants); and
- Including sports integrity requirements as a key component of funding agreements with relevant state sporting organisations.

CSR supported the development of a safe, fair and inclusive sport and recreation sector by:

- Implementing the Tasmanian Ethics in Sport Framework;
- Implementing initiatives and projects under the Tasmanian Sport and Active Recreation Framework for People with Disabilities; and
- Developing and supporting opportunities for Tasmanian Aboriginal people and communities to participate in sport, recreation and physical activity.

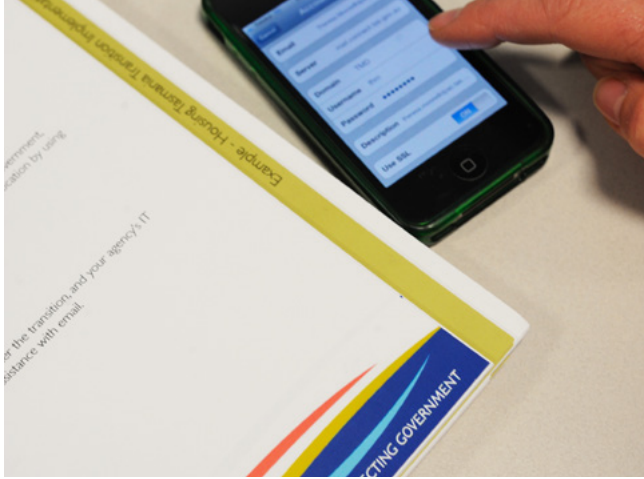
Sport and Recreation Infrastructure

CSR supported the provision of well-planned facilities and environments that increase participation in sport, physical activity, recreation and community life by:

- Facilitating Council/School partnerships in order to maximise the use of facilities;
- Undertaking state sporting facility strategies to inform future development of infrastructure;
- Providing strategic assistance to support track and trail development; and
- Supporting and providing input into facility planning.

Strategic Goal 4

To provide comprehensive, timely and effective services that support a modern and efficient State Service.



DELIVER ELECTION COMMITMENTS

Tasmanian Cloud

TMD via tender and commercial arrangement established Tasmanian Cloud-based services for whole-of-government ICT hosting of applications within 'On Island' infrastructure. This service is currently being made available via the existing NTII Wide Area Network as a means of connectivity and access. TMD is currently in negotiations regarding upgrading the NTII MPLS core network with the next iteration to be known as NTIII, providing greater connectivity and flexibility to access and utilize the Tasmanian Cloud infrastructure.

ESTABLISH THE NEW MACHINERY OF GOVERNMENT

Sport and Recreation Tasmania IT Environment Integration

With the transfer of Sport and Recreation Tasmania (SRT) to the Department, DPAC integrated the IT environment of new sites in Hobart and in the North of the State, including the Silverdome. The transition also included migration of all SRT computers into our Standard Operating Environment (SOE) and transition of all SRT Connect-V phone services to the Department.

SUPPORT THE CURRENT REFORM AGENDA

Service Tasmania Integration

SerTas managed the successful transition of the Service Tasmania Shops, contact centre and operational support staff into DPAC with the support of the corporate services divisions within DPAC and the Department of Primary Industries, Parks, Water and the Environment (DPIPWE). The consolidation will take effect from 1 July 2015 and aims to streamline the management and increase the efficiency of Service Tasmania. The planning commenced in January 2015.

Tasmanian Government Contact Centre

The Tasmanian Government Contact Centre Project continued to add additional contact points, including general enquiries calls for DPIPWE and the Parks and Wildlife Service. Work is underway to transfer the Transport Enquiry Service from the Department of State Growth. This service will be fully operational from 1 July 2015 and is expected to result in an additional 130 000 calls per annum.

Managing positions in the State Service

Managing Positions in the State Service (MPSS) was released by the Head of the State Service in September 2014. This provided the tools to assist Heads of Agencies meet the Government's commitment to have a more productive and effective Tasmanian State Service through reducing employee related expenses and to ensure that the State Service:

- Delivers the right services to meet the needs of the community when these needs can only be satisfied by Government.
- Is lean and uses public resources as wisely and efficiently as possible to get the best return for Tasmania.
- Has the right people, with the right skills and knowledge, in the right positions to deliver these services.

Under MPSS agencies undertook internal vacancy management and had access to whole-of-service Vacancy Control, Targeted and Negotiated Voluntary Redundancies (TNVR) and the Workplace Renewal Incentive Program (WRIPS).

WORKING CLOSELY WITH THE TASMANIAN COMMUNITY

George Town Hub

In December 2014, Service Tasmania relocated its service centre to the George Town Hub. The Hub makes an important contribution to educational, health and social wellbeing outcomes in the George Town area through the integration of government services under one roof.

Customer Satisfaction – Service Tasmania

SerTas continued to seek feedback from its customers through a twice yearly Customer Satisfaction survey. Customer satisfaction overall with them remained high with 91.6 per cent (December 2014) and 93.5 per cent (June 2015) of customers being satisfied or very satisfied with their most recent SerTas experience.

Services provided by Service Tasmania shops

SerTas continues to work in partnership with Tasmanian Government agencies to identify and develop new services, and form partnerships with Australian and local government organisations to deliver services. SerTas delivers services for all government agencies and has partnerships with 39 other organisations including Commonwealth Government departments, local councils, and Government Business Enterprises and commercial groups.

GETTING ON WITH CORE BUSINESS

Workplace Health and Safety

SSMO and TMD are currently working with the Departments of Primary Industries, Parks, Water and Environment and other departments, to pilot a Work Health and Safety Incident Reporting and Hazard Identification System. Depending on the recommendations from the pilot the Module will be rolled out as an integrated module within the current Human Resource Management System.

SSMO also partnered with the Menzies Institute for Medical Research to undertake a pilot research project to reduce work stress through mindfulness practices.

SSMO is also facilitating a whole-of-government workgroup to consider more proactive and collaborative use of the Employee Assistance Program to build resilience.

Tasmanian State Service careers website

The Tasmanian State Service careers website was updated to provide a modernised interface; increased access to information, and strengthened website security. Procurement of a new platform to simplify and improve efficiency of recruitment processes across the State Service was undertaken and will be implemented in 2015-16.

Video conferencing technologies

TMD has been working with our whole-of-government telephony providers in establishing new Video Conferencing technologies for the interconnection of strategic Government sites and locations. This is expected to reduce the need for some staff travel and associated costs, and reduce the carbon emissions footprint of the Government's normal operations.

Whole-of-Government wide area network

TMD is currently specifying and negotiating the new NT III Whole-of-Government Wide Area data network, the third iteration of the Government Wide Area Network providing inter-site and inter-agency /department data connectivity. This network is provided by multiple suppliers and uses various types of technologies to provide whole of island connectivity to the routing core across private infrastructure. It also serves as a means of connectivity to both the Tasmanian Cloud and Internet services.

Future Direction – Service Tasmania

In December 2014, the Government announced a Future Direction strategy for Service Tasmania to ensure Service Tasmania remains efficient and effective into the future, in an environment where the needs and expectations of the Tasmanian public and the Government are changing. The consolidation of Service Tasmania into DPAC was the first of five initiatives to be undertaken.

Industrial Relations (IR) Governance review

The governance arrangements for industrial relations in the State Service have been reviewed by SSMO and agencies to clarify the roles and responsibilities of industrial relations practitioners throughout the State Service. The governance arrangements that have been developed enable agencies to be more accountable for industrial relations outcomes while also allowing SSMO to focus to a greater degree on strategic industrial relations issues, development of industrial relations capability as part of the wider issues associated with people management, and achievement of productivities and workforce planning.

An industrial relations practitioner's network has also been established to build the capability on a variety of industrial relations related matters. The first meeting of the IR Network occurred in May 2015.



Jobs website

A total of 2007 vacancies were advertised via the Government Jobs Website over the reporting period. The Site attracted an average of 41 159 unique visitors each month for the year, representing a slight decrease on the previous year from an average of 49 878.

The Tasmanian Government e-Recruitment Project completed a two-stage procurement process to upgrade the technical infrastructure of the Site. This upgrade will provide additional functionality for a modern job-seeker experience, and provide agencies with an enhanced recruitment workflow.

Contract negotiations were underway with the preferred Tenderer as at the end of the financial year. Following a successful contract negotiation, implementation is expected to commence in the second quarter of the 2015-16 financial year.

Integration and automation of HR Systems

Following an external review of State Service agencies' human resources transaction and information databases (Empower), SSMO has worked with agencies to develop a business case to reform these services. That business case has now been completed with the intention over 12 months to standardise the configuration of the databases and automate transactions wherever possible.

Service Tasmania

SerTas delivered a range of services to the Tasmanian community on behalf of State, Commonwealth and local government organisations. Services were delivered over-the-counter (through 27 Service Tasmania service centres); over-the-phone (through the Tasmanian Government Contact Centre and electronic bill payment facilities); and over-the-Internet (through Service Tasmania Online).

During 2014-15, customers were able to access 614 services at Service Tasmania service centres. Customers carried out 1 585 947 transactions over the counter, representing \$177 126 066 in government revenue collected.

The Tasmanian Government Contact Centre answered 198 909 calls in 2014-15¹. Customers could pay 38 different types of bills over-the-phone or online, and 323 799 payments were made electronically in 2014-15. The total government revenue collected through the telephone and internet payment services was \$104 701 692.

The Client Update Service (CUS) allows Tasmanians to update their contact details with Government. A total of 66 928 notifications were made in 2014-15, primarily through the CUS and Motor Registry System interface.

An interface was developed for the Department of Treasury and Finance's State Revenue Office and launched as part of the new land tax system (Client View) in late July 2014. Work continues on the development of new interfaces for the Departments of Justice (MPES) and the Department of Health and Human Services. The implementation of these interfaces will reduce or remove the requirement for data entry within agencies.

During 2014-15, 3 953 Personal Information Cards (PICs) were issued by Service Tasmania. A major project to replace the PIC database was undertaken, primarily to provide additional administrative functionality and increased data security. The new system was implemented on 2 December 2014.

¹ This figure excludes calls received between 23 June and 30 June 2015 when contact centre software changeover occurred.

Building management capability

During the year, SSMO partnered with Department of Police and Emergency Management to prepare the inaugural State Service Strategic Management Program. The Program builds upon the existing Police Inspectors' Program and is accredited by the University of Tasmania. The Program will run from August 2015, and includes participants from both the State Service and the Police Service.

A skills audit of the senior executive was also undertaken. The Audit will inform the development of the Senior Executive Capability Program to be implemented from 2015-16.

Human Resource (HR) capability has an increased focus with SSMO undertaking a review into how agencies build HR capability. This review will interface with an inter-jurisdictional HR capability project being led by NSW Public Service Commission.

The State Government's partnership with the Australian New Zealand School of Government (ANZSOG) continues to be promoted with employees participating in the Towards Strategic Leadership and the Executive Fellows Programs.

The Training Consortium

The Training Consortium (TTC) supported the learning and development requirements of public sector agencies across all levels of government through the delivery of an extensive calendar of events. 113 events were delivered across the State with a total of 1 971 registrations. Events covered a broad range of topics including public administration, people and resource management, public policy, personal development and leadership. In addition TTC hosted a range of member networking activities aimed at sharing ideas across the membership and delivered or contracted 132 in-house courses on behalf of member organisations.

TTC also supported the delivery of the Public Sector Management Program in Tasmania and provided Secretariat and event management services to the Institute of Public Administration Australia (Tas) under a Service Agreement.

Employment Directions

During 2014-15 the following changes were made to Employment Directions (EDs) and the supporting Practices, Procedures and Standards (PPS):

Two instruments were revised and updated:

- On 17 April 2015, ED 17 Senior Executive Service and Equivalent Specialist Officers Administrative Arrangements and Conditions of Service; and
- On 29 October 2014, PPS 1 Agency-based fixed-term employment registers.

Three instruments were rescinded:

- On 28 August 2014, ED 25 State Service Vacancy Control Process (SSVCP) – which was replaced by Managing Positions in the State Service;
- On 21 November 2014, ED 19 Consultation in the Tasmanian State Services and the supporting Practices, Procedures and Standards; and
- On 28 August 2014, PPS 4 Targeted Voluntary Redundancy – which was replaced by Managing Positions in the State Service.

One instrument was amended:

- ED 17 – Senior Executive Service and Equivalent Specialist Officers Administration Arrangements and Conditions of Service was amended to include the option of an Allowance in Lieu of a Motor Vehicle (for eligible officers), Salary Sacrifice for Notated Leasing of a Motor Vehicle and to clarify delegation powers to the Head of the State Service relating to this ED.

People Matter Survey

SSMO (in a partnership with the Victorian Public Service Commission) coordinated the delivery and reporting of the *People Matter Survey* during May 2015.

The Survey collected data about Tasmanian State Service employees' perceptions on a number of workforce management and relationship areas, such as employee engagement, workforce behaviour, leadership, and capability and development.

Strategic Goal 5

To contribute to the wellbeing of local communities through the promotion of a vibrant and sustainable local government sector.

DELIVER ELECTION COMMITMENTS

Our LGD prepared and monitored election grant deeds for a wide range of community projects in municipalities such as Central Highlands, Circular Head, Clarence City, Flinders Island, Glenorchy City, Kingborough and Tasman.

ESTABLISH THE NEW MACHINERY OF GOVERNMENT

Our LGD also completed a number of regulatory reviews, resulting in the making of the *Burial and Cremation Regulations 2015*, *Local Government (Meeting Procedures) Regulations 2015* and the *Local Government (General) Regulations 2015*.

The *Local Government Amendment (Mayoral Candidate Eligibility) Act 2014* commenced on Royal Assent on 11 September 2014. This legislation removed the eligibility requirement that prevented people from nominating as a candidate for the office of mayor or deputy mayor unless the person had 12 months prior experience as a Tasmanian councillor.

SUPPORT THE CURRENT REFORM AGENDA

Natural hazards framework

OSEM developed a framework for mitigating the risks from natural hazards in the land use planning system. Elements of the framework have already been adopted by many councils in their interim planning schemes. The framework will form part of the single planning scheme that will replace more than 30 existing planning schemes, provide certainty for the community and encourage investment.

Role of local government project

The Role of Local Government Project has been a major reform initiative of the Premier's Local Government Council (PLGC). The project culminated in the development of the three-year Strategic Action Plan (SAP) which was endorsed by PLGC in May 2015. The SAP represents a framework to enhance the capability of local government in areas where there was an identified need including economic development, collaboration, governance and legislation. Implementation of the SAP commenced immediately. Our LGD played a major role in developing the three year strategy and is monitoring its implementation as well as driving a number of the initiatives contained within the SAP.



Voluntary Amalgamations and Strategic Resource Sharing

The Government has provided \$400 000 for councils to undertake feasibility studies for voluntary amalgamations and strategic resource sharing initiatives. LGD is actively involved in managing this major new initiative through the organisation of three regional forums for the Minister to outline the Government's reforms, liaising with councils, and appointing a tender panel to undertake the studies. Most councils have signed up to an examination of either amalgamation proposals or shared services arrangements.

WORKING CLOSELY WITH THE TASMANIAN COMMUNITY

Web-based training

LGD delivered a comprehensive package of web-based training programs for councillors in close cooperation with the Integrity Commission and the Local Government Association of Tasmania. An Memorandum of Understanding (MOU) was also signed between LGD and the Tasmanian Audit Office to promote financial sustainability and accountability in local government.

GETTING ON WITH CORE BUSINESS

Sustainability Objectives and Indicators (SOI) project

In December 2014, LGD released an evaluation of the Sustainability Objectives and Indicators (SOI) project. The evaluation found that there was strong support for a performance measurement system for councils in Tasmania but there was scope to enhance the format of the SOI report and the indicators used to assess the performance of the sector. In May 2015, the PLGC agreed to establish a Continuous Improvement Framework to replace the SOI project.

Local Government Division

LGD is responsible for investigating complaints under the *Local Government Act 1993*. Three major investigations were either completed or commenced in 2014-15. These take considerable time and resources and need to be undertaken to the highest standards. In addition to major investigations, LGD received 18 complaints in 2014-15 that are assessed for possible investigation, investigated, dismissed, or a direction provided. LGD had a successful prosecution of a councillor for failing to comply with the pecuniary interest provisions of the Act. It was the first successful prosecution in over a decade.

We continually monitor the sustainability of local government through analysis of the Auditor-General's report into the financial statements of councils and the production of the Local Government Performance Report. The report provides an analysis of local government from a financial, planning and community satisfaction perspective.

Every year LGD undertakes the Consolidated Data Collection. Data is collected from councils in electronic format, with councils required to complete a detailed spread sheet. The data which is collected is primarily financial and asset management data, planning and development data, and workforce statistics. We oversee the data collection, validation, storage and distribution of the data to the State Grants Commission, the Tasmanian Planning Commission, the Australian Bureau of Statistics, and the Local Government Association of Tasmania.

The LGD provides support to the Premier's Local Government Council (PLGC). The PLGC is the major forum for addressing statewide issues of concern to both state and local government. Three meetings were held during the year, each preceded by a PLGC Officials' Meeting.

Strategic Goal 6

To develop a supportive, innovative and productive workplace.

ESTABLISH THE NEW MACHINERY OF GOVERNMENT

Ministerial and Parliamentary Support

The Department ran a series of induction workshops for new members of Ministerial and Parliamentary Support (MPS) service this involved the corporate services managers travelling around the State and visiting MPS staff on-site.

SUPPORT THE CURRENT REFORM AGENDA

Right to Information – Disclosure log

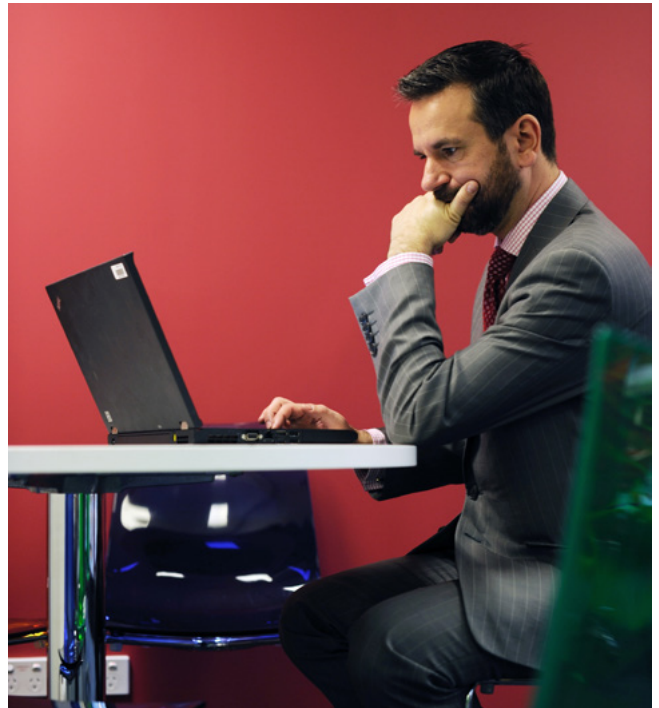
Our ExecDiv led the development of a new Policy regarding a 'disclosure log'. It provides that certain responses to requests for assessed disclosure of information under the *Right to Information Act 2009* are published online within 48 hours of being released to the applicant. This approach makes information released to an applicant available to a wider audience and increases Government transparency and accountability.

New Strategic Plan

Our senior staff worked together on a new Strategic Plan. The new plan sets out DPAC's role in leading the State Service to deliver the Government's priorities.

Ministerial Requests for Information

Our CorpServ developed an ICT solution streamlining Ministerial request for information. The new system increases our ability to provide timely responses from the Department.



WORKING CLOSELY WITH THE TASMANIAN COMMUNITY

Casual clothes for a cause

Our PolDiv, together with our OTS, coordinated our Casual Clothes for a Cause fundraising initiative. The Coordinators consulted staff across the Department to nominate charities to be included each quarter and liaised with the nominated charities about fundraising. The Coordinators also liaised with allocated representatives across every division/unit in the Department to promote current charities, plan events and activities, and collect and bank donations and forward them to the nominated charity.

In 2014-15 the initiative donated a total of \$4 869.45 to the following charities:

- April to June 2015 – CanTeen (\$1 543.45)
- January to March 2015 – Riding for the Disabled Association of Tasmania (\$1 027.70)
- October to December 2014 – The Dogs' Home of Tasmania (\$1 215.75)
- July to September 2014 – The McGrath Foundation (\$1 082.55).

GETTING ON WITH CORE BUSINESS

Graduate program

Our PolDiv oversees the DPAC Graduate Program. This Program provides recent graduates with a comprehensive introduction, training and experience in policy development across the Department. During their two year period of employment with DPAC, graduates undertake six-month rotations through a number of divisions. Five new graduates commenced their two year rotation in 2014-15 and two graduates exited the Program to positions in the State Service and non-government sector. During the year the DPAC Disability Graduate Program was integrated into the broader policy graduate program, which has improved mentoring support, networking and training opportunities and exposure to divisional operations for the disability graduate.

Policy development

Our ExecDiv developed new Departmental Gifts, Benefits and Hospitality Guidelines, a new Conflict of Interest Policy, a new Delegations Policy, and a Declaration of Interests Policy (applying only to Senior Executives and the Head of Agencies). The Personal Information Protection Policy was also revised.

Plain English program

Staff across the Department took part in a plain English pilot to improve how we brief and advise Ministers and communicate with the Tasmanian community.

Leadership program

Senior State Servants took part in a leadership forum with senior members of the Hawthorn Football Club. The Department organised the forum with guest speakers Hawthorn coach Alistair Clarkson and captain Luke Hodge. The forum focused on how Hawthorn improved its organisational culture and lessons that could apply to the State Service.

Staff mobility program

The Department introduced a staff mobility program to ensure we are more responsive in delivering policy priorities and to improve staff skills and build relationships.

Property portfolio management

Our CorpServ continued to strategically manage our property portfolio of leased assets which included contemporary tenant fit-out works being undertaken at 144 Macquarie Street for three divisions as part of an extensive base building refurbishment program by the owner.

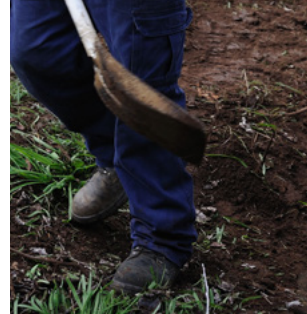
Workplace Health and Safety

The Department continued its commitment to providing a workplace which is safe and healthy. During 2014-15 the Department continued to develop Work, Health and Safety (WHS) policies and procedures to support this commitment. The Department developed a new WHS policy and plan which supports employees to be safe and healthy at work.

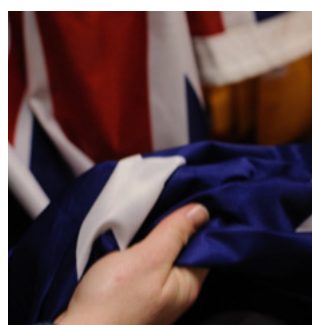
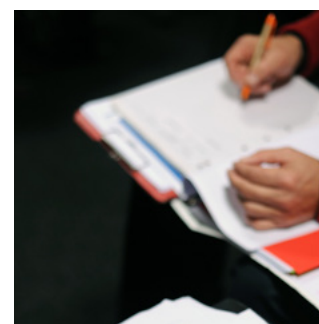
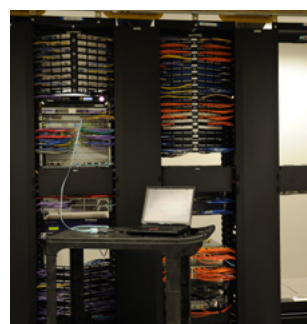
Budget management

It is a rare occurrence that there are two annual budgets prepared and delivered in one financial year. This was a great achievement from all those involved, in particular our Finance team who also had to manage the process of preparing the information for two Estimates Committee hearings during the year. This occurred with the Department requiring to deliver budget savings, administer funding for the election commitments and integrating Sport and Recreation Tasmania and Service Tasmania into the Department.

The Department is well-placed in terms of meeting its budget obligations going forward.



Our Performance Measures



In the budget chapter related to the Department in the 2014-15 and 2015-16 Budget Papers we detail performance information by each output and included in that performance information was not only measures of efficiency, effectiveness and economy but also of activity.

The performance information reported in this section includes measures of efficiency, effectiveness and economy unless there are no such measures for any given output. Purposely there is no supporting information provided to explain performance increases or decreases. As part of the development of the Department's new strategic plan new performance measures will be developed for each output and these will be published for the first time in the budget papers for 2016-17. The performance measures for each output are presented by Responsible Minister.

Performance Measure	Unit of Measure	Target	Actual 2012-13	Actual 2013-14	Actual 2014-15
Premier					
Output 1.1 – Strategic policy and advice					
Selected policy outputs that meet agreed quality standards – Policy	%	80	80	92	87
Key client satisfaction with the delivery of policy services – Policy	%	80	Na	87	86
Cabinet Advisories are submitted on time to the Cabinet Office	%	90	85	88	95
Output 2.1 – Management of Executive Government processes					
Cabinet meetings supported	Number	46	47	41	45
Executive Council meetings supported	Number	23	23	23	26
Official visits to Tasmania managed	Number	13	16	13	20
Official functions organised	Number	8	10	6	6
Output 2.2 – Principal and subordinate legislation					
Visits to EnAct (Tasmanian legislation website)	Number (million)	> 20	> 12	> 18	> 22
Output 2.3 – Tasmanian Government courier					
Change in cost of service of courier service	%	< GOE	Na	(8.6)	15.9
Timeliness of mail received within Tasmania at intended destination within 24 hours	%	95	96	95	95
Output 3.2 – Management and ongoing development of Service Tasmania					
Customers who rate their most recent contact with Service Tasmania better than just satisfied	%	92	Na	92	94
Key client satisfaction with the delivery of policy services – Service Tasmania	%	92	92	92	93
Output 4.1 – State Service employment and management					
Workforce reform projects	Number	2	2	2	2
Workforce management and relations projects	Number	2	2	2	1
Workforce development projects	Number	3	3	3	2
The Training Consortium (TTC) events	Number	300	373	259	245
Participants in TTC programs	Number	2 500	6 035	3 850	2 118
Participants in ANZSOG leadership programs	Number	20	103	36	20
Proportion successfully completing external leadership programs	%	90	95	97	97
Finalised wage agreements in force	Number	16	14	17	16
Output 5.1 – Security and emergency management					
Selected policy outputs that meet agreed quality standards – OSEM	%	82	Na	81	81
Key client satisfaction with the delivery of policy services – OSEM	%	88	Na	87	85
Output 6.1 – Community Development – Policy advice and ongoing community development					

Performance Measure	Unit of Measure	Target	Actual 2012-13	Actual 2013-14	Actual 2014-15
Output 6.3 – Office of Veterans' Affairs					
Selected policy outputs that meet agreed quality standards – CSR	%	90	Na	83	84.2
Key client satisfaction with the delivery of policy services – CSR	%	98	Na	97	100
New Seniors Cards issued	Number	7 500	7 401	7 128	7 332
New Companion Cards issued	Number	200	180	203	237
New Seniors Card program business partners	Number	70	96	117	48
New business, venues and events affiliated with Companion Card program	Number	5	4	2	3
Percentage of applicants satisfied with public grants program administration	%	95	Na	92	95
Minister for Aboriginal Affairs					
Output 6.2 – Office of Aboriginal Affairs					
Aboriginal people issued licences to practise cultural activities including hunting, fishing and gathering cultural activities	Number	91	93	50	99
Aboriginal identified position in the State Service that are filled by Aboriginal people or Torres Strait Islanders	Number	61	62	66	49
Minister for Sport and Recreation					
Output 6.4 – Sport and Recreation					
Tasmanian regular participation rate in any physical activity	% of population	Na	Na	26.5	27
Performance of Tasmanian athletes at benchmark international sporting events	Number	15	15	22	18
Minister for Women					
Output 6.1 – Community Development – Policy advice and ongoing community development					
Representation of women on Government boards and committees	%	35	34	34	34
Minister for Environment, Parks and Heritage					
Output 1.2 – Climate Change					
Selected policy outputs that meet agreed quality standards – Climate Change	%	93	77	92	90
Key client satisfaction with the delivery of policy services – Climate Change	%	80	Na	100	94
Strategic policy initiatives completed on time	%	95	95	95	95
Minister for Information Technology and Innovation					
Output 3.1 – Information and Communications Technology (ICT) policy development and implementation					
Unique visits to Office of eGovernment websites	Number (thousand)	40	38.3	38.0	36.2
Selected policy outputs that meet agreed quality standards – OeG	%	80	Na	Na	82
Key client satisfaction with the delivery of policy services – OeG	%	83	Na	82	91
Output 3.3 – Delivery of IT services					
Total customer calls resolved within agreed service level agreements – TMD	%	95	96	95	96
Reach by 30 June 2015 the agreed minimum number of contracted services as a result of replacing Spectrum services – TMD	Number	10 000	Na	Na	10 991
Minister for Planning and Local Government					
Output 7.1 – Local Government					
Formal face-to-face visits with councils to discuss current issues	Number	40	41	36	32
Selected policy outputs that meet agreed quality standards – LGD	%	85	Na	81	80.5
Key client satisfaction with the delivery of policy services – LGD	%	88	Na	89	93
Downward trend in the number of councils categorised as 'high-risk' by the Auditor-General	Number	2	5	3	Na
Complaints resolved	%	75	100	59	82
Decisions disputed and accepted for review by the Ombudsman or Integrity Commission	%	0	0	0	0



Our People and Policies



Investment in our people is requires a strategic focus on people management.

We are committed to a strategic approach to the management of our people through:

- providing a clear focus for workforce management
- creating a safe, supportive and equitable work environment for employees, which sustains high levels of satisfaction, empowerment, commitment and accountability
- supporting processes and practices which recognise and reward excellence and value the contribution people make to our success
- promoting leadership and coaching
- ensuring our policies and practices provide for transparency, honesty and fairness.

STRATEGIC PLAN

During the year a small working undertook a review of our current HR strategic plan and this resulted in a proposed structure with a vision of "Getting the Right People in the Right Roles at the Right Time with the Right Skills" and based around the objectives of:

- Attracting and Retaining the Right People
 - Engaging our People
 - Attraction and Retention
- Developing and Recognising our Peoples' Capabilities and Performance
 - Build Organisational Capability by Developing our People
 - Recognise and Celebrate the Achievements of our People
- Leading and Managing for the Future
 - Successfully Leading and Managing our People
 - Leading and Supporting Change
- Shaping our Workforce and Workplace Environment
 - Workforce Planning
 - Safe and Healthy Workplaces.

During 2015-16 the above objectives will be validated or changed as part of the process of completing and implementing the strategic plan.

EMPLOYEE STATISTICS – DPAC

As at 30 June 2015, DPAC employed 355 (337.23 FTEs) employees and 125 (119.15 FTEs) employees in Ministerial and Parliamentary Support (MPS) offices. This includes both TSS and non-TSS employees and excludes casual employees and employees on unpaid leave. The figures are presented below in two groups: DPAC and MPS offices.

Headcount & FTE – DPAC Staff

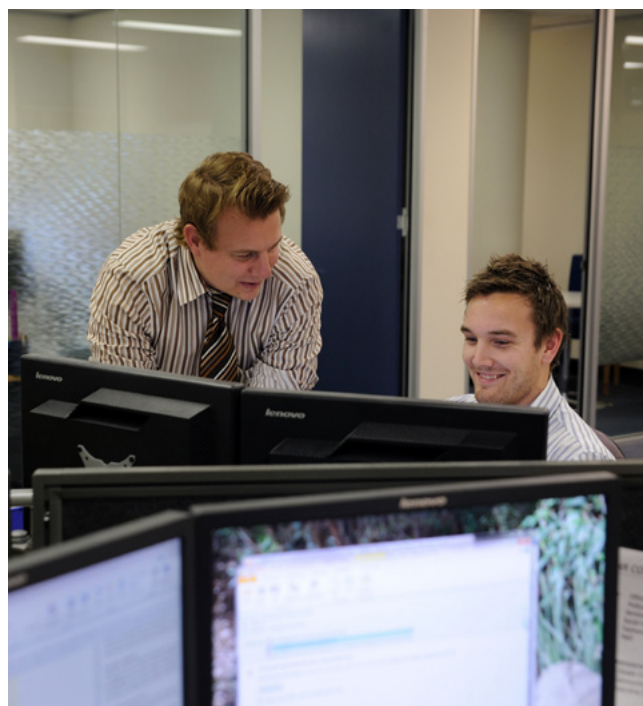
Divisions	Headcounts			FTEs		
	TSS	Non-TSS	Total	TSS	Non-TSS	Total
Communities, Sport & Recreation	84	0	84	79.17	0.0	79.17
Corporate & Governance (includes Corporates Services and Executive Division)	85	0	85	80.85	0.00	80.85
Government Courier Services	7	0	7	7.00	0.00	7.00
Local Government Division	12	0	12	10.7	0.00	10.7
Office of eGovernment	7	0	7	7.00	0.00	7.00
Office of Parliamentary Counsel	13	0	13	11.60	0.00	11.60
Office of Security and Emergency Management	5	0	5	5.00	0.00	5.00
Policy Division	20	0	20	19.17	0.00	19.17
Service Tasmania Unit	10	0	10	9.57	0.00	9.57
State Service Management Office	24	0	24	23.40	0.00	23.40
Tasmanian Climate Change Office	10	0	10	9.00	0.00	9.00
TMD	78	0	78	74.77	0.00	74.77
Total	355	0	355	337.23	0.00	337.23

FTE Change

Total FTEs have increased from 306.37 FTEs in 2014 to 337.23 FTEs in 2015, largely due to the transfer of Sport and Recreation Tasmania from the Department of State Growth.

Casual Employment

The Department also employs 30 casuals to fulfil the duties of Government Courier (7), Communications Assistant (2) and Front of House Assistant, Silverdome (21).

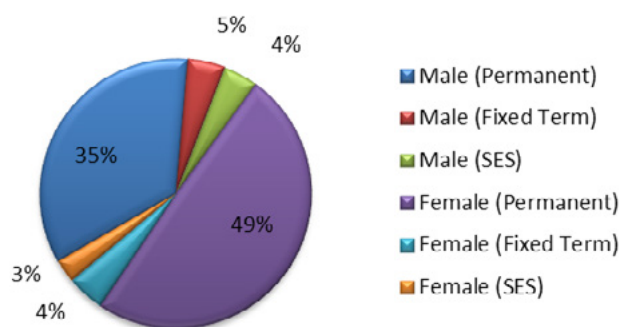


Headcounts, FTEs, Gender, Employments Status, Age and Salary

DPAC employees by gender and employment status

DPAC employs more women than men, with 56 per cent women and 44 per cent men, with the majority of staff employed on a permanent basis.

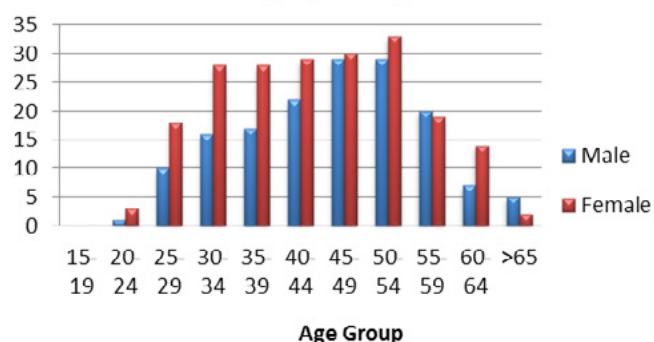
**Employees as at 30 June 2015
by Gender and Employment Status**



DPAC employee profile by age

The age profile of DPAC staff has remained constant from 2012-13. A significant number of employees aged greater than > 50 years representing employees who potentially will retire within the next 10 to 15 years.

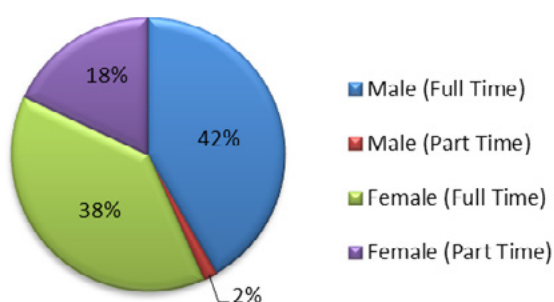
**Employees as at 30 June 2015
by Age Group**



DPAC employees by full-time/part-time employment

Twenty per cent of the DPAC workforce is employed on a part-time basis, with the majority of these employees being women.

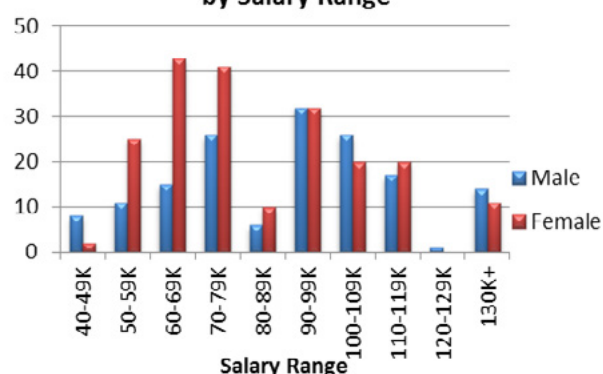
**Employees as at 30 June 2015
Full Time vs Part Time**



DPAC employees by salary range

The average (full-time) salary is \$89 428. The average salary for men is \$95 829 and the average salary for women is \$84 533.

**Employees as at 30 June 2015
by Salary Range**





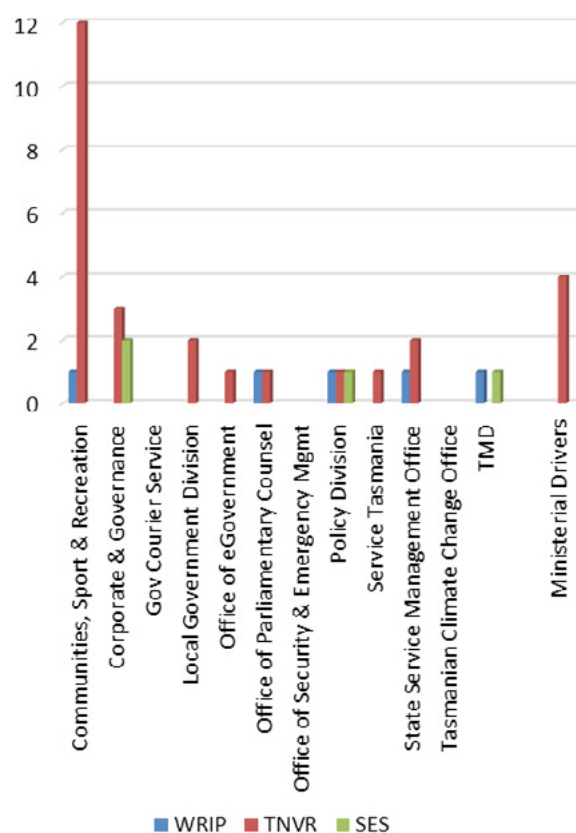
DPAC Staff movements

Staff Movements 2014-15	Male	Female	Total
Appointments			
Permanent	7	10	17
Fixed-term	8	12	20
SES	1	3	4
Total Appointments	16	25	41
Status Changes			
Promotions without advertising	0	0	0
Number of conversions from Fixed Term to Permanent	0	0	0
Total Status Changes	0	0	0
Transfers/Secondments			
Fixed-term transfers to DPAC as at 30 June 2015	3	3	6
Fixed-term transfers/secondment out of DPAC as at 30 June 2015	4	2	6
Total Transfers/Secondments	7	5	12
Terminations			
Resignations	7	8	15
Resignations (WRIPs)	1	4	5
Retirements (including ill health retirements)	1	4	5
Contract expiries	2	7	9
Transfers/promotions to other agencies	2	3	5
Voluntary redundancies	7	16	23
Termination of SES contracts	4	0	4
Abandonments of employment	0	1	1
Total Terminations	24	43	67

TNVRs, WRIPs & SES Terminations

DPAC has paid 23 Targeted and Negotiated Voluntary Redundancies (TNVRs), 5 Workforce Renewal Incentive Programs (WRIPs) and ceased 4 SES Contracts in 2014-15.

TNVRs, WRIPs & SES Terminations by Division 2014-15

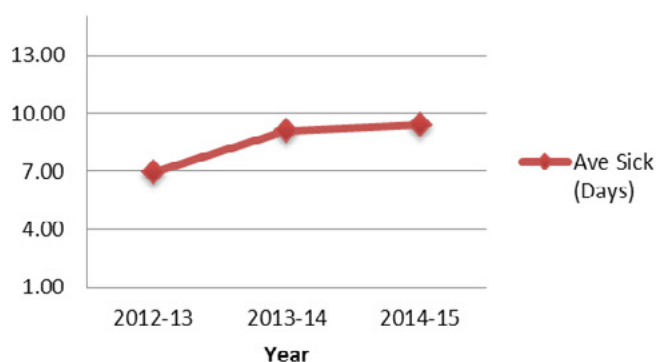


Leave Management

DPAC average sick leave (excluding carers' leave)

The average amount of sick leave taken has risen in the last year, as shown in the graph below. In 2014-15 the average sick leave days was 9.39 days. However, four employees had significant sick leave during the year totalling 555.09 days. When these four employees are excluded the average amount of sick leave taken is 7.74 days instead of 9.39 days.

Employees Average Sick Leave Days



DPAC leave liability

Recreation and Long Service Leave (as at 30 June)

	2013	2014	2015
Average number of days recreation leave per employee	17.2	15.5	16.6
Employees with > 40 days recreation leave	14	12	20
Average number of days LSL per employee with a minimum of 10 years service ¹	52.7	52.0	53.6
Employees with >100 days LSL	1	1	1

Note:

1. Performance measure changed from greater than 20 days to greater than 40 days in line with legislative requirements.

Leave without pay

Forty-two employees accessed leave without pay (LWOP) during the year and this totalled 3 069 days: 8 employees took less than 5 days, 11 employees took less than 20 days and 23 employees took more than 20 days unpaid leave.



EMPLOYEE STATISTICS – MPS

Headcount & FTE – MPS Staff

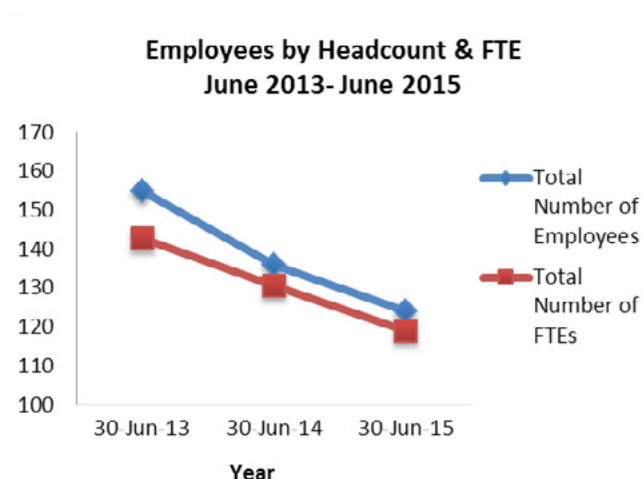
Offices	Headcounts			FTEs		
	TSS	Non-TSS	Total	TSS	Non-TSS	Total
Government Ministerial and Electorate Offices	0	90	90	0.00	86.75	86.75
Labor Opposition Office and Electorate Offices	0	16	16	0.00	14.2	14.2
Tasmanian Greens Electorate Offices	0	3	3	0.00	3.00	3.00
Ministerial Drivers	11	0	11	11.00	0.00	11.00
Other Government Offices	0	4	4	0.00	4.00	4.00
Total	11	113	124	11.00	107.95	118.95

Casual Employment

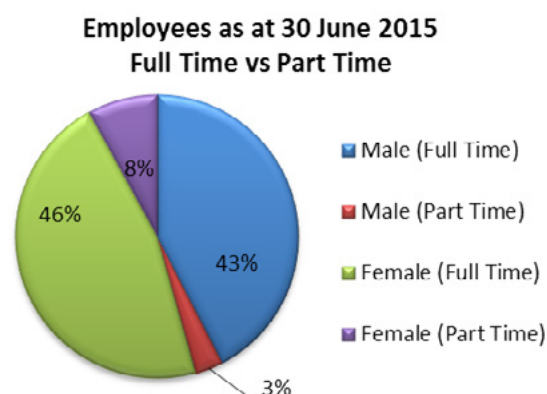
MPS also employs 5 casual Ministerial Drivers.

Headcounts, FTEs, Gender, Employments Status, Age and Salary

MPS employees as at 30 June 2015 by FTEs and headcounts



MPS employees by full-time/part-time employment

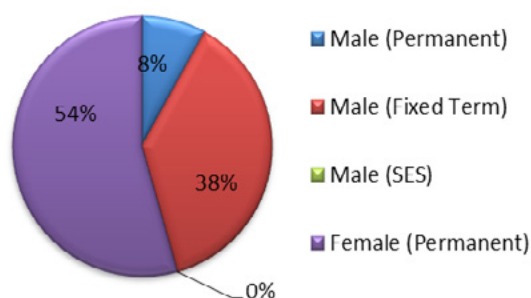


MPS employees by gender and employment status

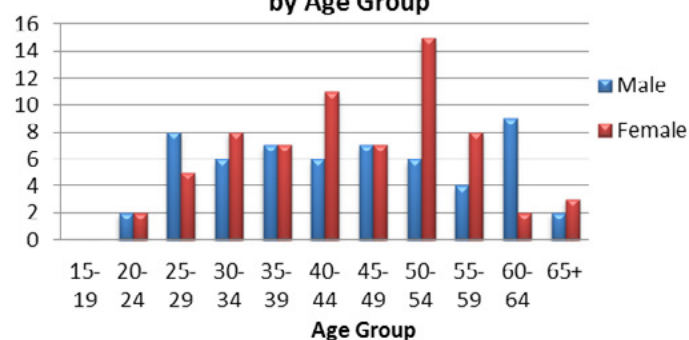
Ministerial offices have a high proportion of fixed-term employees as many are employed for the term of the Government.

MPS employee profile by age.

**Employees as at 30 June 2015
by Gender and Employment Status**

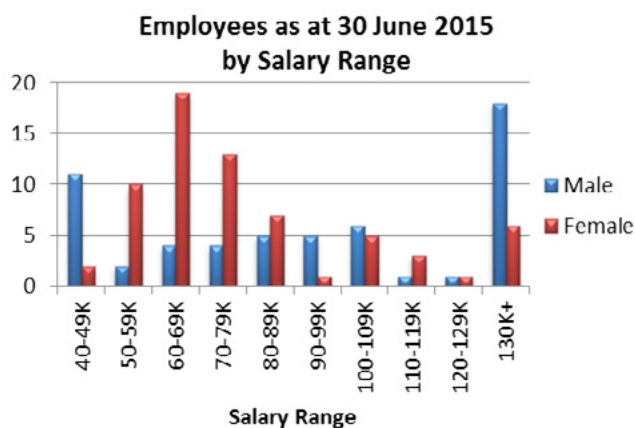


**Employees as at 30 June 2015
by Age Group**



MPS employees by salary range

The average (full-time) salary is \$94 183. The average salary for men is \$109 475 and the average salary for women is \$81 365. (Salary excludes Ministerial driver and other allowances)



MPS staff movements

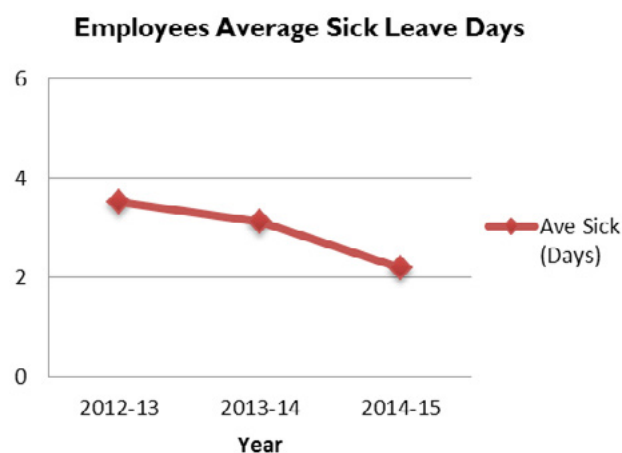
Staff movements	2014-15
Number of employees on secondment to MPS as at 30 June	19
Number of new appointments (including secondments)	19
Number of resignations	16
Number of retirements	0
Number of contract expiries	9
Number of redundancies	5

There were four redundancies within the Ministerial Transport Service.

Leave Management

MPS average sick leave (excluding carers leave)

The average amount of sick leave taken has decreased in the last year.



MPS leave liability

Recreation and Long Service Leave (as at 30 June)	2013	2014	2015
Average number of days rec leave per employee	19.5	10.0	16.9
Employees with > 40 days recreation leave	12	4	6
Average number of days LSL per employee with a minimum of 10 years service	60.1	53.63	51.06
Employees with >100 days LSL	0	0	0

Note:

1. Performance measure changed from greater than 20 days to greater than 40 days in line with legislative requirements.



HUMAN RESOURCES ACTIVITIES

Recruitment policies and programs

We are committed to providing a family friendly employment environment that provides employees with a number of options to balance their work/life commitments.

Recruitment practices across the Department are conducted in accordance with the State Service Act, including State Service EDs. We manage vacancies within the parameters of MPSS.

As part of our recruitment process, we commit to encouraging and identifying opportunities for staff mobility and development across all of our vacancies.

Performance management

We are committed to making DPAC a challenging and supportive place to work, and one that develops and fosters its people. The performance management and development (PMD) program provides a mechanism to assess employee performance, to identify the tasks that employee needs to undertake over the coming year, to develop plans to further develop their skills and potential, and to reward performance.

The intent of the PMD program is to:

- integrate corporate, group and individual planning and performance management;
- identify the standards of performance expected from employees;
- improve communication at all levels;
- provide regular documented feedback on performance to all employees;
- identify and address under performance; and
- recognise and reward effective and high performance.

The PMD process is fundamental to ensuring staff in DPAC are given every opportunity to develop their skills and potential to deliver on the Department's goals. During the year 90% of undertook a PMD discussion with their supervisor.

Workplace diversity

DPAC aims to provide a positive workplace that respects the background and characteristics of each employee and recognises all employees for their valuable contributions. DPAC values diversity and recognises that harnessing the strengths of a wide variety of individual employees is how we achieve our organisational goals. DPAC appreciates the importance of a workplace culture that treats external clients and stakeholders with respect and courtesy, regardless of their attributes.

The principles that support the Workplace Diversity Policy are:

- Promote a positive workplace culture
- Encourages a healthy work/life balance
- Value and respect diversity in the workplace
- Acknowledge and appreciates diversity in the community.

Grievance resolution

Our Grievance Resolution Policy is designed to support employees in resolving workplace grievances in a prompt and professional manner. The Policy encourages employees to reach grievance resolution before a situation escalates, while maintaining positive workplace relationships. A key principle of the DPAC Workplace Behaviour Policy is that employees behave in a respectful manner towards all colleagues, to provide a positive working environment, free from bullying, victimisation, sexual harassment and discrimination.

There were no formal grievances reported in the Department during 2014-15.

Work, health and safety strategies

The people who work for us are our greatest assets and we all have the right to work in an environment where our health, safety and wellbeing are paramount to everything that we do. The commencement of the *Work Health and Safety Act* on 1 January 2013 has created the impetus for a renewed focus on health and safety for all our workers and to demonstrate our commitment to the State Service being a “Leader in Workforce Health, Safety, Wellbeing and Injury Management”.

The objective of our WHS Plan is to identify strategies, actions and performance measures that will enable our people to work together to build a culture that values, supports and improves the work health, safety and wellbeing of everyone within DPAC. WHS is everyone's responsibility.



Performance measures

The following measures are indicators of the Department's success in actively providing a safe and healthy work environment:

DPAC

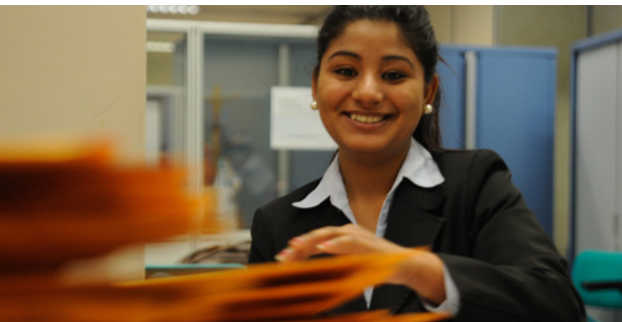
Measure	June 2014	June 2015
Number of incidents reported	30	34
Number of workers' compensation claims	7	5
Number of employees participating in OHS activities	122	51
Number of First Aid Officers	25	24
Number of employees participating in flu vaccine program	170	207

MPS

Measure	June 2014	June 2015
Number of incidents reported	16	10
Number of workers' compensation claims	4	0
Number of employees participating in OHS activities	6	59
Number of First Aid Officers	2	2
Number of employees participating in flu vaccine program	22	27

Workers Compensation Claim Statistics

	2011-12	2012-13	2013-14	2014-15
Number of claims by year of injury				
DPAC	5	5	7	5
MPS	1	3	4	-
Total	6	8	11	5



Our Finances



Our financial statements for 2014-15 were signed by our Secretary and submitted to the Auditor-General on 14 August 2015.

On 14 September 2015 we received an unqualified audit report from the Tasmanian Audit Office and a management letter from Auditor-General, Mike Blake, indicating no management issues to address.

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

STATEMENT OF CERTIFICATION

The accompanying Financial Statements of the Department of Premier and Cabinet are in agreement with the relevant accounts and records and have been prepared in compliance with Treasurer's Instructions issued under the provisions of the *Financial Management and Audit Act 1990* to present fairly the financial transactions for the year ending 30 June 2015 and the financial position as at end of the year.

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



Greg Johannes
Secretary

14 August 2015



Independent Auditor's Report

To Members of the Tasmanian Parliament

Department of Premier and Cabinet

Financial Statements for the Year Ended 30 June 2015

Report on the Financial Statements

I have audited the accompanying financial statements of the Department of Premier and Cabinet (the Department), which comprise the statement of financial position as at 30 June 2015 and the statements of comprehensive income, changes in equity and cash flows for the year ended on that date, a summary of significant accounting policies, other explanatory notes and the statement by the Secretary of the Department.

Auditor's Opinion

In my opinion the Department's financial statements:

- (a) present fairly, in all material respects, its financial position as at 30 June 2015 and its financial performance, cash flows and changes in equity for the year then ended
- (b) are in accordance with the *Financial Management and Audit Act 1990* and Australian Accounting Standards.

The Responsibility of the Secretary for the Financial Statements

The Secretary of the Department is responsible for the preparation and fair presentation of the financial statements in accordance with Australian Accounting Standards and Section 27 (1) of the *Financial Management and Audit Act 1990*. This responsibility includes establishing and maintaining internal controls relevant to the preparation and fair presentation of the financial statements that are free from material misstatement, whether due to fraud or error; selecting and applying appropriate accounting policies; and making accounting estimates that are reasonable in the circumstances.

Auditor's Responsibility

My responsibility is to express an opinion on the financial statements based upon my audit. My audit was conducted in accordance with Australian Auditing Standards. These Auditing Standards require that I comply with relevant ethical requirements relating to audit engagements and plan

...1 of 2

To provide independent assurance to the Parliament and Community on the performance and accountability of the Tasmanian Public sector.
Professionalism | Respect | Camaraderie | Continuous Improvement | Customer Focus

Strive | Lead | Excel | To Make a Difference

INDEPENDENT AUDITOR'S REPORT (continued)

and perform the audit to obtain reasonable assurance as to whether the financial statements are free of material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on my judgement, including the assessment of risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, I considered internal control relevant to the Secretary's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate to the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Department's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by the Secretary, as well as evaluating the overall presentation of the financial statements.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

My audit is not designed to provide assurance on the accuracy and appropriateness of the budget information in the Department's financial statements.

Independence

In conducting this audit, I have complied with the independence requirements of Australian Auditing Standards and other relevant ethical requirements. The *Audit Act 2008* further promotes independence by:

- providing that only Parliament, and not the executive government, can remove an Auditor-General
- mandating the Auditor-General as auditor of State Entities but precluding the provision of non-audit services, thus ensuring the Auditor-General and the Tasmanian Audit Office are not compromised in their role by the possibility of losing clients or income.

Tasmanian Audit Office



Jara K Dean

**Assistant Auditor-General Financial Audit
Delegate of the Auditor-General**

Hobart

14 September 2015

...2 of 2

To provide independent assurance to the Parliament and Community on the performance and accountability of the Tasmanian Public sector.
Professionalism | Respect | Camaraderie | Continuous Improvement | Customer Focus

Strive | Lead | Excel | To Make a Difference

FINANCIAL PERFORMANCE

Key indicators of DPAC's financial performance in 2014-15 and position as at 30 June 2015 include:

- A deficit for the financial year of \$4.862 million (compared with a deficit of \$2.551 million in 2013-14), which is expected as the revenue is based on cash from appropriation which does not account for accrued expenditure whereas the expenditure incurred does. Expenditure was higher than expected by \$6.938 million and the significant contributions to this were higher than expected employee benefits and superannuation (\$6.487 million), that resulted from payouts for Targeted Negotiated Voluntary Redundancies (TNVRs), Workplace Renewal Incentive Payments (WRIPs) and Senior Executive Service terminations, Grants, subsidies, donations and contributions plus transfer payments (including Service Tasmania) plus Other expenses (\$5.207 million) offset by lower than expected expenditure for Supplies and consumables (\$4.759 million).
- Revenue was higher than expected mainly due to revenue associated with receipt of grant funds from the Australian Government (\$727 000) and appropriation revenue was higher than budgeted as additional funds of \$2.263 million were provided to the Department to fund unplanned expenditures. These included the Hobart Pedestrian Bridge (\$1.2 million), payout to former CEO Integrity Commission (\$206 000), Ministerial and Parliamentary Support (\$950 000) and costs for State Funeral, Senior Executive recruitment and Chinese President's visit (\$168 000). Also revenue from sales of goods and services was below expectations by \$3.831 million but offset by an increase in other revenue by \$5.677 million.
- There is an increase of \$23.573 million in equity and net assets compared with the 2013-14 financial year, being the operating deficit for the year (\$4.862 million) offset by the transfer of assets from Sport and Recreation Tasmania (\$29.334 million), in particular the Silverdome, offset by increases in liabilities (\$2.078 million).
- From a day-to-day operations point of view, management of DPAC's net working capital is critical. Key components are cash and deposits, receivables, payables and revenue in advance, the net worth of which was \$9.901 million at 30 June 2015, \$12.095 million at 30 June 2014 and \$10.913 million in the budget for 2014-15.
- Total assets increased by \$25.561 million in 2014-15, of which \$2.180 million is the decrease in cash and receivables, and total liabilities increased by \$2.077 million made up of a decrease in payables of \$0.337 million offset by an increase in other liabilities of \$0.474 million and in employee benefits of \$2.506 million. Employee benefits increased as a result of the Sport and Recreation Tasmania staff transferred to the Department.

Revenue

The following table details the movements in controlled revenue for the past five years and DPAC's budget for 2014-15:

	Actual					Budget
	2010-11 (\$'000)	2011-12 (\$'000)	2012-13 (\$'000)	2013-14 (\$'000)	2014-15 (\$'000)	2015-16 (\$'000)
Appropriation Revenue from Government						
Appropriation revenue – recurrent	77 157	70 904	65 675	68 389	92 469	78 062
Appropriation revenue – works & services	250	250	250	250	995	756
Appropriation Section 8A(2) C/Fwd	561	674	864	278	791	725
Total Appropriation Revenue	77 968	71 828	66 789	68 917	93 706	79 543
Revenue from Special Capital Investment Funds	724	32	-	-	-	-
Grants	176	218	392	186	727	79
Sales of Goods and Services	30 333	29 538	31 166	32 828	31 630	32 308
Other revenue	996	2 655	5 844	3 309	8 076	1 978
TOTAL REVENUE	110 797	104 271	104 191	105 240	134 139	113 908

Our budget for appropriation revenue increased significantly as a result of the transfer of the budget for Sport and Recreation Tasmania from the former Department of Economic Development, Tourism, Heritage and the Arts and the funds provided for the election commitments assigned to us. This increase in funds was offset by the \$6.2 million budget savings we committed to make, DPAC (\$4.6 million) and MPS (\$1.6 million).

The following table summarises the appropriation revenue – recurrent by Output Group:

	Actual					Budget
	2010-11 (\$'000)	2011-12 (\$'000)	2012-13 (\$'000)	2013-14 (\$'000)	2014-15 (\$'000)	2015-16 (\$'000)
Ministerial and Parliamentary Support	21 459	19 762	19 074	21 930	18 502	18 990
Support for Executive Decision Making	9 773	10 020	11 818	10 736	7 707	5 306
Government Processes and Services	15 369	12 158	9 638	9 728	9 568	9 891
Electronic Services for Government Agencies and Community	17 066	14 572	12 083	12 445	12 890	14 244
State Service Management	3 782	3 984	2 922	2 650	2 508	3 085
Tasmanian Together Progress Board	1 151	973	903	-	-	-
Security and Emergency Management	-	-	-	-	512	776
Communities, Sport and Recreation	6 253	6 821	6 872	7 201	37 138	22 545
Development of Local Government	2 304	2 614	2 365	3 649	3 644	3 224
TOTAL REVENUE	77 157	70 904	65 675	68 389	92 469	78 061

From the 1 July 2014 the Department took over the responsibility for Sport and Recreation Tasmania (SRT). As a result SRT has been merged with Community Development to create the output group Communities, Sport and Recreation. Also Security and Emergency Management has been removed from Development of Local Government to its own output group. The Tasmania Together Progress Board no longer exists.

Our other major revenue stream is Sales of Goods and Services of which 87 per cent is generated by TMD from different services provided. The following table provides details on the revenue generated:

	Actual				
	2010-11 (\$'000)	2011-12 (\$'000)	2012-13 (\$'000)	2013-14 (\$'000)	2014-15 (\$'000)
TMD					
TASINET charges	18 851	17 575	16 895	16 857	16 178
Computing services	2 634	2 784	4 016	5 078	5 184
Network Tasmania (NT) contract management	2 012	2 115	3 283	3 473	3 685
Human resources systems	1 632	1 602	1 529	1 581	1 747
Oracle licensing	629	693	648	636	691
Total TMD	25 758	24 769	26 371	27 625	27 485
Service Tasmania transaction fees and contributions	2 746	2 710	2 474	2 798	2 633
Training services – The Training Consortium	1 107	1 033	1 518	1 257	993
Legislation drafting – Office of the Parliamentary Counsel	317	542	407	78	-
Other	405	484	396	1 071	521
TOTAL	30 333	29 538	31 166	32 829	31 632

The majority of the revenue generated by TMD is the direct recovery from other agencies of their contribution towards whole-of-government contracts. The revenue generated by TMD for human resource systems and Oracle licensing has remained constant over the past five years in line with contractual arrangements with the supplier and the clients. TMD provides services related to managing the human resource systems, including hosting human resource systems for some agencies, and managing the whole-of-government contract for Oracle software. The fees generated by TMD are for recovery of annual licence costs associated with the software and providing contract management, system management and payroll services.

Revenue from the Networking Tasmania contract increased due to recovering costs from the Department of Education's increased use of AARNet. During 2014-15 the revenue generated from computing services and Networking Tasmania contract management increased significantly. Consolidation of email services as a whole-of-government service resulted in increased revenue for TMD on an ongoing basis with initial costs recovered in 2013-14.

The revenue generated from Service Tasmania is based on the number of over-the-counter transactions. The revenue generated in 2014-15 reflects an increase in the number of transactions.

As in previous years, the revenue generated by training services provided by The Training Consortium (TTC) has decreased as a result of decreased spending by agencies in response to budget management strategies.

The majority of the revenue for legislation drafting services by the Office of Parliamentary Counsel is generated from charging off-budget entities for drafting new legislation and amendments to existing legislation. The decrease in 2013-14 reflects a change in the charging policy and it was known it would impact on revenue for the next two subsequent years before a further review to be undertaken in 2015-16. As expected the revenue this year is nil following lower revenue last year.

Expenditure

The funds provided or generated by us are spent in three broad expenditure categories; employee costs, supplies and consumables and grants.

	Actual				Budget	
	2010-11 (\$'000)	2011-12 (\$'000)	2012-13 (\$'000)	2013-14 (\$'000)	2014-15 (\$'000)	2015-16 (\$'000)
Employee benefits	40 452	40 462	41 902	44 018	49 885	43 949
Superannuation	4 345	4 271	4 430	4 596	5 266	4 715
Depreciation and amortisation	956	1 244	1 124	1 144	1 363	1 391
Supplies and consumables	36 173	33 258	38 551	35 119	34 139	38 878
Grants, subsidies, donations and contributions	8 896	5 540	5 985	8 962	33 725	39 186
Finance costs	31	15	13	13	2	-
Transfers to Service Tasmania lead agencies	11 202	11 420	11 458	11 536	12 042	-
Other transfer payments	1 254	2 370	1 433	2 181	2 090	-
Transfers to the Consolidated Fund	26	147	18	55	53	-
Contributions provided	215	-	-	-	-	44
Other expenses	2 820	2 208	940	167	444	3 908
TOTAL EXPENDITURE	106 370	100 935	105 854	107 792	139 009	132 071

Compared to last year total expenses increased by \$31.217 million, being higher Employee benefits and superannuation (\$6.537 million), Grants, subsidies, donations and contributions (\$24.763 million) and Transfers to Service Tasmania lead agencies (\$506 000), which was partially offset by lower Supplies and consumables (\$980 000). The majority of the increased expenditure relates to the transfer of Sport and Recreation Tasmania and election commitments.

Employee costs

	Actual				Budget	
	2010-11 (\$'000)	2011-12 (\$'000)	2012-13 (\$'000)	2013-14 (\$'000)	2014-15 (\$'000)	2015-16 (\$'000)
Ministerial and Parliamentary Support	14 614	13 236	13 144	14 422	14 149	11 420
Support for Executive Decision Making	4 516	4 621	5 023	5 282	5 290	4 788
Government Processes and Services	6 578	5 425	6 411	6 710	8 276	6 179
Electronic Services for Government Agencies and Community	7 909	8 464	9 043	10 131	9 343	10 147
State Service Management	2 472	3 152	2 347	2 230	2 456	2 263
Tasmanian Together Progress Board	562	453	363	-	-	-
Security and Emergency Management	-	-	-	-	410	294
Communities, Sport and Recreation	2 843	3 654	3 295	3 673	8 844	7 790
Development of Local Government	1 048	1 457	2 276	2 224	1 117	1 068
TOTAL EMPLOYEE COSTS	40 542	40 462	41 902	44 672*	49 885	43 949

Employee costs at an Output level in 2013-14 are overstated by \$654 000 due to an incorrect allocation between Employee costs and Supplies & Consumables.

Employee costs expenditure increased by \$5.213 million compared with 2013-14. The majority of the increase is a result of employee costs for transferred Sport and Recreation Tasmania employees and payments for TNVRs, WRIPs and SES termination payments within the Department and MPS.

From an Output perspective, employee expenditure decreased for Ministerial and Parliamentary Support (\$237 000), Electronic Services for Government Agencies and the Community (\$788 000), Local Government (\$1.107 million), and was offset by increases in Government Processes and Services (\$1.566 million), State Service Management (\$226 000), Security and Emergency Management (\$410 000) and Community, Sport and Recreation (\$5.171 million). The reasons for the material variances in the DPAC Output Groups are:

- an increase for Government Processes and Services occurred primarily due to staff returning to the Department from secondment arrangements with Ministerial Offices as a result of the changeover of the Government and corporate staff transferring from DEDTA to support the Sport and Recreation Tasmania staff;
- a decrease for Electronic Services for Government Agencies and the Community occurred due to the employment of fixed term staff to undertake specific projects such as the Modern Communications Project managed by TMD in 2013-14;
- an increase for State Service Management occurred due to structural changes to manage vacancy control process across all government agencies;
- an increase for Communities, Sport and Recreation occurred as a result of the finalisation of the restructure of the Community Development Division into CSR as a result of the transfer of employees from Sport and Recreation Tasmania
- a decrease for Local Government and subsequent increase in Office of Security and Emergency Management is a result of the creating of a separate output for Security and Emergency Management.
- Employee costs across all Outputs was affected by costs associated with TNVRs, WRIPs and SES termination/resignation payments.

Superannuation

	Actual					Budget
	2010-11 (\$'000)	2011-12 (\$'000)	2012-13 (\$'000)	2013-14 (\$'000)	2014-15 (\$'000)	2015-16 (\$'000)
Ministerial and Parliamentary Support	1 348	1 209	1 236	1 195	1 297	1 087
Support for Executive Decision Making	511	536	595	626	630	575
Government Processes and Services	813	636	673	731	756	740
Electronic Services for Government Agencies and Community	815	876	954	1 055	1 000	949
State Service Management	300	360	267	257	305	229
Tasmanian Together Progress Board	90	64	49	-	-	-
Security and Emergency Management	-	-	-	-	50	33
Communities, Sport and Recreation	246	435	396	452	1 085	980
Development of Local Government	122	155	260	280	144	122
TOTAL SUPERANNUATION	4 245	4 271	4 430	4 596	5 267	4 715

The variances between 2013-14 and 2014-15 are a result of the impacts on employee benefits that were detailed above.

Depreciation

	Actual					Budget
	2010-11 (\$'000)	2011-12 (\$'000)	2012-13 (\$'000)	2013-14 (\$'000)	2014-15 (\$'000)	2015-16 (\$'000)
Ministerial and Parliamentary Support	-	59	59	59	-	17
Support for Executive Decision Making	10	55	94	77	23	(56)
Government Processes and Services	23	48	63	68	52	90
Electronic Services for Government Agencies and Community	915	1 029	860	898	773	822
State Service Management	4	16	14	-	6	23
Tasmanian Together Progress Board	-	4	10	-	-	-
Security and Emergency Management	-	-	-	-	-	-
Communities, Sport and Recreation	2	26	9	28	507	490
Development of Local Government	2	7	15	14	3	5
TOTAL DEPRECIATION	956	1 244	1 124	1 144	1 364	1 391

The decrease of \$220 000 compared to last year is explained as follows:

- an increase in depreciation of plant and equipment (\$92 000) due to the transfer of plant and equipment from DEDTA for Sport and Recreation Tasmania assets;
- a decrease in depreciation of computer hardware (\$30 000) resulting from the useful life of some assets being re-evaluated and new hardware purchased during the year;
- a decrease in depreciation of leasehold improvements (\$2 000) and infrastructure (\$20 000);
- a decrease in amortisation of intangibles (\$78 000) resulting from some intangibles (software) reaching its full written-down value during the year;
- a decrease in amortisation for lease make-good (\$129 000) in accordance with write-down schedule;
- an increase in depreciation of buildings (\$385 000) due to the transfer of buildings from DEDTA for Sport and Recreation Tasmania assets.

Supplies and consumables

	Actual				Budget	
	2010-11 (\$'000)	2011-12 (\$'000)	2012-13 (\$'000)	2013-14 (\$'000)	2014-15 (\$'000)	2015-16 (\$'000)
Ministerial and Parliamentary Support	5 530	5 159	5 176	5 217	4 840	5 610
Support for Executive Decision Making	2 655	2 277	2 861	1 838	1 674	1 378
Government Processes and Services	4 741	3 969	2 601	3 436	4 201	3 776
Electronic Services for Government Agencies and Community	19 230	18 602	20 815	20 386	18 797	21 453
State Service Management	1 612	1 252	1 969	1 421	1 539	1 945
Tasmanian Together Progress Board	525	390	337	-	-	-
Security and Emergency Management	-	-	-	-	92	181
Communities, Sport and Recreation	1 412	1 351	1 395	1 347	2 854	3 950
Development of Local Government	468	258	3 397	822	138	285
CIP	-	-	-	-	-	300
TOTAL SUPPLIES AND CONSUMABLES	36 173	33 258	38 551	34 467*	34 135	38 878

* Supplies and Consumables at an Output level in 2013-14 are understated by \$652 000 due to a mis-allocation between Employee costs and Supplies & Consumables.

Planned expenditure on Supplies and consumables decreased by \$0.984 million compared with last year. While the decrease is moderate there were significant expenditure variations across expense categories. In particular:

- increased expenditure for:
 - property services (\$154 000);
 - information technology (\$678 000);
 - travel and transport (\$84 000);
 - building maintenance (\$571 000), this is one-off expenditure;
 - minor equipment (\$140 000), this is one-off expenditure.
- decreased expenditure for:
 - communications (\$894 000);
 - contractors (\$997 000);
 - consultants (\$113 000);
 - training (\$188 000);
 - office supplies and consumables (\$128 000);
 - board and committee meetings (\$232 000).

From an output perspective planned expenditure on Supplies and consumables increased for Government Processes and Services (\$765 000), State Service Management (\$118 000), Communities, Sport and Recreation (\$1.507 million) and Security and Emergency Management (\$92 000). The increases were offset by decreases in Support for Executive Decision Making (\$164 000), Electronic Services for Government Agencies and the Community (\$1.589 million), Ministerial and Parliamentary Support (\$377 000) and Development of Local Government (\$684 000). The reasons for the material variances in Output Groups are:

- a decrease for Support for Executive Decision Making is primarily due to less expenditure on Travel and transport (\$29 000), Boards (\$145 000) and Other supplies and consumables (\$254 000), offset by additional expenses for Other employee related expenses (\$140 000);
- an increase for Government Processes and Services is primarily due to more expenditure for Consultants (\$258 000), Maintenance (\$148 000), Property services (\$355 000) and Other supplies and consumables (\$175 000) offset by decreases in Advertising (\$44 000) and Communications (\$26 000).
- a decrease for Electronic Services for Government Agencies and the Community is primarily due to less expenditure on Advertising (\$57 000), Communications (\$853 000), Consultants (\$300 000), Rent (\$266 000), Travel and transport (\$36 000) and Other supplies and consumables (\$700 000) offset by increased expenditure on Information technology (\$536 000).
- an increase for State Service Management is primarily due to more expenditure on Information technology (\$51 000) and Other supplies and consumables (\$91 000) offset by Property services (\$41 000).
- an increase for Security and Emergency Management of \$92 000 as it is a new output.
- an increase for Communities, Sport and Recreation is primarily due to more expenditure on Communications (\$124 000), Consultants (\$40 000), Maintenance (\$362 000), Property services (\$527 000), Travel and transport (\$191 000), Information technology (\$63 000), Operating leases (\$87 000) and Other supplies and consumables (\$31 000), which reflects the merger with SRT
- a decrease for Development of Local Government is primarily due to less expenditure as a result of the disbanding of the Bushfire Recovery Unit and creation of the new output called Security and Emergency Management that formed part of this Output Group.

Grants, subsidies, donations and contributions

	Actual					Budget
	2010-11 (\$'000)	2011-12 (\$'000)	2012-13 (\$'000)	2013-14 (\$'000)	2014-15 (\$'000)	2015-16 (\$'000)
Ministerial and Parliamentary Support	1	-	1	1	-	-
Support for Executive Decision Making	2 403	2 792	3 205	3 585	163	900
Government Processes and Services	2 768	721	721	1 025	657	(8)
Electronic Services for Government Agencies and Community	350	350	-	-	-	9 323
State Service Management	-	40	-	-	-	-
Tasmanian Together Progress Board	-	-	-	-	-	-
Security and Emergency Management	-	-	-	-	1 261	-
Communities, Sport and Recreation	2 054	1 595	1 497	1 737	30 184	26 806
Development of Local Government	596	10	561	2 614	1 460	2 165
TOTAL GRANTS, SUBSIDIES, DONATIONS AND CONTRIBUTIONS	8 172	5 508	5 985	8 962	33 725	39 186

Planned expenditure on grants and subsidies increased by \$24.763 million compared with last year. This is a result of the grants programs transferred with Sport and Recreation Tasmania and the election commitment grants. Also during the year all Departmental grants programs were centrally administered by Communities, Sport and Recreation (CSR). The full list of grant recipients can be found in Appendix C in the Addendum to this Report.

Transfers to Service Tasmania lead agencies

	Actual					Budget
	2010-11 (\$'000)	2011-12 (\$'000)	2012-13 (\$'000)	2013-14 (\$'000)	2014-15 (\$'000)	2015-16 (\$'000)
Electronic Services for Government Agencies and Community	10 952	11 200	11 208	11 286	11 792	-
CIP	250	250	250	250	250	-
TOTAL TRANSFERS TO SERVICE TASMANIA LEAD AGENCIES	11 202	11 450	11 458	11 536	12 042	-

The transfer payment to Service Tasmania lead agencies is forwarded to the Department of Primary Industries, Parks, Water and the Environment (DPIPWE) as the agency that manages the Service Tasmania shops (\$10.426 million) and a payment to the Department of Education for online payments (\$480 579). From 1 July 2015 the management of the Service Tasmania Shops will be our responsibility and therefore will not be a lead agency transfer payment to DPIPWE.

Other transfer payments

	Actual					Budget
	2010-11 (\$'000)	2011-12 (\$'000)	2012-13 (\$'000)	2013-14 (\$'000)	2014-15 (\$'000)	2015-16 (\$'000)
Ministerial and Parliamentary Support	4	8	-	-	-	-
Support for Executive Decision Making	217	427	173	249	149	-
Government Processes and Services	96	521	339	523	80	-
Electronic Services for Government Agencies and Community	-	32	46	285	93	-
State Service Management	415	316	100	60	60	-
Tasmanian Together Progress Board	-	3	10	-	-	-
Security and Emergency Management	-	-	-	-	146	-
Communities, Sport and Recreation	484	395	299	62	742	-
Development of Local Government	38	668	466	1 002	820	-
OTHER TRANSFER PAYMENTS	1 254	2 370	1 433	2 181	2 090	-

Sometimes funding provided to DPAC is transferred to other agencies or jurisdictions if they are the primary agency to implement the program or policy. Transfers made during 2014-15 were:

- Transfers to Tasmanian Government agencies (\$1 908 200)
 - DPIPWE – \$742 400 (King Island Freight Assistance Program – \$600 000, ITGCC Corporate Charge – \$89 900, 2104-15 Wallaby Management on King Island – \$50 000, Contribution to Rural Industries R&D – \$2 500)
 - State Growth – \$340 800 (Asia Institute – \$180 000, Bushfire funding – \$85 800, King Island Partnership – \$50 000, North Lyell Disaster Memorial – \$25 000)
 - DHHS – \$123 000 (Election Commitment for Phoenix House – \$120 000, Contribution for NDRGP Building Capacity in Tasmanian Aged Care Sector – \$3 000)
 - Tasmanian Fire Service – \$20 000 (Contribution to the 2014-15 Bushfire Natural Hazards CRC)
 - Education – \$10 000 (2014-15 Frank McDonald Memorial Prize costs)
 - Other Transfers – \$672 000 (TIS funding)
- Transfers to Australian government agencies (\$82 200)
 - Department of Social Services \$35 100 (2014-15 Contribution to ANROWS)
 - Department of Premier and Cabinet Victoria – \$26 700 (contribution to CAF – \$24 100, Contribution to 2014 Forum of Federations – \$2 600)
 - Department of Prime Minister and Cabinet – \$17 000 (COAG Reform Council)
 - Government of South Australia – \$3 400 (2014-15 Contribution to AUSGOAL)
- Other transfers and payments (\$100 000)
 - Sorell Council – \$40 000 (Bushfire Recovery Weed Control)
 - ANZSOG – \$60 000.

Other expenses

	Actual					Budget
	2010-11 (\$'000)	2011-12 (\$'000)	2012-13 (\$'000)	2013-14 (\$'000)	2014-15 (\$'000)	2015-16 (\$'000)
Ministerial and Parliamentary Support	973	733	257	48	56	103
Support for Executive Decision Making	320	273	103	21	163	31
Government Processes and Services	475	261	118	28	130	29
Electronic Services for Government Agencies and Community	547	459	184	38	8	3 456
State Service Management	175	156	83	8	10	-
Tasmanian Together Progress Board	52	36	13	-	-	-
Security and Emergency Management	-	-	-	-	6	3
Communities, Sport and Recreation	204	208	62	14	39	34
Development of Local Government	74	82	120	10	5	2
CIP	-	-	-	-	27	250
TOTAL OTHER EXPENSES	2 820	2 208	940	167	444	3 908

The movement in expenditure for Other expenses is related to the change in Government policy on agencies paying payroll tax. From 1 October 2012, DPAC was no longer charged payroll tax and this produced savings of \$1.420 million for the year that was offset by increased expenditure for workers' compensation. The expenditure this year and last year is the premium for the Department's workers compensation premium.

FINANCIAL POSITION

Our financial position is summarised in the following tables that indicates a decrease in the value of DPAC assets of \$2.768 million and liabilities of \$219 000 resulting in change in equity of \$2.549 million.

Assets

	Actual					Budget
	2010-11 (\$'000)	2011-12 (\$'000)	2012-13 (\$'000)	2013-14 (\$'000)	2014-15 (\$'000)	2015-16 (\$'000)
Assets						
Financial Assets						
Cash and deposits	10 278	15 171	12 419	10 012	7 832	8 442
Receivables	4 770	4 419	5 290	5 029	4 678	5 250
Total Financial assets	15 048	19 590	17 709	15 041	12 510	13 692
Non-financial Assets						
Inventories	3	1	1	-	-	2
Plant, equipment and leasehold improvements	2 435	2 240	2 258	1 902	1 782	1 646
Infrastructure	822	631	515	319	143	763
Intangibles	571	512	273	261	140	233
Other non-financial assets	2 813	2 669	2 959	3 424	2 689	2 969
Land	-	-	-	-	3 402	3 450
Buildings	-	-	-	-	25 932	26 272
Total Non-financial assets	6 644	6 053	6 006	5 906	34 088	35 335
TOTAL ASSETS	21 692	25 643	23 715	20 947	46 598	49 027

Financial assets

The decrease in the closing balance for cash and deposits as at 30 June 2015 reflects expending funds on the implementation of the Modern Communications Project (MCP) managed by TMD and the payments for TNVRs, WRIPs and SES separation payments. DPAC operates four special deposit and trust funds for specific purposes:

- T520 – DPAC's operating account which has a balance of \$3.051 million (compared with \$6.621 million at 30 June 2014) and the decrease in the balance is related to the payments for TNVRs, WRIPs and SES resignation payments. The funds held in the operating account are primarily for projects yet to commence or commenced but not completed for which specific Australian Government or State funds were allocated. For projects yet to commence (\$725 000) under Section 8A(2) of the *Public Account Act 1986* is being held as a carried forward to 2015-16 for ITGCC Capital Funding, 2014-15 Teddy Sheehan Grants Program, 2014-15 Men's Shed Grants Program and the 2014-15 election commitment for the Latrobe Speedway Feasibility Study. Funding of \$1.311 million is being held for Australian and State government funded projects commenced but not yet completed. The retained revenue for the fees for service activities provided by the Office of Parliamentary Counsel, The Training Consortium, Office of eGovernment, State Service Management Office and Service Tasmania are held in the operating account.
- T631 – TMD operating account which has a balance of \$2.809 million (compared with \$2.404 million as at 30 June 2014). The funds held in the account include Australian Government and State funds allocated to projects yet to commence or commenced but not completed. These projects include the IT Transformation Project and funding for the Modern Communications Project. There is also a requirement to have reserves to meet normal operating liquidity requirements (\$2.0 million).
- T816 – Service Tasmania operating account which has a balance of \$1.589 million (compared with \$0.985 million as at 30 June 2014). The increase in the balance is due to retained earnings increasing with the balance being required to meet ongoing operational expenses.
- T773 – Sport and Recreation operating account which has a balance of \$420 000 has retained earnings for Sport and Recreation grants programs as well as meeting the ongoing the operational expenses of the Tasmanian Institute of Sport and the Silverdome.

The decrease in the closing balance for receivables is a result of the timing of invoicing for training services provided by The Training Consortium, drafting services provided by the Office of Parliamentary Counsel and new revenue streams for TMD.

Non-financial assets

The increase in the closing balance for non-financial assets is due to primarily the increase in the depreciable values for buildings and land as a result of the transfer of assets from Sport and Recreation Tasmania, particularly the Silverdome.

The decrease in the closing balance for other non-financial assets is related to decreased prepaid expenditure in accordance with contracts (\$718 000) and the amortisation charge for the lease make-good provision (\$17 000).

Liabilities

	Actual				Budget	
	2010-11 (\$'000)	2011-12 (\$'000)	2012-13 (\$'000)	2013-14 (\$'000)	2014-15 (\$'000)	2015-16 (\$'000)
Liabilities						
Financial Liabilities						
Payables	2 522	2 878	2 488	2 946	2 609	2 779
Interest bearing liabilities	227	-	-	-	-	-
Total Financial liabilities	2 749	2 878	2 488	2 946	2 609	2 779
Non-financial Liabilities						
Employee benefits	10 416	10 933	11 776	10 625	13 131	12 843
Other non-financial liabilities	2 492	2 891	2 160	2 621	2 527	2 433
Provisions	-	647	660	673	676	766
Total Non-financial liabilities	12 908	14 471	14 569	13 919	16 334	16 042
TOTAL LIABILITIES	15 657	17 349	17 084	16 865	18 943	18 821

Financial liabilities

The decrease in the closing balance for payables (\$640 000) is due to improved invoicing processes and no delays in receiving invoices like last year due to the change-over of Government offset by an increase in accrued expenses (\$303 000) which is consistent in value to last year (\$297 000).

Non-financial liabilities

The increase in the closing balance for provisions recognises the annual adjustment for lease make-good. The increase in the closing balance for employee benefits (\$2.506 million) is due primarily to the transfer of the employee provision for the Sport and Recreation Tasmania staff transferred to the Department from 1 July 2014.

The increase in the closing balance for other non-financial liabilities arose from movements in the balances for the following non-financial liabilities:

- Revenue in Advance – Section 8A (2) Carry Forward – as at 30 June 2014 \$791 000 was carried forward to 2014-15, compared with \$725 000 being carried forward to 2015-16 from 2014-15. The difference is an increase of \$66 000.
- Other revenue in advance – the closing balance was \$1.122 million an increased by \$82 000 as a result of Sport and Recreation being transferred to the Department on 1 July 2015.
- Lease incentive liability – the closing balance decreased by the annual proportion of the lease incentive over the life of the lease for the ANZ building that TMD relocated to from Salamanca Square.

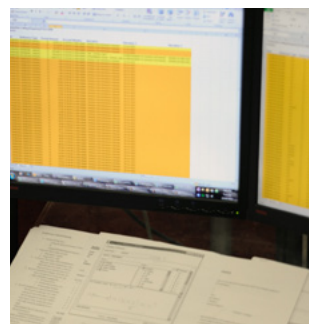
Equity

	Actual				Budget	
	2010-11 (\$'000)	2011-12 (\$'000)	2012-13 (\$'000)	2013-14 (\$'000)	2014-15 (\$'000)	2015-16 (\$'000)
Equity						
Reserves	10	5	5	5	10	5
Accumulated Funds	6 025	8 289	6 626	4 075	(790)	1 914
Contributed Capital	-	-	-	2	28 436	28 287
TOTAL EQUITY	6 035	8 294	6 631	4 082	27 655	30 206

There is an increase of \$23.573 million in equity and net assets compared with the 2013-14 financial year, being the operating deficit for the year (\$4.862 million) offset by the transfer of assets from Sport and Recreation Tasmania (\$29.334 million), in particular the Silverdome, offset by increases in liabilities (\$2.078 million).



Our Compliance Report



CARBON EMISSION REDUCTION PLAN

The Online System for Comprehensive Activity Reporting is used to measure Tasmanian Government greenhouse gas emissions. The table below shows DPAC's energy usage over the past 12 months.

Building		Actual 2013-14 KWH	Actual 2014-15 KWH	Decrease (Increase) KWH
Energy	Executive Building 15 Murray Street ¹	640 344	588 248	52 096
	144 Macquarie Street Building ¹	173 126	120 677	52 449
	Henty House	87 396	86 451	945
	10 Murray Street	259 997	271 572	(11 575)
	St Johns Street	162 121	137 013	25 108
	22 Elizabeth Street ¹ & 2 Salamanca Square (TMD) ²	247 483	74 750	172 733
Total for all sites		1 570 467	1 278 711	291 756

Notes:

1. Data does not include energy use for air conditioning
2. The reduction in energy consumption is attributable to a staged decommissioning of a Data Centre at 2 Salamanca Square and subsequent transfer to a third party service provider.
3. Departmental information only, excludes Ministerial offices.

Our energy usage decreased during the year. The decrease in energy usage was largely attributable to the decommissioning of a data centre at 2 Salamanca Square and subsequent transfer to a third party service provider. Improvements to building services at 15 Murray Street and 144 Macquarie Street have also realised a reduction in energy consumption.

We endeavour to participate in initiatives that reduce our carbon emissions such as:

- educating and engaging with staff about sustainable work habits;
- identifying ideas and opportunities to reduce emissions and champion change; and
- participating in the Mobile Phone Muster.

We also continue to work with building owners to identify opportunities to leverage negotiations to obtain improved environmental performance of our leased buildings. The Department aims to reduce the average use of office space to 15m² per person over time and identifies opportunities to achieve this goal. This initiative will result in reduced energy consumption.

Recent lease negotiations for 15 Murray Street will realise investment in more energy efficient lighting installations that will deliver sustained energy savings for the Department over the lease term.

DISABILITY ACTION PLAN

We updated our *Disability Access Plan 2014-17* to include additional actions that support and encourage access to sport and active recreation for people with disability. Over the past year, we have made progress across the four key action areas of the *Disability Access Plan*, including the following highlights:

Access to Services and Programs

We reviewed, updated and promoted the Engaging with people with Disability toolkit as part of the Tasmanian *Community Engagement Framework*; established a joint Tasmanian Government and local government work group to assist in developing and implementing strategies that can improve accessibility at the local level for people with disability; supported the sport and recreation sector to remain very active in improving access for, and inclusion of, people with disability; and established a multi-agency taskforce to develop *Safe Homes, Safe Families: Tasmania's Family Violence Action Plan 2015-20*, which includes initiatives to address family violence issues for people with disability.

Access to Employment Opportunities, Career Development, Retention and Recruitment

We refreshed the Tasmanian Government Jobs Website to meet minimum accessibility standards; began work on a broad diversity framework for the State Service, which will guide agencies and offer resources on how to ensure their workforce practices are inclusive and accessible, including for people with disability; and continued to support coordination of the whole-of-government fixed-term employment register, as well as the whole-of-government Graduate Program for People with Disabilities.

Access to Buildings, Facilities, Venues and Off-Premises Events

We take all reasonable endeavours to comply with Office Accommodation Guidelines for all new and leased property. This involves taking into account financial constraints and property market constraints (including building fabrics and the willingness of building owners to make changes). Activity has included addressing a range of access compliance issues at the Launceston Silverdome; and working with building owners to undertake fit-outs and minor works so that departmental and electorate offices comply with Australian Standards and do not pose an impediment to entry in terms of disability access.

Access to Information (printed materials, websites, audio and video)

We developed a draft DPAC Web Accessibility Project Plan that incorporates Tasmanian Government Web Accessibility Strategy outputs relating to policy updates, resources web page and awareness-raising. We developed the <http://www.centenaryofanzac.tas.gov.au/>; redeveloped the <http://www.tis.tas.gov.au/> and <http://www.getmoving.tas.gov.au/> websites; expanded TasALERT accessibility features to include Auslan videos of key emergency preparedness information; and launched a set of 108 Tasmanian Government icons to assist in conveying information clearly and quickly (at <http://www.communications.tas.gov.au/templates>).

RIGHT TO INFORMATION

We are committed to ensuring we meet our legal obligations to respond to requests for information in accordance with the *Right to Information Act 2009* (RTI).

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

The Department is a public authority as defined with the RTI.

During 2014-15 there were 73 applications for assessed disclosure received compared to 28 for the previous year, an increase of 260%. Of those applications, information applied for was provided in full for 34 requests, for 21 requests partial information was provided, for 4 applications information was refused or claimed as exempt and there were 14 requests where the information was not with the Department.

Further details on reasons for refusal, exemptions, timeliness, internal and external reviews can be found in Appendix D in the Addendum to this Report.

For further information on the RTI, visit the website of the Office of the Ombudsman (www.ombudsman.tas.gov.au).

PUBLIC INTEREST DISCLOSURES – PUBLIC ACCESS TO INFORMATION ON OUR DECISIONS

We are committed to ensuring that we are accountable for the decisions we make and for encouraging and facilitating the reporting and disclosure of improper conduct of public officers in accordance with the *Public Interest Disclosures Act 2002* (PID).

Members of the public are able to seek input into our decision-making process either by invitation to comment on Government policy development or by direct contact with the Minister and/or the Secretary.

Our website details the functions and purpose of each business unit and the contact details and addresses for sub-branches.

We maintain the Tasmanian Government Directory, an online telephone and email address listing for most Government employees and organisations enabling easy access to employees within the Department and the wider State Service.

A variety of offices are available to members of the public to inquire into decisions of the Department. These include:

- the Secretary, Department of Premier and Cabinet (for matters relating to all decisions of the Department);
- the State Service Management Office (for matters relating to State Service employment);
- Ombudsman Tasmania (for administrative matters including Right to Information and personal information);
- the Tasmanian Integrity Commission (for matters relating to conduct of public officials); and
- the Tasmanian Auditor-General (for matters relating to the financial and operational performance of the Department).

Our employees are kept informed of all matters relating to their employment through a variety of media including interaction with their managers, general advice and information on our intranet site, iPac, and staff information sessions. Active staff consultation is undertaken when there is likely to be changes to the workplace which impact on individuals and/or their employment conditions.

No public interest disclosures were received during 2014-15.

PROTECTING PRIVACY

We are committed to protecting each individual's privacy in the way we collect, use or disclose personal information. We also ensure that individuals have a degree of control over their own personal information.

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

There were no requests in 2014-15 from persons seeking access to, or update of, personal information held by us pertaining to them.

INTEGRITY

The Integrity Commission is an independent body established in accordance with the *Integrity Commission Act 2009* (ICA). The three primary objectives of the Integrity Commission are to:

- improve the standard of conduct, propriety and ethics in public authorities in Tasmania
- enhance public confidence that misconduct by public officers will be appropriately investigated and dealt with
- enhance the quality of and commitment to ethical conduct by adopting a strong, educative, preventative and advisory role.

We are committed to upholding the aims and objectives of the Commission and ensuring our staff meet high standards of conduct and receive ongoing training in relation to ethical conduct in accordance with section 32 of the ICA.

We are currently working with the Integrity Commission to implement an e-learning module regarding "Ethical Decisions at Work". This joint project is in-line with our commitment to ethical conduct and building integrity behaviour. We are piloting this module and if successful then all our staff will undertake the module as part of our mandatory training suite for all employees. This training will complement a whole-of-government gifts, benefits and hospitality policy.

PUBLICATIONS

During 2014-15 we produced 13 publications by our various operating units within the Department and they are available from:

- STORS website at www.stors.tas.gov.au
- appropriate divisional DPAC websites linked from www.dpac.tas.gov.au.

A complete list of our publications can be found in Appendix E in the Addendum to this Report.

WEBSITES

As at 30 June 2015 we managed 25 web sites on behalf of the Department and the Premier's Office. During 2014-15 the number of websites to be managed increased by two.

A complete list of the websites we manage can be found in Appendix E in the Addendum to this Report.

PRICING POLICIES FOR GOODS AND SERVICES

DPAC's pricing policy is based on full-cost recovery.

Full cost includes direct salaries, employer superannuation contributions, payroll tax, all operating expenditure, rental, fringe benefits tax, provision for annual and long-service leave entitlements and in some cases provision for capital reinvestment.

TMD charges for telecommunications and computing services.

The Office of the Parliamentary Counsel charges for drafting services as follows:

- off budget or statutory authorities;
- legislation that is part of a major project which will result in a direct financial return to the State;
- where external funding is available;
- when there is a major review of legislation or subordinate legislation;
- when there is inadequate lead time for the drafting task;
- where an otherwise chargeable job is discontinued; and
- when a job changes from being non-chargeable to chargeable.

The Training Consortium, incorporated within the State Service Management Office, charges on a full-cost-recovery basis for training services.

Service Tasmania receives funding from Tasmanian Government departments, Government Business Enterprises, other external organisations including Marine and Safety Tasmania, local government, Australian Government agencies and the private sector for services delivered through Service Tasmania shops.

The Silverdome receives funding from the hirers of the facility and the fee charged is based on full-cost recovery. During 2014-15 the charging fees were reviewed to ensure there were reflective of the total operational costs for the Silverdome.

PROCUREMENT

There were no major capital works projects (i.e. greater than \$250 000) undertaken during 2014-15.

We ensure that Tasmanian businesses are given every opportunity to compete for our business, and support Tasmanian businesses whenever they offer best value for money for the Government under the *Buy Local Policy*.

During 2014-15 we awarded 8 of the 15 contracts valued greater than \$50 000 (excluding GST) to Tasmanian suppliers. The contract value for Tasmanian suppliers was \$6 167 042 of the total contract value of \$20 088 353 representing 30.7%. Some of the reasons why a local supplier wasn't selected were no local supplier tendered, expertise and capability to deliver contract and value for money considerations.

Of the fifteen contracts awarded three were awarded as a result of direct/limited sourcing on contract extension pursuant to the *Treasurer's Instruction No. 1114: Direct/limited submission sourcing: goods and services* and one contract was awarded as a result of legal services exemption pursuant to *Treasurer's Instruction No. 1118: Procurement of Legal Services: goods and services*.

Further details of the individual contracts awarded above \$50 000 can be found in Appendix F in the Addendum to this Report.

No contracts were awarded as panel arrangements.

GRANTS, CONTRIBUTIONS AND ELECTION COMMITMENTS

During the year we processed 479 grant, contribution and election commitment payments totalling \$33 841 548. The following table summarises the payments by the Minister and program.

Program	Total Payment Amount	No. of Payments
Premier		
Australia Day grants	\$12 750	5
Communities, Sport and Recreation grants		
Council of the Ageing Tasmania	\$333 766	4
Emergency relief	\$150 000	3
Family Assistance program	\$330 000	5
Food Vans program	\$60 000	3
LGBTI grants	\$50 000	3
Multicultural Council of Tasmania	\$96 881	2
National Youth Week	\$51 626	25
Other Grants	\$456 017	5
Volunteering Tasmania	\$279 785	2
Youth Network of Tasmania	\$259 402	2
Youth Parliament	\$12 750	1
No Interest Loans Scheme (NILS) Network Tasmania Inc.	\$355 982	3
Other Grants	\$279 000	4
Premier's Discretionary Fund	\$472 154	103
Tasmanian Bushfire Recovery grants	\$1 261 380	7
Veteran's Affairs		
Centenary of ANZAC grants	\$49 994	14
Other grants	\$1 313 909	4
	\$5 805 396	195
Minister for Aboriginal Affairs		
Aboriginal Land Council	\$314 000	1
Other grants	\$316 820	4
	\$630 820	5
Minister for Sport and Recreation		
Sports and Recreation grants	\$17 221 727	64
CSL Sports and Recreation Development	\$1 515 127	78
	\$18 736 854	142
Minister for Environment, Parks and Heritage		
Climate Change grants		
ClimateConnect	\$4 500	3
Earn Your Stars	\$6 234	5
Other Grants	\$38 132	5
	\$48 866	13
Election Commitments	\$8 619 612	124
TOTAL	\$33 841 548	479

The details of the individual recipients of each program listed above can be found in Appendix C in the Addendum to this Report.

SUPERANNUATION CERTIFICATE

I, Gregory Johannes, Secretary, Department of Premier and Cabinet, hereby certify that the Department of Premier and Cabinet has met its obligations under the *Commonwealth Superannuation Guarantee (Administration) Act 1992* in respect of those employees of the Department who are members of the following complying superannuation schemes to which this Department contributes:

AGEST	Energy Super	Optimum Super Master Plan
AMP Custom Super	FSP Super Fund	Our Super Fund
AMP Flexible Life Super	First State Super	Perpetual Trustees Tasmania Ltd
AMP Flexible Super	First Super	Perpetual's Select Super
AMP Mobile Super	Flourishing Super Fund	Powerwrap Master Plan
AMP Society	Ford Andrews Super Fund	Q Super
AMP Superleader Plan	Generations Personal Super	Quadrant Super
ANZ Australian Staff Super	Gordon Family Super Fund	RBF Contributory Scheme
ANZ Smart Choice Super	Greskie Superannuation Fund	RBF-TAS
AON Master Trust – Viva	Guild Retirement Fund	REI Super
AXA Australia	Hesta Super	REST Personal
Asgard Super Account	Host Plus Super	REST Super
Australian Catholic Super	ING Direct Super Fund	Rainier Kroeze Superannuation
Australian Ethical Super	IOOF Employer Super	Retirement Savings Account
AustralianSuper	IOOF Portfolio Service Super	S&L Wiggins Super
BT Super Wrap	Investment Exchange RS	Smartsave Members Choice
BT Super for Life Savings	JM & NL Mason Super Fund	Sunsuper Super Fund
Bay Ridge Superannuation	Kiste Superannuation Fund	TPF&C Nominees Spectrum
Braemar Super Fund	Legal & General Life Australia Ltd	Tabe Family Super Fund
CBUS Super	Legal Super	Tasplan Super
CFM Retire Fund	Long and Strong Super Fund	Telstra Super
Care Super	MLC MasterKey Business	Tronson Superannuation Fund
Catholic Super Fund	MLC MasterKey Super	UniSuper
Colonial FSFC Personal	MLC Navigator Super	VicSuper
Colonial FSFC Wholesale	Mercer Super Trust	Vision Super
Colonial Portfolio Services Ltd	Murrell Superannuation Fund	Westpac Super
Comet Super Fund	National Flexi Super Plus	Winwood Super Fund
Commonwealth Essential Super	Netwealth Super Accelerator	Zurich Australia Life
Commonwealth Personal Super	North Personal Super Fund	Zurich Superannuation Plan
Comsuper	Norwich Union Life Australia	
Denney Family Super	One Path MasterFund	

These are the only complying superannuation schemes (other than those established under the provisions of the *Retirement Benefits Act 1993* and the *Public Sector Superannuation Reform Act 1999*) to which this department makes employer superannuation contributions.



Greg Johannes

Secretary
Department of Premier and Cabinet
30 June 2015

Statement of Compliance

		Page
Aids to Access		
Table of contents	Auditor-General's Special Report no. 4 of 1993, Standard of Annual Reporting by Government Departments	Inside front page
Table of compliance		This page
Index		76
Abbreviations		75
Overview		
Corporate Planning	SSR s. 9(a)(i)	8, 17 – 38
Major initiatives to give effect to public policy	SSR s. 9(a)(v)	8, 17 – 38
Report to statutory officer holder except where required to report under any other act	FMAA s. 27(1)(b) SSA s. 36(1)(b)	4 – 5
Organisational structure		
Organisational chart	SSR s. 9(a)(ii)	11
Organisational structure	SSR s. 9(a)(iii)	11
Changes to organisational structure	SSR s. 9(a)(iv)	12
Statutory and non-statutory bodies	SSR s. 9(d)	13
Performance information		
Finance outcomes	TI 201(1)(a)	53 – 66 Addendum – Appendix A
Performance report	SSA s. 36(1)(a) FMAA s. 27(1)(a) and s. 27(4)	17 – 38
Performance measurement	TI 201(1)(a) and 201(1)(b)	39 – 41
Carbon emissions – climate change and environmental impact initiatives	Premier's Agenda Speech 2008	68
Legislation		
Legislation administered	SSR s. 9(d)	15 Addendum – Appendix B
Legislation enacted during the year	SSR s. 9(d)	15
Appeals process	SSR s. 9(c)(iii)	69
Public access and information disclosure		
Contact details	SSR s. 9(c)(ii)	Inside back cover
Community awareness	SSR s. 9(c)(i)	69
Publications	SSR s. 9(c)(i)	70 Addendum – Appendix E
Right to information requests	RTIA s. 23 and s. 53	69 Addendum – Appendix D
Public interest disclosure	PIDA s. 86	69

Human resource management		
Human resources information	SSA s. 36(1a)	43 – 52
Workplace diversity	ED No. 3	51
Workplace health and wellbeing	ED No. 23	52
Disability Action Plan	Disability Framework for Action 2012-17	68
Ethical conduct of staff	ICA s. 32	70
Industrial democracy and employee participation	SSR s. 9(b)(iv)	51
Occupational health and safety (incl. WHS Plan)	SSR s. 9(b)(vi) ED No. 27	52
Performance management	SSA s. 36(1)(ba) ED No. 26	51
Superannuation contributions	PSSRA s. 13	72
Asset management, risk management and pricing policies		
Pricing policy	TI 201(I)(c)	70
Capital projects	TI 201(I)(d)	Na
Risk management	TI 201(I)(f)	13
Asset management	TI 201(I)(g)	13
Debts written off	TI 201(I)(h)	Na
Loss and damage	TI 201(I)(i)	Na
Support for local business	TI IIII(2), (3a) and (3b)	70
Contracts with value over \$50 000	TI IIII(2), (3a) and (3b)	70
Limited/direct procurement	TI IIII(3)(b)(iv)	70
Contract extensions	TI IIII(3)(b)(v)	Na
Exemptions from Treasurer's Instructions	TI I207(7)	Na
Confidentiality of Government contracts	TI IIII(3)(b)(vii)	Na
Contracts where an exemption from the requirement to disaggregate has been approved	TI IIII(3)(b)(vi)	Na
Grants	TI 709(12)	71
		Addendum – Appendix C
Financial statements		
Head of agency certification	TI 205(I)	Addendum – Appendix A
Financial statements	FMAA s. 27(1)(c), 27(2), 27(3) & 27(6) SSA s. 36(2) TI 201(I)(j) TI206(I), (2) and (3)	Addendum – Appendix A
Audit report	FMAA s. 27(1)(c) TI 201(I)(k) AA s. 19(4)	Addendum – Appendix A
Significant financial performance directives which affected the achievement of operational objectives	TI 201(I)(a) and (I)(b)	53 – 66

Abbreviations

AA	<i>Audit Act 2008</i>	OAA	Office of Aboriginal Affairs
ANZSOG	Australian New Zealand School of Government	OeG	Office of eGovernment
CAS	Corporate Application Support	OHS	Occupational Health and Safety
CEO	Chief Executive Officer	OPC	Office of Parliamentary Council
CER	Clean Energy Regulator	OSEM	Office of Security and Emergency Management
COAG	Council of Australian Governments	OTS	Office of the Secretary
CorpServ	Corporate Services	PID	Public Interest Disclosure
COTA	Council on the Ageing	PIDA	<i>Public Interest Disclosures Act 2002</i>
CSR	Communities Sport and Recreation	PLGC	Premier's Local Government Council
DEDTA	Department of Economic Development, Tourism and the Arts	PMD	Performance Management and Development
DLG	Departmental Leadership Group	PolDiv	Policy Division
DPAC	Department of Premier and Cabinet	PPS	Practice Procedures and Standards
DPIPWE	Department of Primary Industries Parks Water and the Environment	PSSRA	<i>Public Sector Superannuation Reform Act 1999</i>
ED	Employment Directions	RCCAP	Regional Climate Change Adaptation Program
EFR	Emergency Food Relief	RSL	Returned Services League
ERF	Emission Reduction Fund	RTI	Right to Information
ExecDiv	Executive Division	RTIA	<i>Right to Information Act 2009</i>
FMAA	<i>Financial Management and Audit Act 1990</i>	SAMP	Strategic Asset Management Plan
FTE	Full-time Equivalent	SAP	Strategic Action Plan
GBE	Government Business Enterprise	SerTas	Service Tasmania
GOE	General Operating Expenses	SES	Senior Executive Service
GST	Goods and Services Tax	SOE	Standard Operating Environment
IaaS	Infrastructure-as-a-Service	SOI	Sustainability Objectives and Indicators
ICA	<i>Integrity Commission Act 2009</i>	SRT	Sport and Recreation Tasmania
ICT	Information and Communication Technology	SSA	<i>State Service Act 2000</i>
IDC	Interdepartmental Committee	SSR	<i>State Service Regulations Act 2011</i>
LGBTI	Lesbian, Gay, Bisexual, Transgender and Intersex	SSVCP	State Service Vacancy Control Process
LGD	Local Government Division	TCAP	Tasmanian Coastal Adaptation Pathways
LiDAR	Light Detection and Ranging Transgender	TCCO	Tasmanian Climate Change Office
LWOP	Leave Without Pay	TCF	Tasmanian Community Fund
M&PS	Ministerial and Parliamentary Support	TEYF	Tasmanian Early Years Foundation
MCP	Modern Communications Project	TI	Treasurer's Instruction
MOU	Memorandum of Understanding	TIS	Tasmanian Institute of Sport
MP	Member of Parliament	TNVR	Targeted Negotiated Voluntary Redundancy
MPS	Ministerial and Parliamentary Support	TTC	The Training Consortium
MPSS	Managing Positions in the State Service	TYP	Tasmanian Youth Parliament
NA	Not Applicable or Not Available	VT	Volunteering Tasmania
NDIS	National Disability Insurance Scheme	WHS	Work Health and Safety
NILS	No Interest Loans Scheme	WRIP	Workplace Renewal Incentive Program
NYW	National Youth Week	YNOT	Youth Network of Tasmania

Index

Abbreviations	75	Our Performance Measurers	39 – 41
Asset Management	13	Our Purpose	8
Audit Committee	14	Our Strategic Goals	8, 17 – 38
Audit Report	55 – 56	Our Values	8
Carbon Emission Reduction Plan	68	Our Vision	8
Compliance Index	73 – 75	Our Year in Review	2
Compliance Reports	67	Outputs	12, 40 – 41
Departmental Objectives	7	Performance Management	51
Disability Action Plan	68	Pricing Policies	70
Election Commitments	71	Procurement	70
Employee Statistics - DPAC	45 – 48	Protecting Privacy	69
Employee Statistics - MPS	49 – 50	Public Interest Disclosures	69
Financial Performance	57	Publications	70
Financial Position	64	Recruitment Policies and Programs	51
Financial Statements Certification	54	Related Trusts and Boards	13
Governance	9	Responsible Ministers	1, 12
Government Contributions	71	Right to Information	69
Grants	71	Risk Management	13
Grievance Resolution	51	Secretary's Report	4
HR Strategic Plan	44	Strategic Goal 1	19 – 24
Independent Scrutiny	14	Strategic Goal 2	25 – 26
Integrity	70	Strategic Goal 3	27 – 30
Internal Audit	14	Strategic Goal 4	31 – 34
Legislation Administered	15	Strategic Goal 5	35 – 36
Ministerial Responsibilities	12	Strategic Goal 6	37 – 38
Organisational Chart	11	Superannuation Certificate	72
Our Contacts	77	WHS Strategies	52
Our Finances	53 – 66	Websites	70
Our Key Themes	8	Workers Compensation	52
Our People and Policies	43	Workplace Diversity	51

Our Contacts

Telephone (03) 6232 7184 – Office of the Secretary
Facsimile (03) 6223 5685
Mailing address Department of Premier and Cabinet
 GPO Box 123
 HOBART Tasmania 7001
Email secretary@dpac.tas.gov.au
Website www.dpac.tas.gov.au

Office	Address	Telephone	Facsimile
Cabinet Office and Executive Council Secretariat	Level 4, Executive Building, 15 Murray Street Hobart TAS 7000	6270 5659 6270 5666 6205 4829	6233 2201
Communications and Protocol Unit	Level 5, Executive Building, 15 Murray Street Hobart TAS 7000	6270 5493	6233 5685
Communities, Sport and Recreation	Level 4, Executive Building, 15 Murray Street Hobart TAS 7000	6232 7133	6233 5685
Corporate Services	Level 6, Executive Building, 15 Murray Street Hobart TAS 7000	6270 5482	6233 5685
Governance Services	Level 7, Executive Building, 15 Murray Street Hobart TAS 7000	6232 7184	
Local Government Division	Level 5, Executive Building, 15 Murray Street Hobart Tasmania 7000	6232 7022	6233 5685
Office of eGovernment	Level 6, Executive Building, 15 Murray Street Hobart TAS 7000	6232 7722	
Office of Parliamentary Counsel	Level 11, 86 Collins Street Hobart TAS 7000	6233 2223	
Office of Security and Emergency Management	Level 1, 47 Liverpool Street Hobart TAS 7000	6232 7979	
Office of the Secretary	Level 7, Executive Building, 15 Murray Street Hobart TAS 7000	6232 7184	
Policy Division	Level 7, Executive Building, 15 Murray Street Hobart TAS 7000	6232 7109	
Service Tasmania Unit	Level 7, 144 Macquarie Street Hobart TAS 7000	6165 4292	6233 2412
State Protocol Office	Level 5, Executive Building, 15 Murray Street Hobart TAS 7000	6270 5667	
State Service Management Office	Level 9, 144 Macquarie Street Hobart TAS 7000	6232 7040	
Tasmanian Climate Change Office	Level 5, Executive Building, 15 Murray Street Hobart TAS 7000	6232 7173	
Tasmanian Government Courier	Basement, Franklin Square Hobart TAS 7000	6232 7053 0408 139 057	6233 5685
	Level 1, 1 Civic Square Launceston TAS 7250	0417 299 548	
Tasmanian Institute of Sport	Silverdome, 55 Oakden Road Prospect TAS 7250	6777 2828	6336 2211
	Technopark, 33-38 Innovation Drive Dowsing Point TAS 7010	6165 6630	6336 2211
The Training Consortium	Level 9, 144 Macquarie Street Hobart TAS 7000	6232 7511	
TMD	Level 9, 22 Elizabeth Street Hobart TAS 7000	6166 3111	6233 7222



Department of Premier and Cabinet

GPO Box 123
Hobart TAS 7001

Call 1300 135 513
International +61 1300 135 513

www.dpac.tas.gov.au