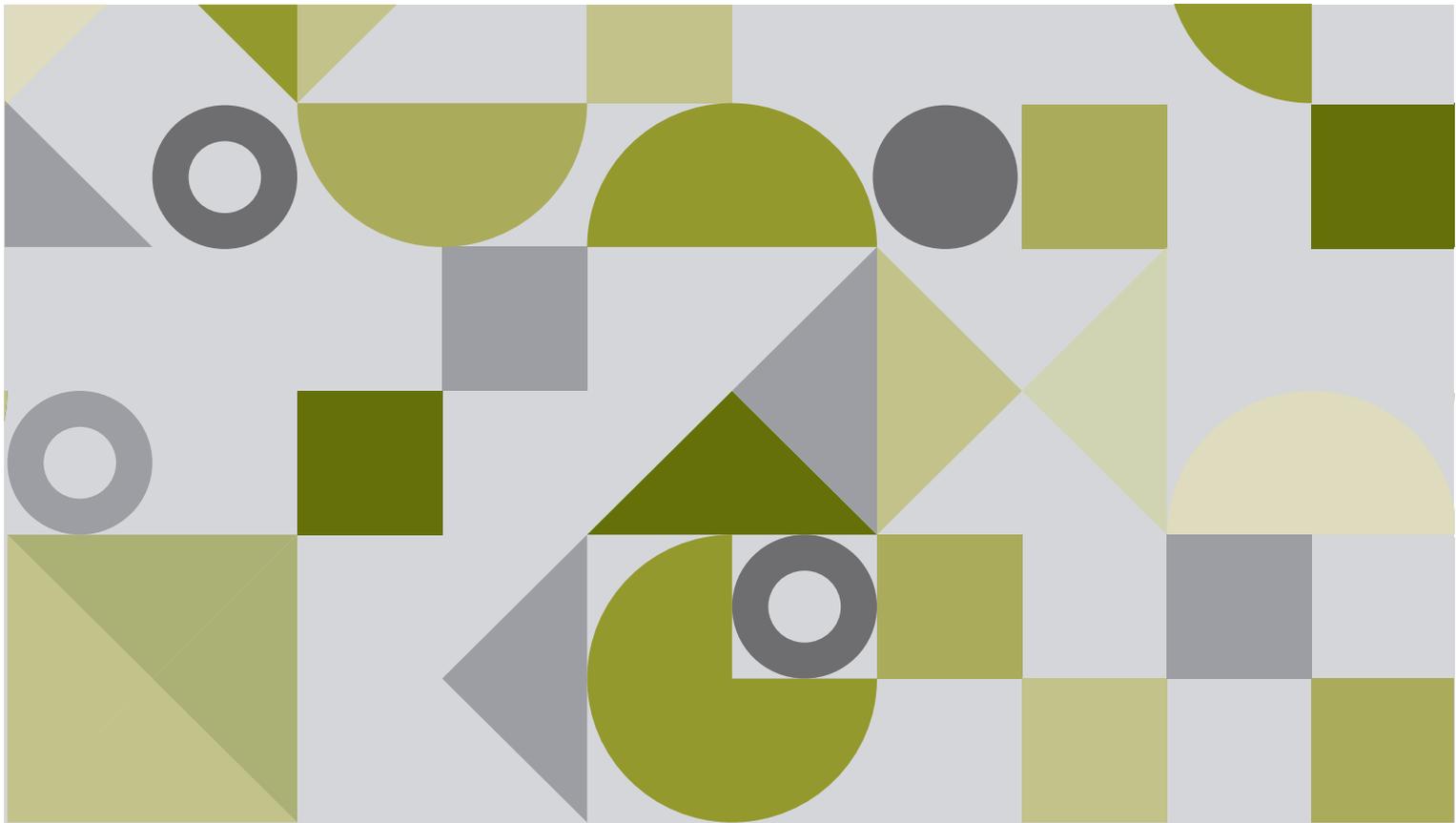


EXECUTIVE BUILDING

Department of Premier and Cabinet
**Annual Report
2022–23**



All our annual reports are available for download from the Department's website, www.dpac.tas.gov.au

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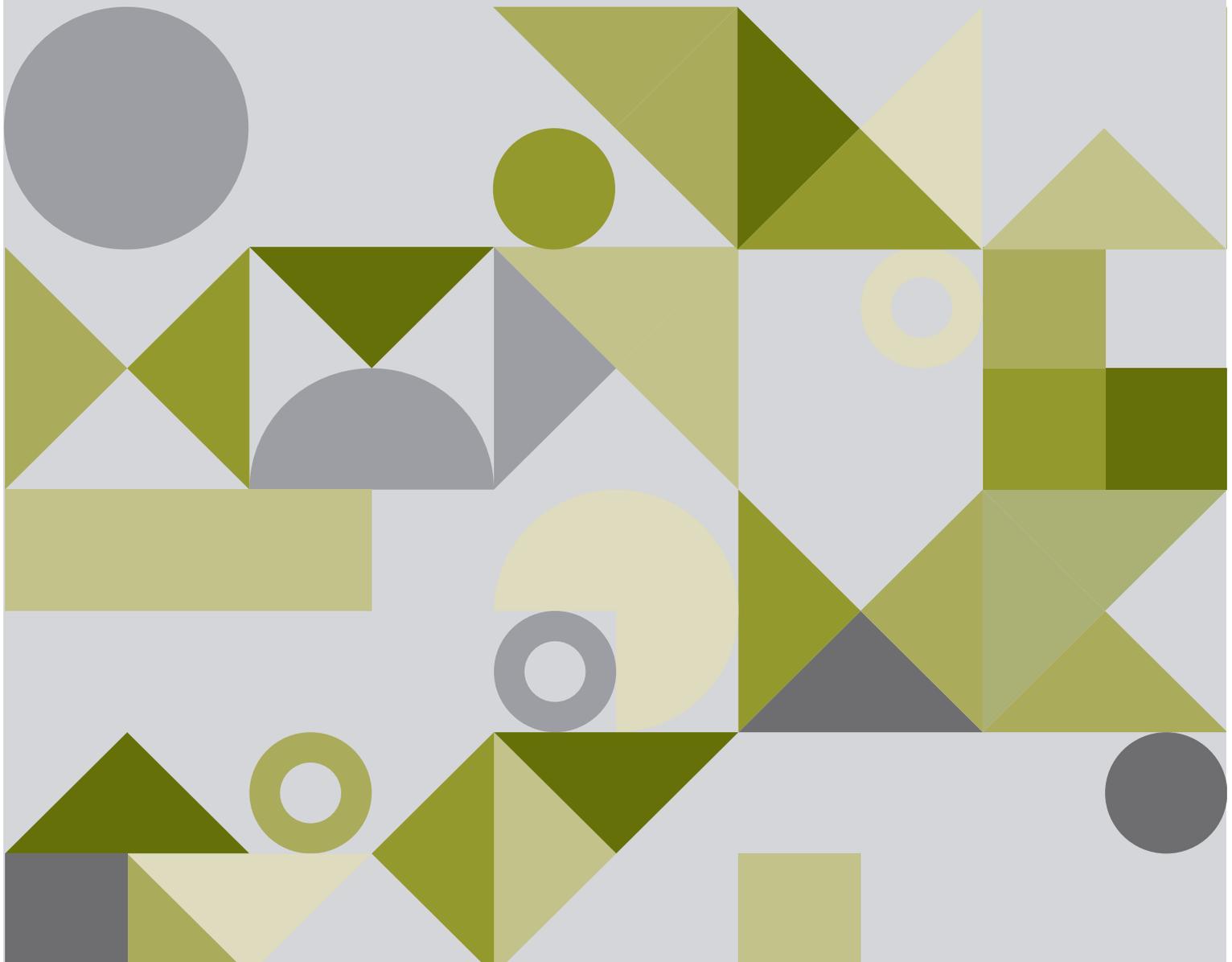
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Aboriginal Acknowledgment

In recognition of the deep history and culture of Tasmania, the Department of Premier and Cabinet acknowledges and pays respect to all Tasmanian Aboriginal people, the past and present custodians of this island. The Department acknowledges and pays respect to Tasmanian Aboriginal Elders, past and present.

The Department also acknowledges the valued contribution of Aboriginal State Service employees for the knowledge they bring to their work and their role in the achievements and outcomes in this annual report.



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 regulation, information technology, state service management, legislation development, security and emergency management, and community partnerships and priorities.

It includes the highlights of the year, an overview of our operations, major initiatives, and performance during 2022–23.



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Submission to the Premier and Ministers



Hon Jeremy Rockliff MP
Premier



Hon Michael Ferguson MP
Deputy Premier
Minister for Planning



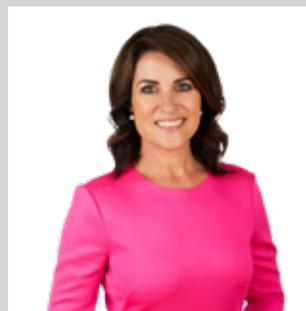
Hon Nic Street MP
Minister for Local
Government
Minister for Community
Services and Development



Hon Madeleine Ogilvie MP
Minister for Science
and Technology



Hon Roger Jaensch MP
Minister for
Aboriginal Affairs



Hon Jo Palmer MLC
Minister for
Disability Services
Minister for Women
Minister for the Prevention
of Family Violence



Hon Guy Barnett MP
Minister for State
Development, Construction
and Housing
Minister for
Veterans' Affairs

Dear Premier and Ministers

In accordance with the requirements of Section 36 of the *State Service Act 2000* and Section 42 of the *Financial Management Act 2016*, 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 2023.

Yours sincerely

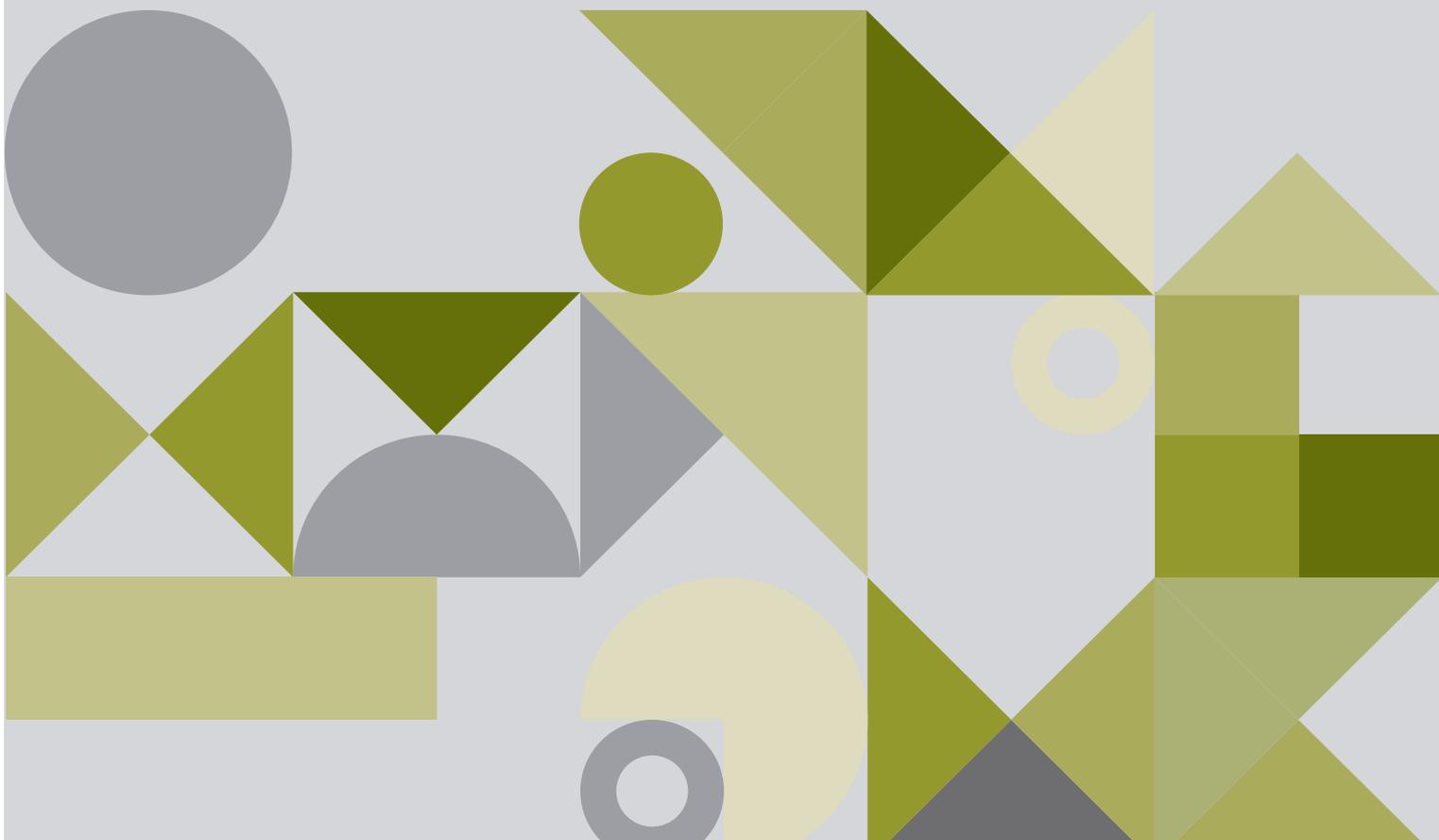


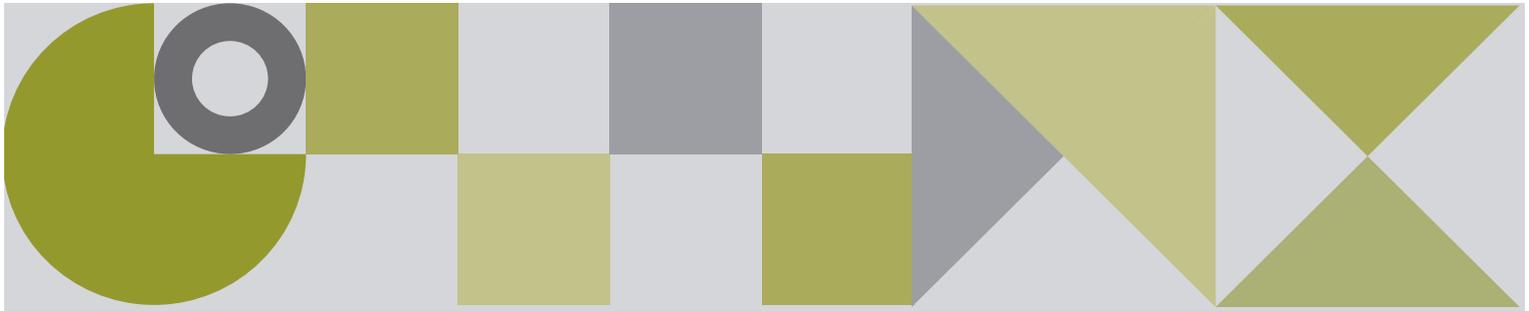
Jenny Gale

Secretary

Department of Premier and Cabinet

06 October 2023





Secretary's Report



As we mark the end of the financial year 2022–23 with the publication of this Annual Report I look back over a year that presented significant challenges for the Department and the broader State Service. Equally, it presented many opportunities for us to better serve the Tasmanian community and make a positive impact in the lives of Tasmanians.

At the Department of Premier and Cabinet (DPAC), we are committed to placing Tasmanian people at the heart of our advice and services, and this has been our guiding purpose this year.

Throughout the past year we listened intently to, and reflected deeply on, the evidence given to the Commission of Inquiry into the Tasmanian Government's Responses to Child Sexual Abuse in Government Institutions. We listened to what the Commission heard from victim survivors, their family and supporters, the community, members of the media, and public servants. It was often difficult to hear the ways in which our institutions had failed children, but in listening and reflecting, we learn and we are resolved to change for the better.

As the Commission's work continued it became clear we had to make immediate change to protect children in government institutions, and I am deeply committed to this work as the Secretary of DPAC, as the Head of the State Service, and in leading the whole of Government Secretaries Board. All Heads of Agency are committed to learning from the past and to keeping children safe. Through 2022–23 DPAC has led the implementation of the Premier's Priority of Keeping Children Safe, collaborating closely with other Agencies to facilitate whole-of-government reforms, ensuring the safety and well-being of Tasmania's children. My thanks go to public servants in DPAC and across the Service for their commitment to this work.

The Government has committed to accepting all of the recommendations arising from the Commission of Inquiry, and DPAC will have a central leadership role in coordinating and implementing these. While the final recommendations of the Commission of Inquiry are yet to be known, we know it will be a far reaching and fundamental roadmap to reform, that puts outcomes for children at the forefront. DPAC will lead and enable action across the State Service as Agencies work together on these reforms.

In 2022–23, machinery-of-government changes saw the make-up of DPAC evolve, with the Department taking on new responsibilities in serving the community. The successful transition of functions from the former Department of Communities Tasmania and Aboriginal Heritage Tasmania to DPAC marked a significant milestone. This transition, between July and October 2022, saw the creation of the new division of Community Partnerships and Priorities (CPP). These changes position us to better support the diverse needs and priorities of the Tasmanian community.

In partnership with Tasmanian communities, DPAC has advanced key priorities that make a real difference for people, including initiatives such as Survivors at the Centre: Tasmania's Third Family and Sexual Violence Action Plan 2022–27, Equal means Equal: Tasmanian Women's Strategy 2022 – 2027, and the *Carer Recognition Act 2023*. These efforts underscore our dedication to leaving a lasting positive impact on the lives of Tasmanians.

Our Digital Services and Strategy team implemented comprehensive cybersecurity measures, leading to the Tasmanian Government receiving recognition for the Best Cyber Security Initiative in 2023. In an environment of increasing cyber threats and incidents, we are actively engaged in a number of collaborative partnerships with industry and other public sector organisations. As part of our commitment to the National governance arrangements for cybersecurity DPAC provides representatives to the National Cyber Security Committee and its associated sub-committees, which operates in conjunction with the Commonwealth and other State and Territory governments.

Service Tasmania marked its 25th anniversary, celebrating a quarter-century of serving the community. I acknowledge and thank those Service Tasmania staff who have been with us on this journey for over two decades - a testament to our enduring commitment to delivering exceptional service.

We value feedback from our people and in our 2023 Tasmanian State Service Survey results we were pleased to see a number of our employee engagement scores improve by approximately ten percent which is a heartening increase. We also saw high levels of confidence in our values, workplace behaviours, and inclusivity. Our work now is to provide training and development opportunities, recognising excellence, and promoting positive work cultures that benefit our employees and the broader community, and we will develop action plans to target improvement areas.

DPAC has also led the improvement of wage and employment conditions within the State Service, renegotiating a number of key agreements working closely with Public Sector Unions. We take great pride in offering contemporary conditions that reflect the diverse and inclusive society we serve. These conditions include provisions such as Aboriginal Cultural Leave, Disability Leave, Gender Affirmation Leave, and updated family and flexible leave options.

In addition to these initiatives, DPAC is leading the work to improve literacy in Tasmania. At the heart of my motivation as a public servant lies the deep belief that everyone, regardless of their circumstances, deserves equal opportunities in life. Our clear goal is for Tasmania to have 100 per cent functional literacy, and we've led the way through the delivery of *Lifting Literacy: The Community-wide Framework*. This framework aims to unite efforts across all sectors to achieve a literate Tasmania, empowering individuals and benefiting our community as a whole.

I express my gratitude to the DPAC team for its commitment to our shared vision of serving Tasmania. Together, we will continue to place the Tasmanian people at the heart of everything we do and strive to leave the Service better than we found it. I look forward to the opportunities and challenges that lie ahead as we work together to create a brighter future for all Tasmanians.

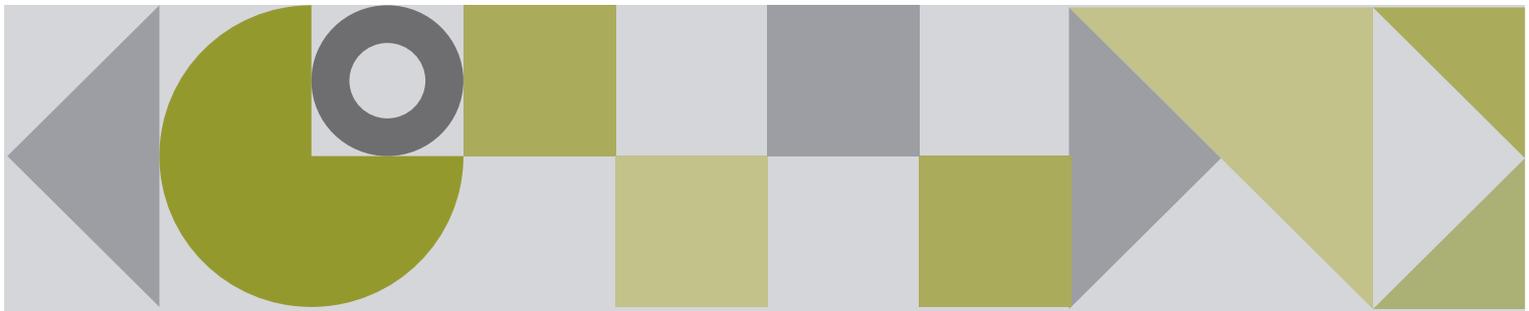
Thank you.



Jenny Gale

Secretary

Department of Premier and Cabinet



Our Year in Review

Through 2022–23, a wide range of Tasmanian Government priorities were managed by DPAC.

The Commission of Inquiry into the Tasmanian Government’s response to child sexual abuse in institutional settings, continued to be a strong focus for the Government in 2022–23. Following the Premier’s announcement that ‘Keeping Children Safe’ was a Premier’s Priority, DPAC responded by coordinating immediate interim response actions across the Tasmania State Service. On the 8 November 2022, DPAC supported the Government and Parliament to deliver its unreserved apology to all victim-survivors of child sexual abuse in Tasmanian Government institutions. This support involved coordinating the viewing of the Apology from multiple sites (Parliament, Parliament lawns and Hobart Function Centre), providing financial assistance to attend the event and ensuring a number of psychological support options were available leading up to the apology, during the apology and after the apology.

The State Service Management Office (SSMO) progressed the development of a shared capability model for the investigation of serious Code of Conduct breaches in the TSS. This included a review of Employment Directions, including Employment Direction 5, and the implementation of a central register of State Service employees whose employment was terminated as a result of a determined breach of the Code. The Tasmanian Training Consortium (TTC) has also delivered trauma-informed practice training to senior State Service leaders. This training was delivered as a priority in response to what the Commission of Inquiry heard in its first tranches of hearings. Initially, the program was exclusively available to state servants, however this is now available through the TTC public course calendar.

The Tasmanian State Service Employee Survey was conducted in March 2023. The findings highlighted areas for improvement, namely: strengthening a culture of safety at work and building on improvements in diversity, equity and inclusion. Learnings from the survey will build on the DPAC culture work already underway where our Departmental Leaders Group (DLG) project teams are already working on the core projects including of:

- Reflecting the community we serve
- Our values are part of our day-to-day work
- Growing our DLG culture

These projects will further the development of senior leaders in the areas of resilience, reflection and growth, and support our people in DPAC’s changing work environment.

Service Tasmania delivered a number of initiatives in 2022–23 to improve the wellbeing of our staff and the community we serve. Occupational Violence and Aggression (OVA) response procedures and training were updated for frontline staff and supervisors, to provide guidance on responding to OVA incidents and to help employees feel and be safe at work. The training focuses on proactive de-escalation techniques, procedures for managing difficult customers and responding to incidents. During 2022–23, Service Tasmania staff also participated in inclusive language courses with the local organisation, A Fairer World, to increase awareness and understanding of the impact of language and behaviour in a service delivery environment, promote respectful conversations, and to help dispel myths. As part of this, Service Tasmania also developed Respectful Language Quick Reference Guides for cultural diversity, gender and sexual diversity, and people with a physical and non-visible disability.

Another inclusive initiative delivered by DPAC in 2022–23 was the Disability Employment Portal (the Portal). The Portal was developed by SSMO to support people with disability seeking employment within the TSS and reduce the barriers they face during TSS recruitment and selection processes. The Portal contains a range of resources to assist Human Resources practitioners and hiring managers to recruit and support employees with disability and to build disability confident workplaces.

2022–23 was a significant year in workforce reform. SSMO led the development and implementation of new and improved employment conditions (including reforms to leave entitlements) and salary increases for State Service employees. This significant body of work was the culmination of months of negotiation and collaboration between SSMO, State Service Agencies and the public sector unions. These improvements support the attraction and retention of employees to a contemporary and diverse State Service and enable the State Service to continue delivering quality services for the Tasmanian community. Key changes included: new Aboriginal Cultural Leave, recognition of Aboriginal Family Relationships, new Disability Leave, new Gender Affirmation Leave, and new and updated family and flexible leave provisions.

Last year, the Government announced that the Department of Communities Tasmania (DCT) would be abolished, and its functions transitioned to various other Departments and entities in a staged approach in the second half of 2022. Further, it was announced that Aboriginal Heritage Tasmania would transfer from the Department of Natural Resources and Environment Tasmania to DPAC to consolidate all Aboriginal affairs in a single Government Agency. The transfer of these functions occurred in a phased approach via a number of administrative restructures resulting in the formation of the new division of Community Partnerships and Priorities (CPP). Through this change DPAC has taken on a number of community-based functions to support Tasmanians: Disability Services, Community Services, Community Development, Child and Youth Wellbeing, Women's Policy, Veterans Affairs, Aboriginal Affairs, and Aboriginal Heritage and Land.

In Aboriginal Affairs, DPAC continued to drive a significant reform agenda throughout 2022–23. The Tasmanian Closing the Gap Annual report was tabled in Parliament in May 2023, and the first round of Closing the Gap Capacity Building Grants were administered. Aboriginal land and heritage legislative reform projects continued and Aboriginal heritage specialists undertook nearly 1400 detailed assessments and provided advice on proposed activities that may risk impacting Aboriginal heritage. A suite of Aboriginal cultural values projects within the Tasmanian Wilderness World Heritage Area were also undertaken with the highlight being the protection of a highly significant hut depression site on the southwest coast from wind erosion. Further to commitments made last year, the Aboriginal Advisory Group was established to advise Government on the Truth-telling and Treaty process with Tasmanian Aboriginal people, holding its inaugural meeting on 6 February 2023.

DPAC continued to deliver a number of specific initiatives in the development, implementation and coordination of It Takes a Tasmanian Village: Tasmania's Child and Youth Wellbeing Strategy including the expansion of the Bringing Baby Home program, the Supporting Expecting and Parenting Teens program, the launch of the Little Tasmanian project with Brand Tasmania, the first Kids Care Clinic opening in Kingston in March 2023, and implementation of the Youth Connector program at the Glenorchy Jobs Hub.

Through its new CPP division, DPAC worked in partnership with Tasmanian communities to progress priorities including: Survivors at the Centre: Tasmania's Third Family and Sexual Violence Action Plan 2022–27, Equal means Equal: Tasmanian Women's Strategy 2022 – 2027, the *Carer Recognition Act 2023*, the Food Relief to Food Resilience Action Plan, the Tasmanian Veterans' Employment Strategy 2023–2027, and the new elder abuse strategy - Lifelong Respect: Tasmania's Strategy to End the Abuse of Older People 2023–2029. DPAC also administered a significant number of grants for community members and community organisations including International Women's Day, Youth Week Tasmania, Tasmanian Men's Sheds, Family and Sexual Violence: Supporting Diverse Communities, Heating Allowance, Gambling Support and Agricultural Show Development.

Cyber security received heightened attention during 2022–23 with a significant uplift in cyber threats and incidents at a national and local level, including those directly impacting members of the Tasmanian community. DPAC's Digital Strategy and Services (DSS) division was kept busy with the coordination and management of these incidents with additional support provided by units across the Department. Service Tasmania also provided critical services for impacted Tasmanians, by prioritising applications for replacement personal documents, such as drivers licences, to prevent identity fraud.

DSS continued the delivery of outcomes associated with the whole-of-government cyber security program, including improved incident response management capabilities, upskilling of cyber security professionals across government, new education and awareness programs for TSS employees, and improved vulnerability identification. The Tasmanian Government was awarded the Best Cyber Security Initiative for 2023 at the annual Tasmanian Information and Communication Technology industry's TASICT Excellence Awards for a whole-of-government collaboration and standardisation initiative to deliver improved security. DSS also finalised changes to whole-of-government data and digital governance. The division significantly progressed programs linked to Government digital infrastructure, with the aim of establishing new capabilities in shared applications, communications, and networks.

Work was initiated on the development of a digital inclusion strategy to inform a broader program phase of work involving the community and industry in 2024. The Service Tasmania digital transformation powered ahead with a new website released in July 2022, and work commencing on the development of a digital services portal to access government services. 'myServiceTas' will be launched in early 2024 and will provide Tasmanians with a secure, easy-to-use entry point for Government services, accessed through a single login.

Service Tasmania rolled out a contemporary look and feel fit out to additional service centre sites, improving the customer experience for Tasmanians. Upgraded front-of-house facilities at the Glenorchy site enabled an improved concierge service and better customer flow. Completion of significant upgrades to service centre security systems improved both CCTV and access control arrangements across 25 sites. Service Tasmania has also continued to support our community's protection from COVID-19 with eligible concession card holders able to obtain free Rapid Antigen Tests from centres across the State. Service Tasmania distributed over 267,000 tests to 30 June 2023.

Through 2022–23 the Tasmanian Training Consortium (TTC) continued to support the development of public sector professionals in Tasmania through face-to-face and online training, delivering 58 workshops statewide, and a total of 1,310 registrations received. Additionally, TTC coordinated a total of 34 in-house training courses.

The Office of Local Government continued to support the enormous volume of work being driven by the Local Government Board in the delivery of the Future of Local Government Review. The October 2022 Local Government elections were the first held since the successful introduction of compulsory voting in June 2022. The results were outstanding, with almost 85 per cent of enrolled electors participating, the highest participation rate for Local Government elections in Australia. DPAC also supported the development and announcement of Strategic Regional Partnerships (SRP), with the Western region being announced as the first area to develop an SRP.





Our Department

The Department of Premier and Cabinet (DPAC, the Department) is the central agency of the Tasmanian Government, leading the Tasmanian State Service (TSS) in supporting the Government to achieve the best possible outcomes for the Tasmanian community.

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

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

Further information about DPAC can be found on our website www.dpac.tas.gov.au.

Our Commitment

We put the Tasmanian people at the heart of our advice and services.

Our Vision

We partner with others to advise on and deliver the government's priorities ensuring the best possible outcomes for the Tasmanian community.

Our Values

In November 2022, DPAC launched its new value, Respect. DPAC now has five key values:

Respect We treat everyone with respect and kindness.

Excellence We strive for excellence at all times.

Customer focus Our customers are at the centre of what we do and how we do it.

Working together We support and respect one another and work with others to achieve results.

Being professional We act with integrity and are accountable and transparent.

Our Role

We work in partnership with the communities we serve and the agencies we lead to:

- Effectively lead and facilitate whole-of-government solutions
- Provide valued advice to government
- Design and deliver fit-for-purpose systems, services and regulation
- Deliver on community priorities
- Build effective and respectful relationships
- Deliver great service
- Develop effective systems to make our work easier

Governance

DPAC Executive Committee

The DPAC Executive Committee is the key strategic governance committee and is chaired by the Secretary.

The Executive Committee:

- considers high-level strategic matters
- strives for a positive culture, leading by example by exhibiting and embracing the DPAC values
- champions good governance through agency oversight, risk management and compliance
- sets strategy and expectations for the agency
- monitors and drives performance
- has oversight of the DPAC budget

Departmental Leadership Group

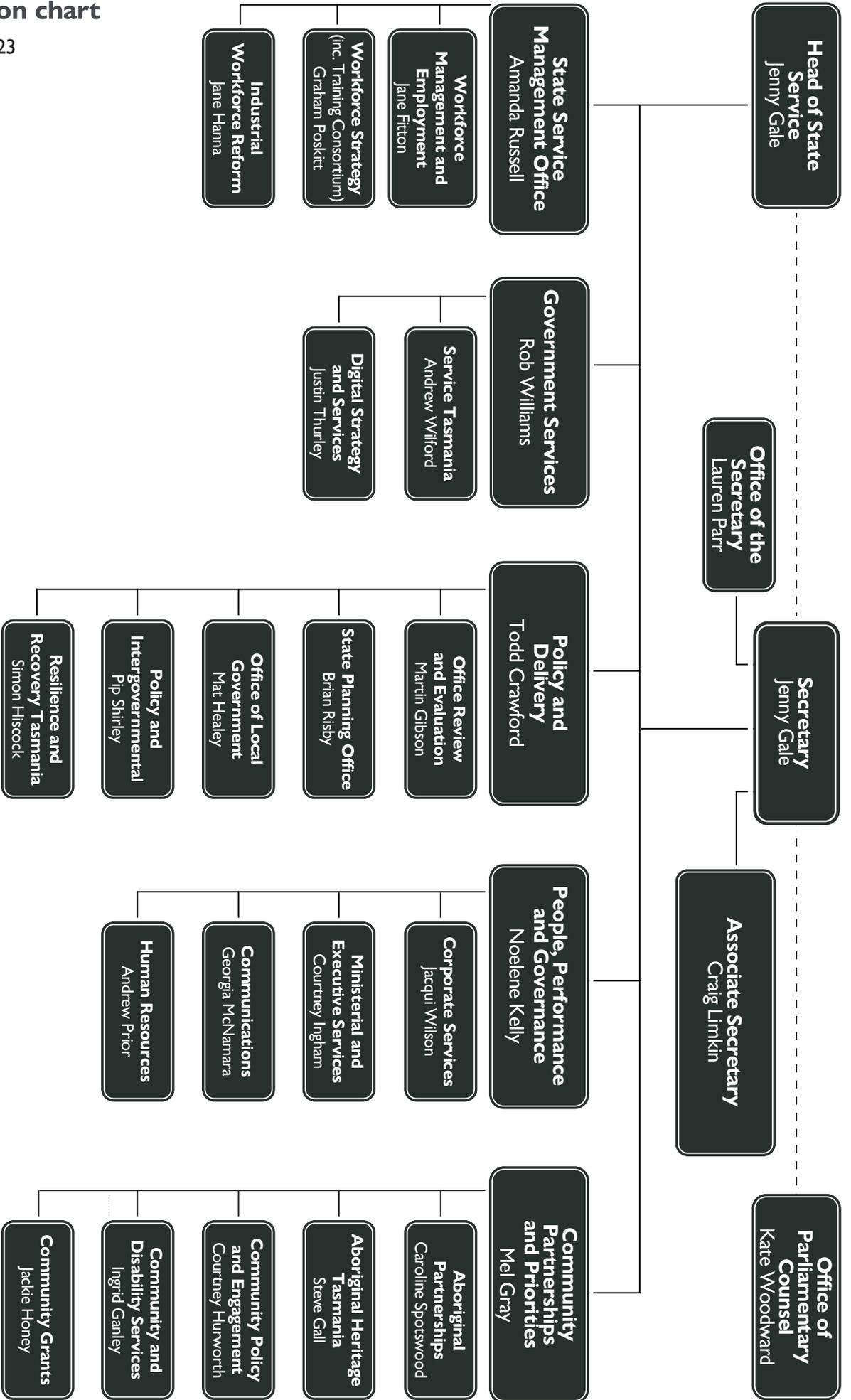
The Departmental Leadership Group (DLG) is comprised of the Executive Committee and their direct reports, including senior leaders from across all DPAC divisions. The DLG is chaired by members on a rotational basis and meets monthly throughout the year.

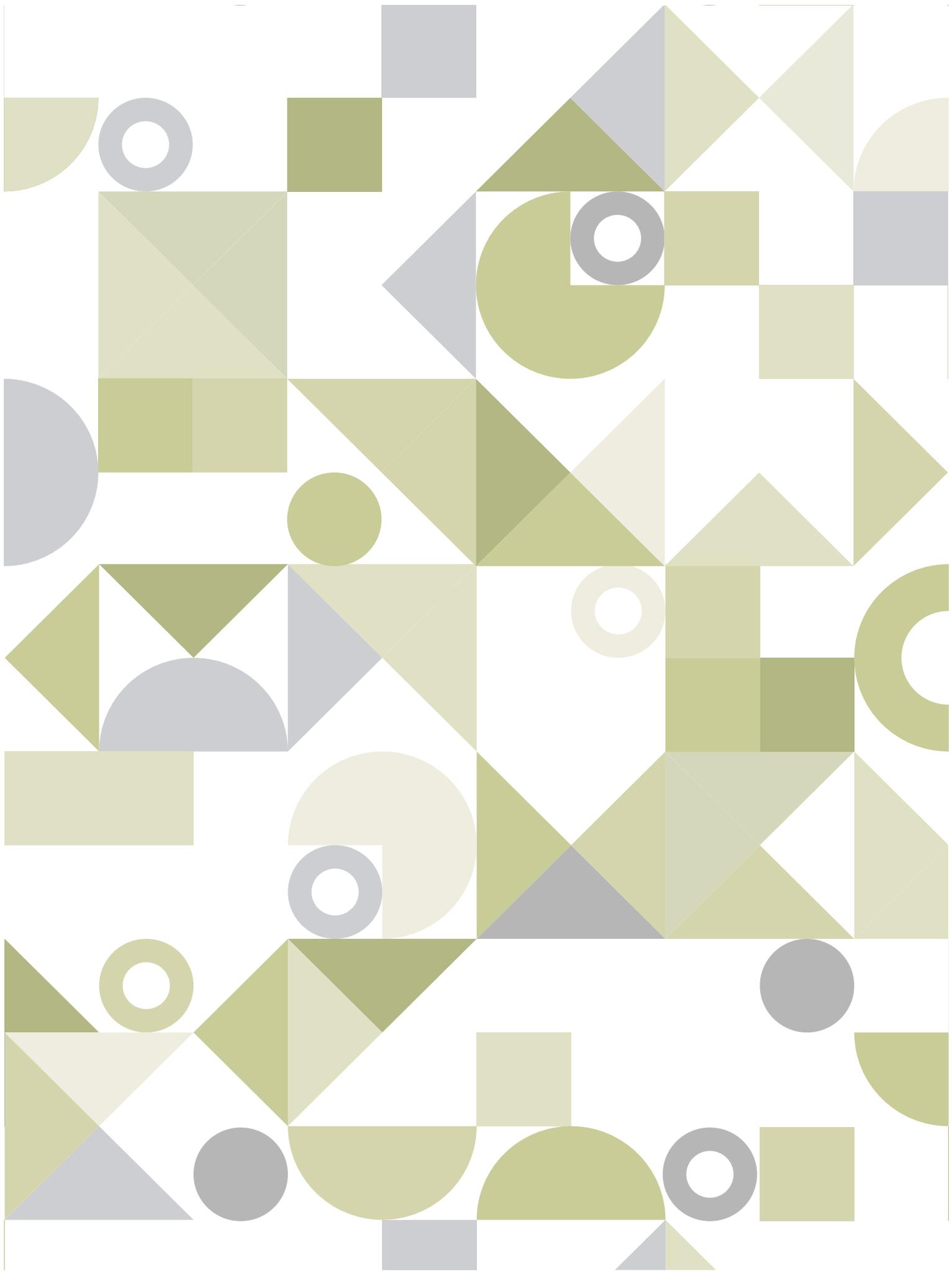
The DLG provides an opportunity for senior leaders to collaborate on whole-of-agency projects such as strategic planning, cultural work and leadership development. This model drives a whole-of-agency approach to our most strategic issues and generates innovative solutions to complex challenges.

The Executive Committee provides direction and guidance to DLG Project Teams, in turn, the Teams periodically report on their progress to the Executive Committee.

Organisation chart

as at 30 June 2023





Ministerial Responsibilities and Output Group Structure

On 30 June 2023, the ministerial and output group structure in which the Department's budget operated under for 2022–23 was as follows:

Output group / Output	Responsible Minister	Responsible Department Division/Unit
1. Support for executive decision-making		
1.1 Strategic policy and advice	Jeremy Rockliff MP Premier	Policy and Delivery
2. Government processes and services		
2.1 Management of executive government processes	Jeremy Rockliff MP Premier	People, Performance and Governance
2.2 Principal and subordinate legislation	Jeremy Rockliff MP Premier	Office of Parliamentary Counsel
2.3 Tasmanian Government couriers	Jeremy Rockliff MP Premier	People, Performance and Governance
2.4 Corporate support to ministerial and parliamentary offices and Office of the Governor	Jeremy Rockliff MP Premier	People, Performance and Governance
3. Electronic services for government agencies and the community		
3.1 Information, technology and digital services strategy and policy development	Madeleine Ogilvie MP Minister for Science and Technology	Digital Strategy and Services
3.2 Management and ongoing development of Service Tasmania	Jeremy Rockliff MP Premier	Service Tasmania
3.3 Delivery of IT services	Madeleine Ogilvie MP Minister for Science and Technology	Digital Strategy and Services
4. State Service management		
4.1 State Service employment and management	Jeremy Rockliff MP Premier	State Service Management Office
5. Security and emergency management		
5.1 Security and emergency management	Jeremy Rockliff MP Premier	Resilience and Recovery Tasmania

Following the transfer of functions resulting from administrative restructures a new output group 7. Community Partnerships and Priorities was created. The Ministerial responsibilities and outputs are as per the following:

Output group / Output	Responsible Minister	Responsible Department Division/Unit
6. Local government		
6.1 Local government	Nic Street MP Minister for Local Government	Office of Local Government
6.2 State Planning Office	Michael Ferguson MP Minister for Planning	State Planning Office
7. Community Partnerships and Priorities		
7.1 Disability Services	Jo Palmer MLC Minister for Disability Services	Community and Disability Services
7.2 Community Services	Nic Street MP Minister for Community Services and Development	Community and Disability Services
7.3 Community Development – policy advice and ongoing community development	Nic Street MP Minister for Community Services and Development	Community Policy and Engagement
7.4 Child and Youth Wellbeing	Jeremy Rockliff MP Premier	Community Policy and Engagement
7.5 Tasmania’s Third Family and Sexual Violence Action Plan: Survivors at the Centre 2022-2027	Jo Palmer MLC Minister for the Prevention of Family Violence	Community Policy and Engagement
7.6 Women’s policy	Jo Palmer MLC Minister for Women	Community Policy and Engagement
7.7 Veterans’ Affairs	Guy Barnett MP Minister for Veterans’ Affairs	Community Policy and Engagement
7.8 Aboriginal Affairs	Roger Jaensch MP Minister for Aboriginal Affairs	Aboriginal Partnerships
7.9 Aboriginal Heritage and Land	Roger Jaensch MP Minister for Aboriginal Affairs	Aboriginal Heritage Tasmania
90. COVID19 Response and Recovery		
90.2 Essential communications	Jeremy Rockliff MP Premier	Resilience and Recovery Tasmania
90.4 Regionally-based model for coordinating the recovery from COVID-19	Jeremy Rockliff MP Premier	Resilience and Recovery Tasmania



Our Divisions

In February 2022, the Government announced that the Department of Communities Tasmania would be restructured and abolished. The restructure was undertaken in accordance with State Service Restructuring Orders made during 2022–23. This saw the progressive transfer of functions from the former Department of Communities Tasmania to a number of other agencies, including the Department of Premier and Cabinet. As a consequence of the Restructuring Orders, Aboriginal Heritage Tasmania was transferred from the Department of Natural Resources and Environment Tasmania, to the Department of Premier and Cabinet. Within DPAC, Community Partnerships and Priorities (CPP), was formed to encompass these functions..

Below is a summary of each of the DPAC divisions, their roles and responsibilities.

Community Partnerships and Priorities

The Community Partnerships and Priorities division partners with Tasmanian people and communities to bring their voice to the centre of both government decision making, and co-design responses to community priorities. CPP listens to and learns from Tasmanian Aboriginal people and applies this knowledge to contemporary policy development, service design and delivery to achieve positive outcomes for Tasmanian people. CPP leads strengths-based, whole-of-government programs and services to enhance and strengthen cultural, economic, and social outcomes for the whole Tasmanian community.

CPP provides high-quality policy advice to the Tasmanian Government in relation to the Ministerial portfolios of: Aboriginal Affairs, Community Services and Development, Disability Services, Women, the Prevention of Family Violence, Child and Youth Wellbeing, and Veterans.

Aboriginal Heritage Tasmania

Aboriginal Heritage Tasmania (AHT) aims to protect and promote Tasmania's unique Aboriginal heritage and facilitate the return of land to Tasmania's Aboriginal people. The ongoing administration of the Aboriginal Heritage Act 1975 is a core function for AHT, with specialist staff working closely with clients, stakeholders and the Aboriginal community to support effective management and protection of Tasmanian Aboriginal heritage. AHT works with proponents to avoid interference with Aboriginal heritage and reduce the need for permits.

AHT also supports the statutory independent Tasmanian Aboriginal Heritage Council to coordinate a suite of Aboriginal cultural values projects within the Tasmanian Wilderness World Heritage Area. This work aims to increase the understanding of Aboriginal cultural values and support their effective protection and management. A priority for AHT is facilitating the increased participation of Aboriginal people in all aspects of this program of work.

Aboriginal Partnerships

Aboriginal Partnerships provides a cultural lens to services and programs and advises the Government on policy issues and impacts affecting Aboriginal people. The team manages a number of grants aimed at supporting and strengthening Aboriginal Community Controlled Organisations and it administers the Closing the Gap Capacity Building Fund.

Aboriginal Partnerships undertakes consultation with Tasmanian Aboriginal communities to achieve positive outcomes for Aboriginal and non-Aboriginal people in Tasmania. Following the Tasmanian Closing the Gap Annual Report 2021–2022 being tabled in the Tasmanian Parliament in May 2023, planning is underway for the new Tasmanian Implementation Plan in partnership with Aboriginal communities. In addition, an Aboriginal Advisory Group has been convened to advise the Government on options to co-create the Truth-telling process and Treaty with Tasmanian Aboriginal people. The approach is Aboriginal led and underpinned by the principles of co-design from the National Agreement on Closing the Gap.

Community Policy and Engagement

The Community Policy and Engagement team provides whole-of-government policy advice informed by the voice of communities, to achieve equity in Tasmania. The team is responsible for coordinating, developing and implementing strategies and plans to support Tasmanians, including:

- Tasmanians who are Carers
- Older Tasmanians
- LGBTIQ+ Tasmanians
- Multicultural Tasmanians
- Veterans
- Tasmanian Women

Its scope of work also extends to Tasmania's food security strategy, Tasmania's Child and Youth Wellbeing Strategy, and the prevention of family and sexual violence.

Community Grants

The Community Grants unit supports a significant number of Tasmanian individuals and organisations through the provision of funding and administration of 21 grant programs. The unit aims to enhance and strengthen cultural, economic and social outcomes for the Tasmanian community. The Community Grants unit also supports the delivery of programs initiated in response to emergency situations such as the severe weather event in October 2022, along with the Community Participation and Appeals Fund, and the Heating Allowance.

Community and Disability Services

Community and Disability Services provides support services to Tasmanians in partnership with the community sector and manages the Tasmanian Government's contribution to the National Disability Insurance Scheme. The team is responsible for coordinating, developing and implementing strategies and plans to support Tasmanians, including strategies and plans related to:

- Elder Abuse
- Gambling Support
- Neighbourhood Houses and
- The Community Kinship Program.

Its scope of work is also to work with stakeholders, including people with disability, their families and carers to advance the human rights of people with disability and to create a safe and inclusive Tasmania for people with disability.

Government Services

Service Tasmania

Established 25 years ago in 1998, Service Tasmania makes it easier for Tasmanians to do everyday business with government.

Around 600 services, along with support and advice, can be accessed:

- over the counter at any of the 27 service centres across the state
- over the phone through the Government Contact Centre
- online through service.tas.gov.au, email and social media

By evolving with the changing needs and expectations of Tasmanians, Service Tasmania develops contemporary service delivery options, particularly through digital transformation. This is an important aspect of ensuring that a customer's mobility and connectivity is not a barrier to accessing the services they need.

In many locations, Service Tasmania partners with local, state, and federal government organisations to amalgamate service offerings to provide a convenient and efficient service for customers. This approach is particularly beneficial for customers in rural and remote Tasmanian communities.

Digital Strategy and Services

The role of Digital Strategy and Services (DSS) is to support the State Service to achieve the best possible outcomes for the Tasmanian community. DSS coordinates and integrates data and digital strategies and services across government, collaborates to identify common needs and synergies and creates value and efficiencies for government. DSS actively engage in a number of collaborative partnerships with industry and other public sector organisations. As part of our commitment to the national governance arrangements for cyber security DPAC provides representatives to the National Cyber Security Committee and its associated sub-committees, which operates in conjunction with the Commonwealth and other State and Territory governments.

DSS objectives include:

- delivering contemporary customer focused services
- striving to be a leader and highly valued partner for data, digital and cyber security initiatives
- to be acknowledged by staff and peers as a great place to work, and
- providing a future and longer-term vision for digitalisation

Office of the Secretary

The Office of the Secretary (OTS), whilst not formally a division, reports directly to the Secretary and provides a critical service in supporting the Secretary in the dual roles of the Secretary of DPAC and the Head of the State Service (HoSS). The team provides support to the achievement of the Secretary/HoSS' strategic goals for the Department and the TSS, including delivery of priority programs of work. This support also extends to the incumbent of the Associate Secretary role, when this position is active, which has been the case throughout the majority of 2022–23.

OTS has responsibility for three streams of function: Workflow, Secretary Support, and Projects and Programs, including driving the whole-of-government Women Supporting Women in Leadership Program. The combined streams provide high-level strategic advice, issues management (including at times across whole-of-government), and operational support to the Secretary / HoSS, the Premier, and Portfolio Ministers. OTS also provides the executive support to a number of governance committees including the Executive Committee and the whole-of-government Secretaries Board.



Office of Parliamentary Counsel

The Office of Parliamentary Counsel provides a legislative drafting service for new legislation and amendments to existing legislation as required by the Government's legislative program. It also:

- prepares relevant advice on legislative matters, and
- maintains the electronic database of Tasmanian legislation

People Performance and Governance

Human Resources

The Human Resources team provides a comprehensive human resources management and advisory service to the department as well as support to ministerial and parliamentary services. The team is responsible for advising on all human resource issues, HR policies and guidelines, organisational culture, employee capability, wellbeing, recruitment and payroll services.

The Human Resources team partners with managers to:

- recruit and retain highly qualified, diverse staff
- facilitate positive employee relations
- develop and enhance employee skills, performance, and job satisfaction; and
- foster a positive work environment

The Human Resources team also creates and implements programs and policies in collaboration with the State Service Management Office (SSMO) to increase organisational effectiveness.

Communications Unit

The Communications Unit provides specialist communications advice and services to a broad range of stakeholders including DPAC, Tasmanian Government agencies, the Tasmanian community and the Australian Government. The Communications Unit administers the Tasmanian Government Communications Policy and Style Guide Policy, including managing the use of the Tasmanian Government logo and other brand elements.

The Communications Unit also undertakes the management of events and associated activities including the Tasmanian Government Agricultural Exhibits Program. Working with stakeholders across government the Unit presents a large whole-of-government display at the Burnie and Hobart Shows during October and Agfest in May each year.

The National Australia Day Program is also delivered in Tasmania by the Communications Unit on behalf of the Australian Government.

Ministerial and Executive Services

The Ministerial and Executive Services team supports the Secretary, DPAC and the Premier by:

- advising on and supporting machinery of government processes and government administration
- responding to right to information requests via its delegated statutory officers
- administering the appointments of Heads of Agencies and authorities
- providing executive support to the Secretary, DPAC
- coordinating the Premier's and Ministerial correspondence: handled by Departmental Liaison Officers in the Premier's and Ministerial Offices
- managing the Ministerial Transport Service: the team of drivers who provide a statewide professional transport service to the Premier, Cabinet members and other approved clients
- managing critical issues pertaining to the above functions

Cabinet Office

The Cabinet Office acts according to policies established by the Cabinet and procedures set out in the Cabinet Handbook. This includes preparing for and supporting Cabinet processes and meetings and Executive Council Secretariat functions. Its key objectives are:

- providing an efficient Cabinet process that supports effective decision making by the government of the day
- providing information and advice to agencies about Cabinet processes
- ensuring the appropriate safekeeping and archiving of Cabinet records

An e-Cabinet Project Team has been established to lead the digitisation of the Cabinet processes through the introduction of a new secure cloud platform.

Executive Services

The Executive Services team provides:

- key advice for and through the Secretary, DPAC and Deputy Secretaries on matters relating to administrative law and governance and machinery of government processes
- leadership of key activities under the Government's Transparency Agenda and the Right to Information Uplift Project
- advice to the Premier's Office, Ministerial Offices, and departments on machinery of government and other administrative law matters

Protocol Unit

The Protocol Unit provides advice and services to DPAC, the Tasmanian Government and the broader Tasmanian community, including:

- organising diplomatic and official passports
- issuing congratulatory letters (ages, anniversaries)
- managing flag requests, advising on masting and precedence, and maintaining the flag library
- advising on order of precedence for official engagements
- leading the Recognition of Long Service Awards for the State Service
- leading the coordination of Tasmania's engagement in the National Awards processes

Information and Technology Services

The Information and Technology Services (ITS) team supports DPAC and Ministerial and Parliamentary Support (MPS), through the provision of:

- information and communication technology (ICT) client services , including the provision of computers and video conferencing
- telephone, mobile computing, and cloud services
- corporate, business and web applications services
- records and information management services
- network, cybersecurity, and infrastructure services
- ICT advisory and consulting services

Financial Management Services

Financial Management Services delivers a range of financial and budget services that support DPAC's operations, including:

- providing financial support services such as reporting to DPAC Executive, monitoring, and reporting DPAC's financial position and preparing financial statements
- developing and implementing financial policy
- coordinating DPAC's budget processes
- maintaining and developing DPAC's financial management information system
- analysing financial revenue and expenditure streams of the department
- managing DPAC's debtor and creditor processes
- ensuring compliance across the agency with Treasurers Instructions and the *Financial Management Act 2016*, and consulting with the Department of Treasury and Finance as required.

Property, Procurement and Risk

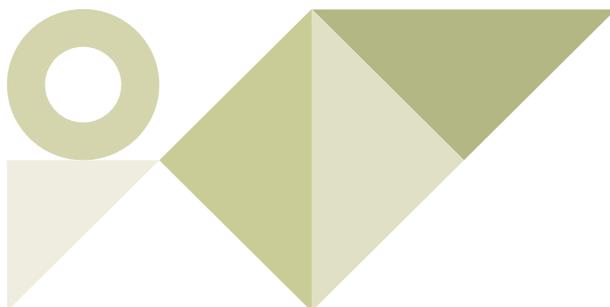
This branch has been renamed in 2022–23 to include risk, highlighting the department's focus on the importance of risk management across the agency. Property, Procurement and Risk leads the delivery of services that support DPAC's operations, which includes providing:

- property and facilities management activities for DPAC and ministerial and electoral office staff. This includes building leases and rental arrangements, accommodation planning, capital improvements, office fit outs and refurbishments
- oversight of the department's Workplace Health and Safety Committee, work plan and activities
- high-level advisory services in relation to procurement, contracting, and insurable interests through the Tasmanian Risk Management Fund
- risk management services such as implementation of the Risk Management Framework, Risk and Audit program, Pandemic Planning, Business Continuity Management and supporting an organisational culture of managing risk
- fleet management activities, including cars provided under employment contracts, G-plated vehicles, and parking arrangements

Tasmanian State Service Review Coordination

People Performance and Governance has responsibility for oversight and coordination of the implementation of the recommendations of the Tasmanian State Service Review (TSSR).

This includes tracking of progress and regular reporting to the Secretaries Board and Cabinet.



Policy and Delivery

Resilience and Recovery Tasmania

Resilience and Recovery Tasmania (RRT) develops, coordinates and delivers strategic projects, programs and policies that reduce Tasmania's exposure to the impacts of disasters and enhance the State's response and recovery capacity. The unit also partners with its stakeholders to lead priority work on Tasmania's recovery from disasters and emergencies.

The unit works closely with emergency services, all levels of government, non-government organisations and the community to develop and implement comprehensive and integrated strategies for emergency prevention, preparedness, response, and recovery, to continually build the State's resilience to all hazards.

RRT builds a more secure and resilient Tasmania by prioritising national security and adopting an all-hazards approach to emergency management arrangements. This is done by leading key policy, planning and legislative roles across all phases of the emergency management spectrum. RRT also contributes to national policy development.

Office of Local Government

The Office of Local Government (OLG) works to maintain a well governed, responsive, and sustainable local government sector, which acts in the best interests of Tasmanian communities.

The OLG works with its stakeholders by:

- providing expert policy advice on local government matters
- facilitating collaborative action by the State Government and local government, including by supporting the Premier's Local Government Council
- administering, and ensure the sector's compliance with, relevant regulatory requirements
- enhancing local government performance by supporting good governance and ensuring transparent performance monitoring
- developing and maintain a learning and development framework for elected and non-elected officials
- supporting the Local Government Board and boards of inquiry as required

The OLG also administers the *Dog Control Act 2000* and the *Burial and Cremation Act 2019*.

Policy and Intergovernmental Branch

The Policy and Intergovernmental Branch assists the Government by providing impartial and high-quality advice to the Premier and Cabinet on matters of state and national significance.

The Policy and Intergovernmental Branch leads work on issues of high importance to the Premier, especially those involving multiple Tasmanian government agencies. The Branch collaborates with all agencies to ensure that the Government receives considered, balanced and timely advice in areas such as economic, social, and strategic policy; environment, resource, and planning policy; law and justice; and intergovernmental relations.

The Policy and Intergovernmental Branch also supports the Premier in National Cabinet meetings working with the Commonwealth, other states and territories, and Tasmanian government agencies. In particular, over the last 12 months the Branch has worked with CPP, and with the Departments of Health and Treasury and Finance to support the Premier to ensure Tasmanian needs are placed front and centre of National Cabinet reform work related to the National Health Reform and Review of the National Disability Insurance Scheme.

State Planning Office

The State Planning Office (SPO) leads legislative and policy advice concerning land use planning and other aspects of the resource planning and management system. It has responsibility for maintaining the state-wide content of the Tasmanian Planning Scheme, preparing the Tasmanian Planning Policies and the regional planning framework.

The SPO is currently carrying out the statutory 5-year review of the State Planning Provisions (SPPs) and finalising Tasmania's first suite of Tasmanian Planning Policies.

The SPO is working with all three regions on the medium-term and long-term updates to the three Regional Land Use Strategies, including consulting on a new regional planning framework. The SPO also has carriage of the Housing Land Supply Orders under the *Housing Land Supply Act 2019*.

The SPO also provides advice and administrative support to the Minister and Premier on projects of state significance, major projects and major infrastructure development applications.

State Service Management Office

The key role of the State Service Management Office (SSMO) is to assist the Premier (as the employer) to balance the social, economic, cultural, and political aims of Government through high-quality policy for State Service employment management and workforce development. SSMO supports the Minister administering the *State Service Act 2000* and the Head of the State Service to undertake the employer functions, powers and responsibilities, ensuring the State Service is contemporary, continues to build capability and is fit for purpose for Tasmania today and into the future.

Workforce Management and Employment

The Workforce Management and Employment team are responsible for the management and leadership of the legislative and employment frameworks for the State Service. This includes managing the governance arrangements for the employers, developing sustainable and flexible industrial instruments, provision of strategic workforce management and employment related advice, developing the Senior Executive Service as a leadership talent pool, and leadership of key TSSR reforms.

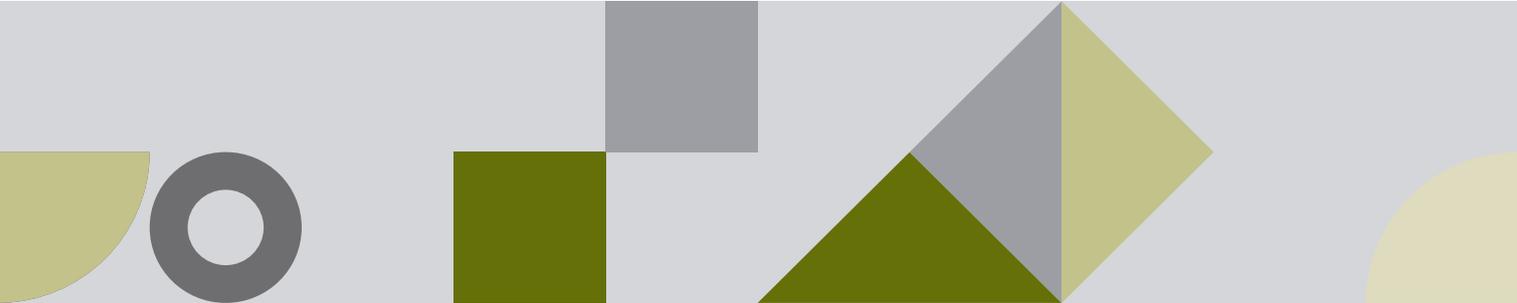
Workforce Strategy

Workforce Strategy undertakes whole-of-government workforce analysis, planning and strategic advice, as well as development and delivery of management and leadership programs. The team also drives whole-of-government workforce development through programs delivered by the Tasmanian Training Consortium such as Tas GRADs, along with promoting diversity and inclusion in the TSS and leading key TSSR reforms.

Workforce Reform

Workforce Reform leads whole-of-government workforce and industrial reform through award modernisation, progressive industrial agreements and contemporary employment practice, to promote a more effective TSS. The team also leads and supports key initiatives to achieve the reform objectives and enable the TSS to deliver on current and future workforce priorities.





Our People

Our people are our top priority and we have a range of policies that support the health and wellbeing of our employees.

We are dedicated to building an empowered workforce through providing opportunities for growth and promoting our values throughout the workplace to build an environment of continuous improvement.

DPAC is committed to creating a positive work culture, where belonging and respect are central and every individual is valued and embraced. We celebrate diversity and inclusivity, forging a cohesive and harmonious team to support and serve the Tasmanian Government and local community.

Staffing Information - DPAC

Paid headcount and paid full-time equivalent

As at 30 June 2023, DPAC had 625 employees: 542.5 paid full-time equivalents (FTEs), including Tasmanian State Service employees but excluding employees on unpaid leave.

Table 1.1 – Paid headcount and paid FTEs by division as at 30 June 2023

Headcounts				FTEs		
Division	Female	Male	Total	Female	Male	Total
Community Partnerships and Priorities	72	32	104	65.0	31.1	96.1
Digital Strategy and Services	28	33	61	26.9	32.4	59.3
Office of Local Government	4	15	19	4.0	14.6	18.6
Office of Parliamentary Counsel	8	3	11	7.4	2.4	9.8
Office of the Secretary ¹	14	4	18	12.7	4.0	16.7
People, Performance and Governance	81	43	124	73.4	38.8	112.2
Policy and Delivery ²	19	10	29	16.6	9.8	26.4
Resilience and Recovery Tasmania	14	5	19	12.2	5.0	17.2
Service Tasmania	160	41	201	112.6	37.9	150.5
State Planning Office	7	6	13	6.1	5.2	11.3
State Service Management Office	19	7	26	18.0	6.4	24.4
Total	426	199	625	354.9	187.6	542.5

Note:

- 1 This FTE includes the Disability Commissioner and the Independent Project Manager - Motion for Respect who both work independently.
- 2 This figure includes the Office of Review and Evaluation.

Paid headcount and FTE change

DPAC's paid headcount increased by 59 employees, from 566 at 30 June 2022 to 625 at 30 June 2023. Paid FTEs also increased by 93.5 from 449.0 to 542.5 during the same period. The main reasons for these changes are:

- the transfer of functions from the former Department of Communities Tasmania, and Aboriginal Heritage Tasmania, to DPAC, bringing an additional 104 paid headcount, and 96.1 paid FTE
- the cessation of the COVID-19 Contact Centre, reducing paid headcount by 90, and paid FTE by 40.9. This is largely due to the casual and part-time workforce and explains the contrast between the movement in headcount and movement in FTE
- ongoing efforts to fill vacant positions and increase resourcing across several divisions, which increased paid headcount by 45 and FTE by 38.3

Staff Movements – DPAC

Table 1.2 – Staff Movements – DPAC 2022–23¹

Staff Movements	Female	Male	Total
Commencements			
Permanent	129	49	178
Fixed term	40	28	68
SES	6	0	6
Casual	8	4	12
Total commencements	183	81	264
Separations			
Resignations, retirements, and contract expiries ²	128	79	207
Transfers to other agencies	28	7	35
Workforce renewal incentive payments	2	0	2
All SES separations	2	1	3
Other separations	1	1	2
Total separations	161	88	249

Notes:

- 1 This table includes employees who have commenced or separated multiple times during the year and may not reconcile with the overall change in the Department's headcount.
- 2 Includes separations relating to the COVID-19 Contact Centre.

Employee Statistics - DPAC

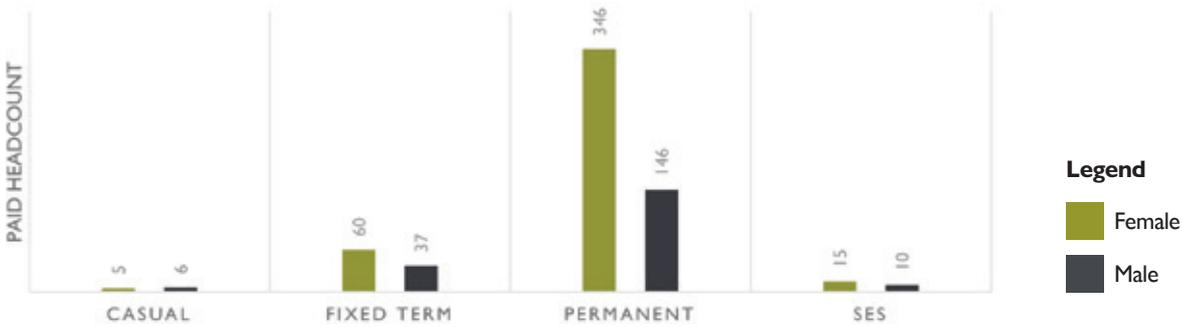
Gender by employment type, working arrangements, salary classification and age

Gender by employment type

The majority (79 per cent) of DPAC employees at 30 June 2023 were permanent, a significant increase from 66 per cent at 30 June 2022.

The gender profile of the Senior Executive Service (SES) in DPAC was 60 per cent female and 40 per cent male.

Chart 1.1 – Gender by employment type by paid headcount, 30 June 2023

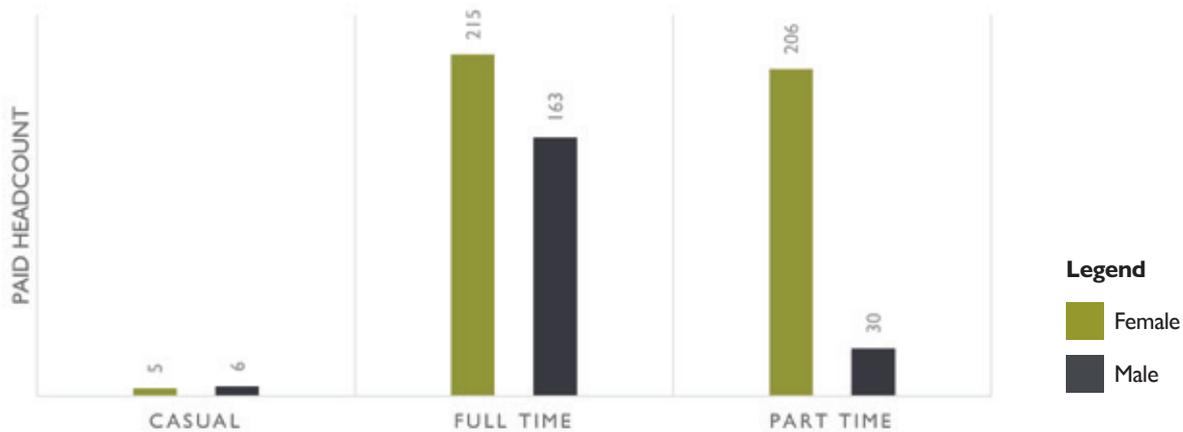


Gender by working arrangements

The majority of DPAC employees at 30 June 2023 were female (68 per cent), with numbers remaining relatively consistent over the past few years.

Part-time employment has slightly increased from 37 per cent at 30 June 2022 to 38 per cent at 30 June 2023. The majority (87 per cent) of these employees were female.

Chart 1.2 – Gender by working arrangements by paid headcount, 30 June 2023

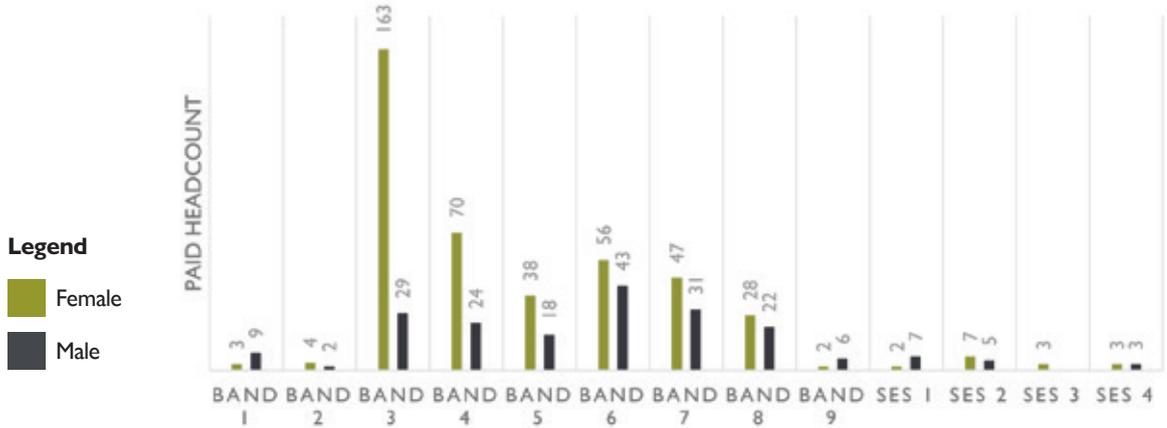


Gender by Salary Classification

The largest group of employees within the department are classified at Band 3 (31 per cent). This is mainly due to the number of employees undertaking Band 3 customer service roles within Service Tasmania, which accounts for 82 per cent of all Band 3 positions. Females occupy most Band 3 roles (85 per cent) within the agency.

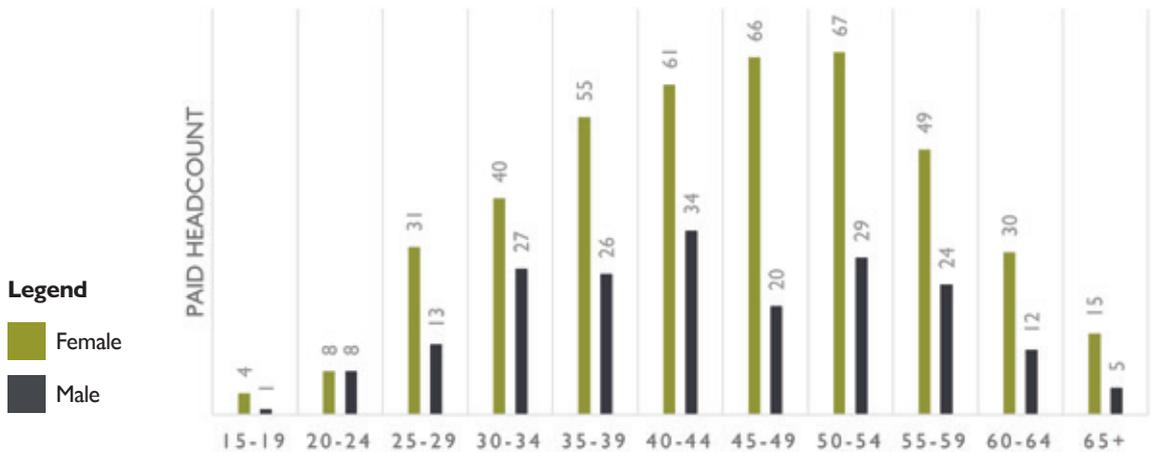
The average full-time salary for females was \$97,365, compared to \$109,617 for males at 30 June 2023.

Chart 1.3 – Gender by salary classification by paid headcount, 30 June 2023



Gender by age

Chart 1.4 – Gender by Australian Bureau of Statistics age group by paid headcount, 30 June 2023



Staffing Information – Ministerial and Parliamentary Support

Paid headcount and paid FTE

As at 30 June 2023, Ministerial and Parliamentary Support (MPS) had 148 appointees (132.2 Paid FTEs). This includes Crown Prerogative appointees, employees seconded from the Tasmanian State Service, and Ministerial Drivers. Excluded are appointees on unpaid leave.

Offices	Headcounts			FTEs		
	Female	Male	Total	Female	Male	Total
Government ministerial and electorate offices ¹	63	50	113	61.0	46.7	107.7
Labor opposition office and electorate offices	17	11	28	12.7	6.6	19.3
Tasmanian Greens and Independent electorate offices	1	6	7	0.2	5.0	5.2
Total	81	67	148	73.9	58.3	132.2

Note:

- 1 Data includes Speaker of the House of Assembly, Leader of the Government in the Legislative Council and Ministerial Drivers

Staff Movements - MPS

Table 1.4 – Staff Movements – MPS 2022–23

Staff Movements	Female	Male	Total
Commencements			
Crown Prerogative appointments	31	20	51
Secondment arrangement	11	4	15
Total commencement	42	24	66
Separations			
Resignations, retirements, and contract expiries	33	12	45
Transfers to State Service agencies	5	5	10
Total separations	38	17	55

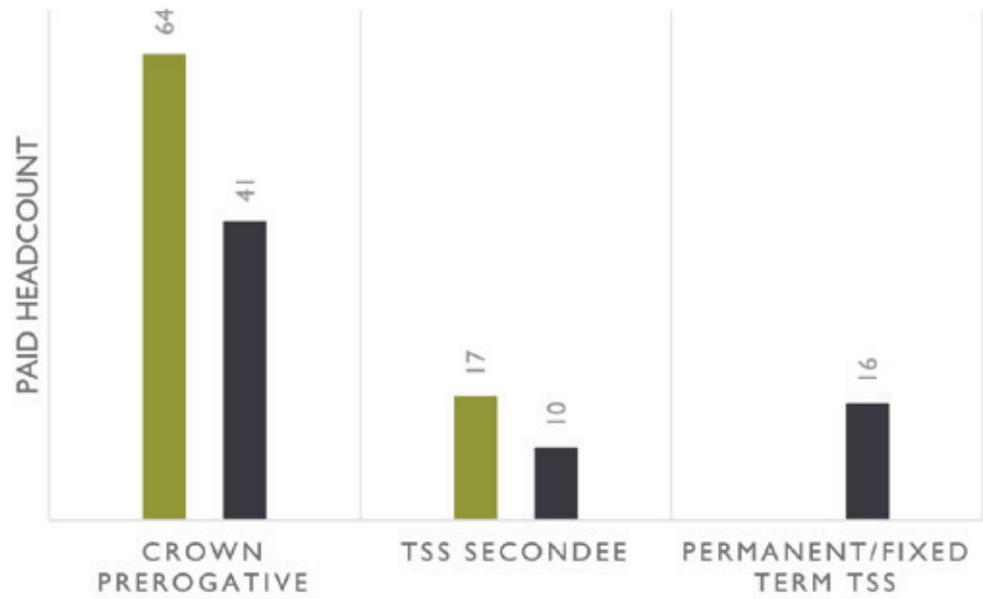
Employee Statistics – MPS

Gender by Employment Type, Working Arrangements, Salary Range and Age

Gender by Employment Type

The majority (71 per cent) of MPS staff are Crown Prerogative appointees (non-state servants). All ministerial drivers are Tasmanian State Servants. Females represent 55 per cent of all MPS staff.

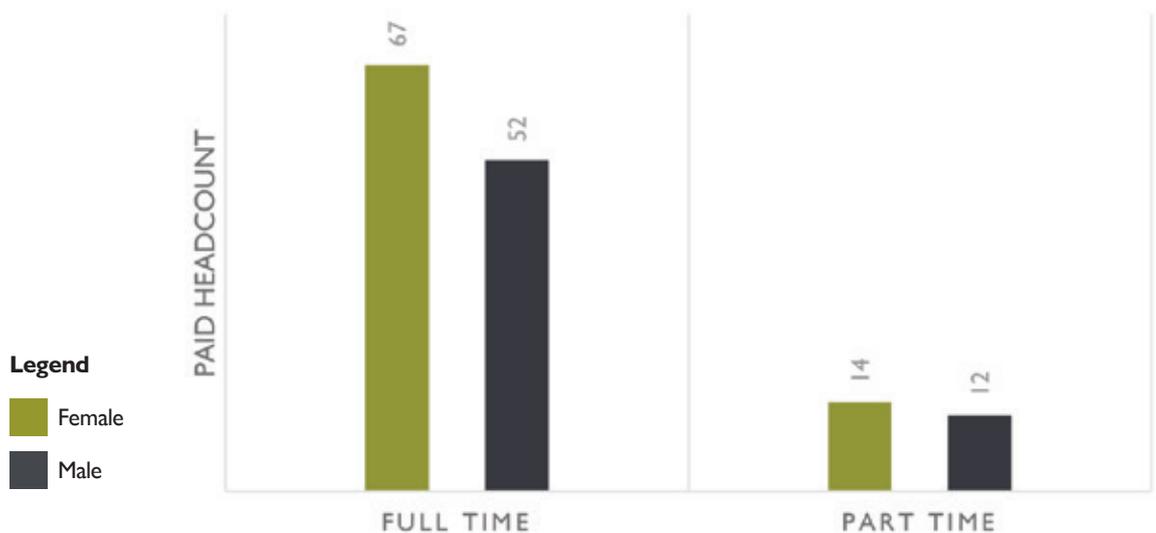
Chart 1.5 – Gender by Employment Type by Paid Headcount, 30 June 2023



Gender by Working Arrangements

Part-time employment represents 18 per cent of the total MPS workforce and has slightly increased since last year.

Chart 1.6 – Gender by Working Arrangements by Paid Headcount, 30 June 2023

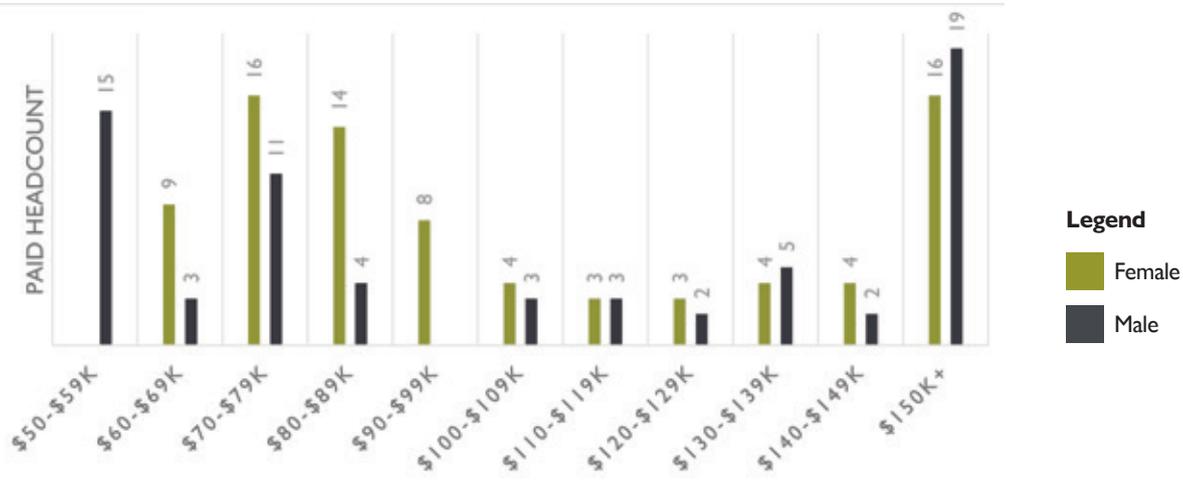


Gender by Salary Range

The salary profile for MPS is atypical, with the majority of male appointees within the salary ranges \$50,000 - \$79,999, or \$150,000+. The majority of females fall within the salary ranges \$70,000 - \$89,999 or \$150,000+.

The average salary for males is \$116,726 and the average salary for females is \$114,876.

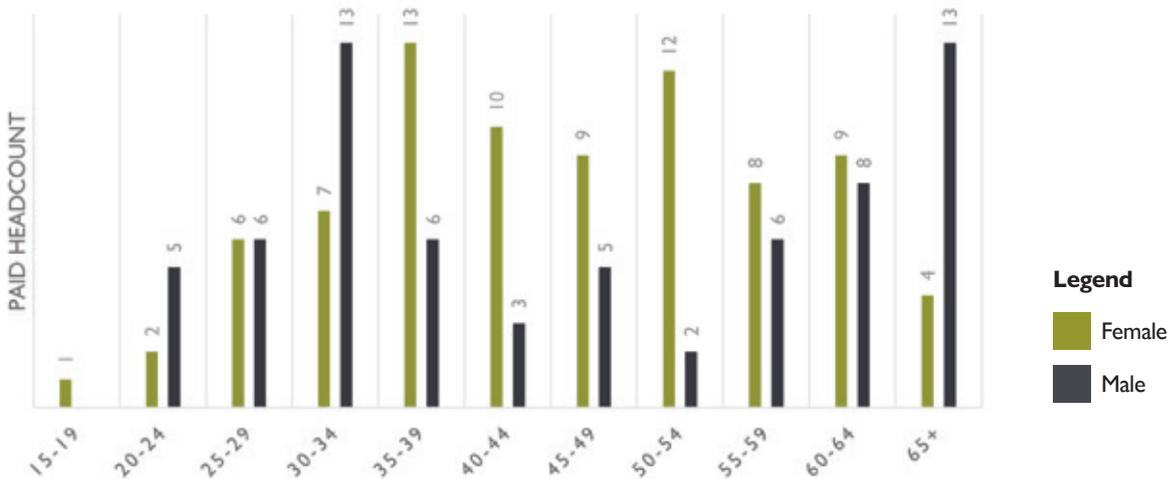
Chart 1.7 – Gender by Salary Range by Paid Headcount, 30 June 2023



Gender by Age

The majority of MPS male appointees are aged between 30 and 34 years, or greater than 65 years, compared to females, who are evenly divided across the age groups from 35 to 64 years.

Chart 1.8 – Gender by ABS Age Group by Paid Headcount, 30 June 2023



Human Resources Activities

Workplace Culture

Organisational culture was identified as a priority focus area through the DPAC Culture: Continuing our Culture Journey – 2022 Action Plan and is a critical component of the DPAC Strategic Plan 2023–26. Throughout 2022–23, there was a strong focus on integrating trauma-informed practices into the Department. Specialised training was provided to leaders and HR practitioners, enabling them to better understand the potential effects of trauma on individuals and to respond with empathy, sensitivity, and appropriate support. This approach has not only improved internal dynamics but also enabled interactions with clients and stakeholders to be undertaken with a heightened level of care and consideration.

The integration of trauma-informed practices together with the continued focus on embedding our core values, and working to empower leaders, has laid a strong foundation for sustained cultural growth. This foundation will be built on in the coming years, towards ensuring an inclusive, empathetic, and effective culture.

Belonging and Respect

Initiatives were continued throughout 2022–23 to build a culture of belonging and respect, where every individual is valued, included, and treated with dignity. Existing policies and procedures were re-examined through this lens to ensure they promote equity and respect. Support systems and grievance procedures were reviewed and potential sources of discrimination were eliminated.

The Workplace Contact Officer network was increased. This is a voluntary group of staff trained to be an additional point of contact for employees experiencing harassment, discrimination, bullying or victimisation. These initiatives have strong ties to organisational activities that challenge inequality and discrimination and align with the DPAC Strategic Plan 2023–26.

Gender equality in the workplace continues to be promoted along with the prevention of sexual harassment and other forms of gender-based violence through the Workplace Equality and Respect Action Plan 2022 (WERS Action Plan). The WERS Action Plan supports an environment that is free from discrimination and harassment, where everyone is empowered to fully participate and contribute.

In 2023, we commenced the development of the DPAC Belonging and Respect strategy that promotes:

- welcoming workplaces
- respectful relationships
- opportunities for everyone
- collaboration and teamwork
- safe and supportive environments
- personal and professional growth
- representation of the Tasmanian community
- continuous improvement

Fostering a culture of belonging and respect requires continuous effort, and DPAC is dedicated to building upon the progress made in the previous years. By valuing diversity, embracing inclusivity, and upholding respect in all aspects of work, DPAC will provide a more positive and empowering environment for employees.

Learning and Development

DPAC is building a culture that prioritises learning and supports the development of skills and knowledge required to fulfil strategic and operational objectives. Employee development and building a culture of continuous growth are prioritised through the DPAC Strategic Plan 2023–26.

Significant work commenced on the development of a Learning and Development Strategy that reflects the nuanced requirements of the Department. A cornerstone of this effort has been the comprehensive engagement with stakeholders to identify existing and future skills requirements. Through extensive consultation with employees, valuable insights were gained into the changing needs of DPAC and the competencies that will be crucial for ongoing success.

Consultation findings will be incorporated into the development of a tailored strategy, building a strong culture of learning and reflecting organisational values, culture, and strategic direction. DPAC is committed to further enriching the learning ecosystem, harnessing stakeholder insights, and continuing to break down barriers that impede growth.

Work, Health, and Safety (WHS) Performance Measures

The Department is responsible for a working environment and culture that provides for the health, safety, and wellbeing of all its employees. This is achieved by complying with the requirements of the *Work Health and Safety Act 2012* and the *Work Health and Safety Regulations 2022*.

DPAC's goal is to be recognised throughout the State Service as a leader regarding work health, safety, and wellbeing.

The following measures report on the Department's performance measures.

DPAC Performance Measures

Performance Measures	2019–20	2020–21	2021–22	2022–23
Number of incidents reported ¹	51	58	67	115
Number of hazards reported ²	1	15	4	20
Number of workers' compensation claims	5	7	1	5
Number of serious claims (1 or more weeks off work)	4	6	1	1
Number of First Aid Officers ³	18	18	18	52
Number who completed WHS training	281	150	310	301
Number of employee flu vaccines	101	186	294	310

Notes:

- 1 The substantial increase in the number of incidents is due to a targeted campaign to report incidents and near misses and a new division joining DPAC..
- 2 The substantial increase in the number of hazards is due to an increased reporting culture.
- 3 The substantial increase in the number of First Aid Officers is due to additional staff transitioning to the Department from the Department of Communities and Aboriginal Heritage Tasmania.

Ministerial and Parliamentary Support (MPS) Performance Measures³

Performance Measures	2019-20	2020-21	2021-22	2022-23
Number of incidents reported ¹		5	4	17
Number of hazards reported	0	0	0	0
Number of workers' compensation claims ²	1	2	0	5
Number of serious claims (1 or more weeks off work)	0	0	0	1
Number of First Aid Officers	5	5	5	5
Number of employee flu vaccines	70	0	39	56

Notes:

- 1 The increase in the number of incidents is due to increased awareness of WHS reporting.
- 2 The number of workers compensation claims vary from year to year. The increase in claims in 2022-23 is not attributable to any systemic issues.
- 3 MPS are responsible for managing their day to day Human Resource and Work Health and Safety matters. DPAC provides ongoing support, advice and resources as requested by MPS.

Work Health, Safety and Wellbeing Strategies

DPAC is committed to the implementation of a fit for purpose Work, Health, and Safety (WHS) management system that provides valuable data and allows the Department to address trends and plan for the safety and wellbeing of all DPAC employees. The DPAC WHS Management Committee develops an annual WHS and Staff Wellbeing Plan.

The key activities progressed in 2022-23 included:

- ongoing assessment and management of the risks associated with COVID-19 in the workplace
- improving the Work Health and Safety Management System (WHSMS)
- commencing the development of a staff Wellbeing Strategy
- adopting the Safe Work Australia Code of Practice – 'Managing Psychosocial Hazards at Work'
- approving DPAC's Injury Management Program
- reviewing the Aboriginal Heritage Standard Operating Procedures related to remote and isolated fieldwork
- supporting programs and activities to assist employees stay healthy and achieve a better work life balance, including:
 - flu vaccination program
 - WHS Officer Training
 - ergonomic Assessments
 - Mental Health First Aid Training
 - First Aid and CPR Training

Superannuation Certificate

I, Jenny Gale, Secretary, Department of Premier and Cabinet, hereby certify that the Department has met its obligations under the *Australian Government Superannuation Guarantee (Administration) Act 1992* and the *Tasmanian Public Sector Superannuation Reform Act 2016* in respect of employees who contribute to complying superannuation funds.

The Department only makes employer superannuation contributions to complying superannuation funds (other than those established under the provisions of the *Public Sector Superannuation Reform Act 2016*).



Jenny Gale
Secretary
Department of Premier and Cabinet
30 June 2023



Our Strategic Priorities

The Strategic Plan

The DPAC Strategic Plan 2019–22 continued to guide the Department in:

- supporting government to achieve the best possible outcomes for the Tasmanian community, and
- fulfilling our vision of being a highly valued partner that puts the best interests of Tasmania at the heart of everything we do.

With changes to the Department occurring later in 2022, the 2019–22 Strategic Plan was extended to December 2022, to provide time to include the new Community Partnerships and Priorities division in the planning and development of the updated strategic plan.

In January 2023, DPAC's Strategic Plan for 2023–26 was released. The development of the Plan was led by the Departmental Leadership Group (DLG) in consultation with agency staff. The plan captures DPAC's vision, what we do, how we do it, our values and what we stand for. It also outlines the Department's planning matrix, reflecting the linkages between Government priorities and policies, DPAC outcomes and priorities, and further, the priorities of Divisions, Branches and Individual Work Plans.

Importantly, the new two-page plan recognises the continually changing environment within which DPAC, and the State Service more generally, is working. Throughout the lifespan of the plan, the top priorities for each year will be updated to ensure the plan accurately reflects the priorities for that year. The following Departmental outcomes flagged for delivery during 2023 are:

- Ensure DPAC is an excellent place to work
- Lead the Premier's Priorities
- Lead digital transformation in Government and Community
- Maintain a contemporary State Service

Commission of Inquiry

On 31 August 2023, the Commission of Inquiry into the Tasmanian Government's Responses to Child Sexual Abuse in Institutional Settings will conclude and a report will be handed to the Governor, Her Excellency the Honourable Barbara Baker AC. The report will be subsequently released to the public in September 2023.

The Commission was established on 15 March 2021 and its hearings concluded in September 2022.

Under its Terms of Reference, the Commission focused on the adequacy and appropriateness of the Tasmanian Government's responses to allegations and incidents of child sexual abuse in institutional contexts, in particular what the Tasmanian Government should do to:

- better protect children against child sexual abuse in institutional contexts in the future
- achieve best practice in the reporting of, and responding to reports or information about, allegations, incidents or risks of child sexual abuse in institutional contexts
- eliminate or reduce impediments that currently exist for responding appropriately to child sexual abuse in institutional contexts, including addressing failures in, and impediments to, reporting, investigation and responding to allegations and incidents of abuse
- address or alleviate the impact of past and future child sexual abuse in institutional contexts, including, in particular, in ensuring justice for victims through processes for referral for investigation and prosecution and support services

The Tasmanian Government has committed to implementing all of the Commission's recommendations. The Government has not waited for the Report in order to start the reform process. Over the course of 2022, thirty (30) interim actions were announced. As of 30 June 2023, twelve (12) of these actions have been completed, and work is well underway across Government on the remaining actions.

Significant amendments have been made to legislation to improve the prosecution of sexual offences, to hold people to account for failing to protect children and to provide better access to justice for those affected by sexual violence. Trauma-informed practice training has been rolled out across the State Service, starting with those in leadership positions, including Heads of Agency, and the accountability of Heads of Agency for child safety has been strengthened through revised Performance Agreements. The Government has also taken significant steps to establish the Child and Youth Safe Organisations Framework to improve the safety and wellbeing of children and young people in institutional settings.

Tasmanian State Service Reform

DPAC is supporting the Government to pave the way to build a more capable, agile and high performing workforce across the State Service through progressing the recommendations of the Independent Review of the Tasmanian State Service Final Report.

The Department is coordinating implementation of State Service Review recommendations across government, working closely with agencies, the Secretaries Board and its three Subcommittees.

Progress has been made in implementing or planning for the 27 Stage 1 recommendations. To date, a total of eight recommendations have been completed, such as:

- updating performance agreements for all Heads of Agency (Recommendations 7, 8)
- establishing the Secretaries Board and renewed cross-agency collaborative governance (Recommendation 11)
- developing a 'life events' framework for service delivery (Recommendation 64)

The Department is prioritising the implementation of recommendations that contribute to Keeping Children Safe and actions emerging from the Commission of Inquiry. This includes changes to Employment Directions, the management of serious Code of Conduct investigations, data sharing, and strengthening the accountability of Heads of Agency.

Values

DPAC built on its 2022–23 organisational culture activities, progressing a range of initiatives including recognising and celebrating success and introducing Respect into our suite of values. It is important that we recognise the daily contribution made by our people to deliver projects and programs to the Tasmanian Community and Government. In late 2022, we hosted the inaugural Celebration Week.

Held from 31 October – 4 November 2022, this initiative provided an opportunity for DPAC divisions and teams to acknowledge and reflect on successes, both large and small, achieved over the past year. Celebration Week provided a way for us to learn about, understand and celebrate the work and services delivered by our colleagues across the agency. During celebration week, the agency launched its newest value, Respect. Following feedback from agency staff and with the welcome formation of the new division CPP there was collective agreement that the additional value resonated with our people. Through consultation, our staff contributed to the definition and underlying behaviours of the new value.

With the release of the department's Strategic Plan 2023–26 in January 2023, we further committed to being a 'values led' organisation by ensuring that our values underpin all that we do now, and into the future.

Strategic Plan 2023–26

Our commitment

We put the **Tasmanian people** at the heart of our advice and services.

OUR VISION



We partner with others to advise on and deliver the government's priorities ensuring the **best possible outcomes** for the Tasmanian community

OUR DEPARTMENT



- Effectively **lead** and facilitate whole-of-government solutions
- Provide **valued advice** to government
- Design and deliver fit-for-purpose **systems, services** and **regulation**
- Deliver on **community priorities**

OUR PEOPLE AND WORKPLACES



- Are empowered and supported to be **innovative and curious**
- Build effective and **respectful partnerships**
- Deliver **great service**
- Develop **effective systems** to make our work easier

Our values underpin everything we do

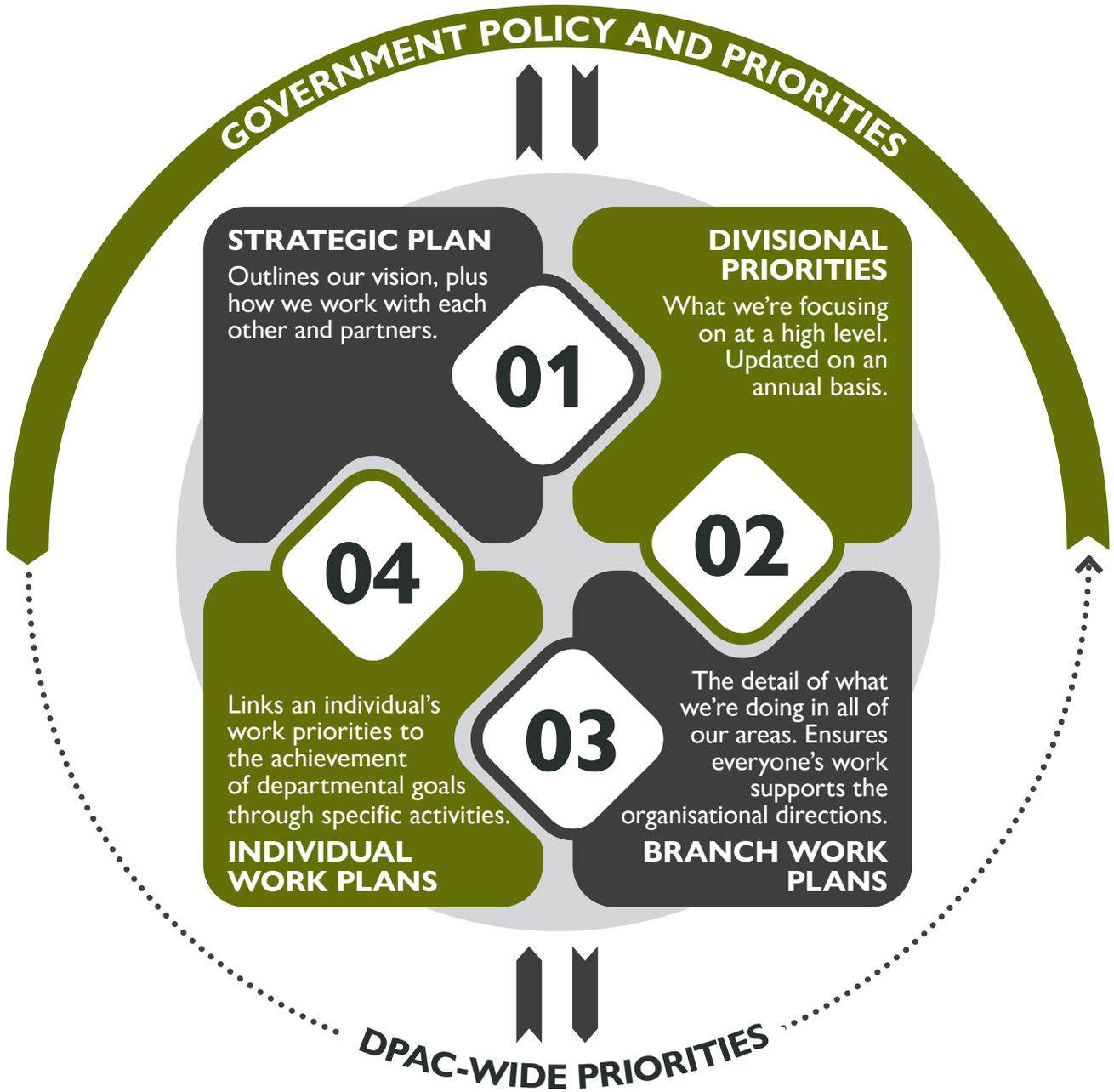
RESPECT + EXCELLENCE + PROFESSIONAL
CUSTOMER FOCUS + WORKING TOGETHER



Our planning matrix

At DPAC, we have a diverse range of functions, operating across whole-of-government.

Though we focus on different things day-to-day, we're all connected by our shared goal to serve the Tasmanian community and deliver the best possible outcomes. Everyone in DPAC plays an important role in delivering our vision.



DPAC Big Picture Outcomes 2023



Ensure DPAC is an excellent place to work



Lead the Premier's Priorities



Lead digital transformation in Government and Community



Maintain a contemporary State Service

Executive/DLG Priorities 2023

Executive Priorities



1. Support the wellbeing of our staff to ensure they feel safe, happy and empowered
2. Prioritise staff development by and continuing to build a culture of growth
3. Fostering the DPAC values
4. Deliver and monitor the government's priorities, reform agenda and projects

Divisional Leadership



Group Priorities

1. Our values are part of our day-to-day work
2. Empowered workforce
3. Strategic Direction
4. Reflecting the community we serve
5. Growing our DLG culture

DIVISIONAL Priorities 2023

Policy and Delivery



1. Provide strategic policy advice on matters of state and national significant to leverage opportunities for Tasmania.
2. Partner and collaborate to deliver the government's agenda and meet community expectations.
3. Discharge relevant statutory responsibilities allocated to the Division.
4. Ensure processes and systems are documented, contemporary and fit-for-purpose.
5. Prioritise the care and development of our people.

Community Partnerships and Priorities



1. In partnership with Tasmanian Aboriginal people, work towards truth telling and treaty.
2. Strengthen outcomes with and for Tasmanian Aboriginal people.
3. Strengthen outcomes with and for Tasmanians with disability.
4. Partner with the community sector to build capacity to meet the needs of Tasmanians into the future.
5. Build data about the Tasmanian community including child and youth wellbeing, and Tasmanian women to understand impacts of our policies.

Government Services



1. Developing improved operational and financial approaches for Government Services, including incorporating digital services for the public and across agencies.
2. Support the development of our workforce, and the tools and systems they use, to provide the best possible customer service to Tasmanians.
3. Facilitate the secure sharing and governance of information and data, ensuring that data and analytics capabilities are integrated into decision making practices.
4. Lead the Tasmanian government to safeguard government information and services through coordinated cyber security resilience.
5. Support the wellbeing of our staff to ensure they feel safe, happy and empowered.

People, Performance and Governance



1. Prioritise staff wellbeing and development by fostering the DPAC values and continuing to build a culture of growth and empowerment, that promotes DPAC as an excellent place to work.
2. Lead and support the coordination of the implementation of all recommendations of the Tasmanian State Service Review.
3. Contribute to Keeping Children Safe through improving corporate service functions, including supporting the implementation of any Commission of Inquiry recommendations.
4. Drive contemporary and best practice corporate service functions for people, governance, systems and services to enable DPAC to better serve the government and the community.
5. Implement strategic corporate services that build capability across the Agency, empowers innovation, and supports people to make key decisions.
6. Lead the Agency's digital transformation to support our colleagues through the delivery of contemporary solutions, create efficiencies and to build digital capability.

State Service Management Office



1. Implement changes to the employment framework and practices as recommended by the Tasmanian State Service Review.
2. Implement a strategy and associated tools for the shared capability of centralised investigations for code of conduct breaches that are likely to lead to termination, and Review of Employment Directions including Employment Direction no. 5.
3. Lead the whole of government industrial reform across the TSS and continue to support Public Sector Industrial Relations Committee in developing and implementing the Industrial Relations Strategy for the State Service.
4. Contribute to Keeping Children Safe through improving employment policy and practices in the State Service, and by implementing recommendations that arise from the Commission of Inquiry.
5. Determine State Service Management Office's role and functions to support the Head of the State Service and functions of the employer.
6. Provide strategic advice and support to the Head of the State Service in undertaking the legislative role and functions of the Employer.
7. Support development of the Human Resources Information System.
8. Respect at Work – roadmap for TSS, and WEGA reporting.

Office of the Secretary



1. Support the Secretary / Head of the State Service, as Chair of the Secretaries Board, to set the overall direction for the TSS, drive collaboration, prioritise collective resource use and strive for a 'one-TSS' shared culture.
2. Driving the whole-of-government Women Supporting Women in Leadership Program.
3. Redesign the Agency's Workflow processes, to streamline and lift the quality of the flow of information and documents.



Our Performance Measures

The Department updates its Performance Measures each year which are derived for each Budget Output. Performance Measures are published in the State Budget each year. New targets have been set for the 2023–24 Financial Year and published in the 2023–24 Budget Papers. Actual Results as at 30 June 2023 have been provided in the table below.

The following changes have been made to the Department’s Performance Measures:

- the former Output 2.3 Tasmanian Government Courier has been removed in the 2023–24 Budget as it has been incorporated into Output 2.1 Management of Executive Government Processes. Consequently, the Performance Measure for this activity is no longer reported
- the Output 4.1 measure Percentage of planned projects (key policies, tools and frameworks) developed during the reporting period has been removed as it is no longer relevant due to the State Service Management Office working to agreed strategic priorities aligned to the delivery of the Tasmanian State Service Review recommendations
- the performance measures pertaining to the Community Partnerships and Priorities Output Group 7, were transferred from the relevant Outputs reported under the former Department of Communities Tasmania and for Aboriginal Heritage Tasmania from the Department of Natural Resources and Environment Tasmania to form the new Output Group 7. The performance measures for Outputs are grouped below by responsible Minister. Each performance measure has been classified as a measure of efficiency, economy, effectiveness, activity or not measured.

Eff = Efficiency

Eco = Economy

Ess = Effectiveness

Act = Activity

Nm = Not measured

Output	Minister	Performance Measure	Unit of Measure	Measure Type	2021–22 Actual	2022–23 Target	2022–23 Actual	2023–24 Target
1.1 – Strategic Policy and Advice	Premier	Policy, project and program advice and implementation meets the expectations of stakeholders	%	Ess	90	90	90	90
1.1 – Strategic Policy and Advice ¹	Premier	The Premier and the Cabinet receive high quality, rigorous and timely policy advice	Number	Ess	75	85	85	90
1.1 – Strategic Policy and Advice	Premier	DPAC collaborates with stakeholders to deliver key government priorities to make a significant difference for the people of Tasmania	Satisfactory/Unsatisfactory	Ess	Satisfactory	Satisfactory	Satisfactory	Satisfactory
2.1 – Management of Executive Government Processes	Premier	Right to Information Requests responded to within statutory timeframes	%	Eff	92	100	90	100
2.1 – Management of Executive Government Processes	Premier	Documents provided to Cabinet within agreed timeframes	%	Eff	96	100	97	100
2.1 – Management of Executive Government Processes ²	Premier	Draft responses to routine Ministerial correspondence actioned within ten days of receipt	%	Eff	71	90	52	90

Notes:

1. The 2021–22 Actual reflects that several complex cabinet matters required additional advice and discussion with agencies which impacted the timing of policy advice. The 2022–23 Target has been revised to better reflect the performance in 2021–22 and likely outcomes in 2022–23.
2. The 2021–22 and 2022–23 Actuals reflect the significant number of concurrent priorities the Department managed in 2021–22 and 2022–23. It is expected that over the coming years the Actuals will show a significant improvement.

Output	Minister	Performance Measure	Unit of Measure	Measure Type	2021–22 Actual	2022–23 Target	2022–23 Actual	2023–24 Target
2.2 – Principal and Subordinate Legislation	Premier	Proportion of key clients that are satisfied that the legislation drafted for the client meets the relevant, and implementable policy intentions in a legally effective manner	%	Ess	97	99	99	99
2.2 – Principal and Subordinate Legislation	Premier	Percentage of achievable legislative timings that have been met to enable the legislative priorities, and other critical legal or political obligations, of the Government, as a whole to be met	%	Eff	100	100	99	100
2.3 – Corporate Support to Ministerial and Parliamentary Offices and the Office of the Governor	Premier	Percentage of Payroll and HR functions provided to Government house and MPS in agreed timeframes	%	Eff	100	100	100	100
2.3 – Corporate Support to Ministerial and Parliamentary Offices and the Office of the Governor	Premier	Percentage of IT requests from Government House and MPS met within agreed service level agreement timeframes	%	Eff	98	100	95	100
3.1 – Information, Technology and Digital Services Strategy and Policy Development	Science and Technology	Percentage of Tasmanian Government Departments that are adopting key digital policies	%	Ess	100	100	100	100
3.2 – Management and Ongoing Development of Service Tasmania	Premier	Online Transactions – Customer Satisfaction	%	Ess	62	80	79	80

Output	Minister	Performance Measure	Unit of Measure	Measure Type	2021–22 Actual	2022–23 Target	2022–23 Actual	2023–24 Target
3.2 – Management and Ongoing Development of Service Tasmania ³	Premier	Service Centres – Customer Satisfaction	%	Ess	69	90	82	90
3.2 – Management and Ongoing Development of Service Tasmania ^{3,4}	Premier	Contact Centre – Customer Satisfaction	%	Ess	84	90	82	90
3.3. – Delivery of IT Services	Premier	Service level agreement performance and Compliance	%	Ess	91	>90	89	>90
3.3 – Delivery of IT Services	Premier	Proportion of whole-of-government contracts managed by Digital Strategy and Services that are validated and current	%	Ess	100	100	100	100
3.3 – Delivery of IT Services ⁵	Premier	Customer satisfaction	%	Ess	3	4	3	4
4.1 – State Service Employment and Management ⁶	Premier	Percentage of assessment/ approvals completed within 15 working days	%	Eff	87	75	88	80
4.1 – State Service Employment and Management ⁷	Premier	Number of public data releases	Number	Eff	4	5	5	5

Notes:

3. There has been a significant increase in the response rate to the online customer satisfaction survey undertaken by Service Tasmania. The decrease in customer satisfaction for service centres and the Contact Centre reflects a more representative pool as a result of increased responses. In relation to service centres, there has been an increase in customers returning for face-to-face service following the COVID-19 pandemic which may have led to longer wait times than the previous year.
4. The method of capture for feedback changed to an automatic feedback model in 2021–22, which is likely to generate a more direct response from clients.
5. In 2022–23, the Digital Strategy and Services customer satisfaction measure was changed from a percentage measure to a zero to five rating system, with five being the highest rating.
6. This measure was first published in the 2022–23 Budget and the 2021–22 Actual is the first time these results have been published for this measure.
7. The decrease in the 2021–22 Actual reflects that the Tasmanian State Service Employee Survey was not conducted in that year.

Output	Minister	Performance Measure	Unit of Measure	Measure Type	2021–22 Actual	2022–23 Target	2022–23 Actual	2023–24 Target
4.2 – Diversity and Inclusion ⁸	Premier	Enabling the Aboriginal Employment Strategy - participation rate of Senior Leaders in scheduled Cultural Respect Training	%	Act	Nm	20	Nm	20
4.3 – Youth recruitment – number of Appointments ⁹	Premier	Graduates	Number	Act	38	24	34	24
4.3 – Youth recruitment – number of Appointments ¹⁰	Premier	School Based Trainees	Number	Act	13	12	7	12
5.1 – Security and Emergency Management ¹¹	Premier	Response time to Local Government or State agencies in terms of grant Activation	Business Days	Eff	1.00	<5.00	1.00	<5.00
5.1 – Security and Emergency Management ¹²	Premier	Policy, project and program advice and implementation meets the expectations of Stakeholders	%	Ess	86.1	>80.00	92.71	>80.00
5.1 – Security and Emergency Management ¹³	Premier	Low ineligibility rate in the Tasmanian Government's Disaster Recovery Funding Arrangements claim	%	Ess	0.49	<5.00	1.43	<5.00

Notes:

8. The Cultural Respect Training under the Aboriginal Employment Strategy was paused during 2021–22 to enable the development of a sustainable approach to delivery. The training recommenced in 2022–23 and in total has been delivered to over 250 participants since it was launched in the 2020–21 financial year.
9. This reflects the graduate intake to the Tasmanian State Service central graduate pool recruitment program and excludes any separate agency recruitment programs.
10. The 2020–21 School Based Trainee recruitment program was reinstated in 2021–22 following it being disrupted in 2020–21 due to the COVID-19 pandemic.
11. This measure refers to the average number of full business days, or part thereof, between a request from a Local Government or State Government agency and the beginning of activation processes or the closing of a request due to ineligibility. This might include providing advice about eligibility or requesting additional information to progress the activation process. Cases where contact is initiated by the Department are counted as one day.
12. Survey methodology was developed to facilitate reporting for this measure from 2021–22.
13. This measure refers to the ineligibility rate for the most recently acquitted claim. This is typically for two financial years before the year of reporting. For example, the 2021–22 Actual refers to the acquittal of the 2019–20 claim.

Output	Minister	Performance Measure	Unit of Measure	Measure Type	2021–22 Actual	2022–23 Target	2022–23 Actual	2023–24 Target
6.1 – Local Government	Local Government	Proportion of Councils that comply with the statutory requirements for Strategic Planning Documentation	%	Ess	86	80	89	80
6.1 – Local Government ¹⁴	Local Government	Business days taken to complete a preliminary assessment of a complaint and provide advice to the complainant	Days	Eff	33	35	22.6	40
7.1 – Disability Services ¹⁵	Disability Services	Active NDIS participants	Number	Act	12,295	11,866	13,371	14,300
7.1 – Disability Services	Disability Services	Number of Authorised restrictive practices (% of active NDIS participants)	%	Act	0.9	1.0	0.8	1.0
7.2 – Community Services ¹⁶	Community Services and Development	Number of targeted funding agreement meetings with contracted service providers annually	%	Eff	124	55	192	100
7.3 – Community Development – Policy Advice and Ongoing Community Development	Community Services and Development	Percentage of applicants satisfied with public grants program administration	%	Ess	95	95	97	97
7.3 – Community Development – Policy Advice and Ongoing Community Development ¹⁷	Community Services and Development	New Seniors Cards issued	Number	Ess	4,209	6,600	6,955	5,000

Notes:

14. The 2021–22 Actual was better than the estimated target of 40 days published in the 2022–23 Budget due to staff returning to the Office of Local Government from temporary roles supporting the Government’s response to the COVID-19 pandemic.
15. The 2020–21 figures published in the 2022–23 Budget were estimated outcomes and have been revised in this Budget to reflect final figures. The 2022–23 Target for Active NDIS Participants is an estimated actual.
16. The 2020–21 funding agreement meetings were impacted by the COVID-19 pandemic and the 2021–22 Actual reflects that some services had more than one visit in that year. There are currently 58 contracted providers in 2022–23.
17. The decrease in the 2021–22 Actual reflects reduced activity in the community from seniors and people with disability, and their carers, due to COVID-19.

Output	Minister	Performance Measure	Unit of Measure	Measure Type	2021–22 Actual	2022–23 Target	2022–23 Actual	2023–24 Target
7.3 – Community Development – Policy Advice and Ongoing Community Development ¹⁷	Community Services and Development	New Companion Cards issued	Number	Ess	268	350	458	300
7.3 – Community Development – Policy Advice and Ongoing Community Development ¹⁷	Community Services and Development	New Seniors card Program Business Partners	Number	Ess	18	30	20	30
7.3 – Community Development – Policy Advice and Ongoing Community Development	Community Services and Development	Number of new businesses, venues, events affiliated with the Companion Card program	Number	Ess	2	3	3	3
7.5 – Tasmania’s Third Family and Sexual Violence Action Plan: Survivors at the Centre 2022 2027 ^{18,19}	Prevention of Family Violence	Actions on schedule against the milestones and timeframes identified in the Implementation Plan	%	Eff	100	95	100	20
7.6 – Women’s Policy	Women	Representation of women on Government boards and committees	%	Act	47	50	46.9	50
7.7 – Veterans’ Affairs ²⁰	Veterans’ Affairs	Number of applications submitted to the Frank MacDonald Memorial Prize Essay Competition	Number	Ess	53	75	43	50

Notes:

17. The decrease in the 2021–22 Actual reflects reduced activity in the community from seniors and people with disability, and their carers, due to COVID-19.
18. Specific family violence data, for example the number of family violence incident reports, is measured by other agencies including the Department of Police, Fire and Emergency Management.
19. The 2021–22 Actuals and the 2022–23 Target relate to Tasmania’s Second Family and Sexual Violence Action Plan Implementation Plan. The 2022–23 Actuals and 2023–24 Targets relate to Tasmania’s Third Family and Sexual Violence Action Plan, which commenced in November 2022. Consequently, the 2023–24 Target has been revised downward.
20. This was a new performance measure in 2021–22. The Frank MacDonald Memorial Prize is a competition for Tasmanian Year 9 students.

Output	Minister	Performance Measure	Unit of Measure	Measure Type	2021–22 Actual	2022–23 Target	2022–23 Actual	2023–24 Target
7.7 – Veterans' Affairs ²¹	Veterans' Affairs	Number of applications submitted to the Teddy Sheean VC Memorial Grants program	Number	Ess	59	40	283	40
7.8 – Aboriginal Affairs	Aboriginal Affairs	Actions on schedule against the milestones and timeframes identified	%	Act	85	85	86	85
7.9 – Aboriginal Heritage and Land Act	Aboriginal Affairs	Permit recommendations provided to the Director of National Parks and Wildlife that include evidence of community engagement	%	Ess	100	100	100	100
7.9 – Aboriginal Heritage and Land Act ²²	Aboriginal Affairs	Referrals to undertake due diligence via the Dial Before You Dig service	Number	Ess	49,354	45,000	50,280	45,000
7.9 – Aboriginal Heritage and Land Act ²³	Aboriginal Affairs	Number of Aboriginal community members involved in cultural values projects	Number	Ess	101	165	96	80

Notes:

21. This was a new measure in 2021–22. The Teddy Sheean VC Memorial Grants Program is held over two rounds each financial year. The 2022–23 Actuals has exceeded expectations and the future targets will be revised for the next State Budget papers.
22. The 2020–21 and 2021–22 Actuals reflect the level of building and construction activity in Tasmania and the 2022–23 and 2023–24 Targets are based on data compiled from the first year of Aboriginal heritage searches being included in the Dial Before You Dig Australia service.
23. The Targets for this measure are estimates based on project objectives and early concepts. Actuals have varied due to a range of factors such as COVID-19 restrictions, weather and the final scope and design of individual projects as refined through the consultation and research phase of each project. The decrease in the 2023–24 Target reflects that Aboriginal involvement has historically focused on opportunities for Aboriginal people to reconnect with Country, but the nature of these projects is changing to focus more on Aboriginal participation in on-ground cultural values management.

Premier's Economic and Social Recovery Advisory Council (PESRAC)

The Premier's Economic and Social Recovery Advisory Council (PESRAC) was established in 2020 to provide advice to the Government on strategies and initiatives to support Tasmania's recovery from the COVID-19 pandemic.

In July 2020, PESRAC delivered its Interim Report to the Tasmanian Government with 64 recommendations to address immediate and short-term recovery priorities. DPAC was responsible for 19 of the recommendations from the Interim Report, all of which have been completed or absorbed into the Department's ongoing activity. The PESRAC Interim Report – Implementation Summary (June 2022) is available on the Department's website: https://www.dpac.tas.gov.au/divisions/osem/recovery_from_emergencies_in_tasmania

In March 2021, PESRAC delivered its final report to Government, incorporating 52 recommendations for longer-term (2022–2025) initiatives to support Tasmania's recovery from the pandemic. DPAC, including the Head of the State Service, is responsible for delivering 23 of these recommendations.

Completed Recommendations

The following recommendations were reported as completed in DPAC's 2021–22 Annual Report:

- F-06: Agency heads should drive, and be held accountable for, a public-sector-wide culture that proactively engages with major investment proponents
- F-07: The Australian and State Governments should reinvigorate the Joint Commonwealth and Tasmanian Economic Council
- F-29: Throughout the recovery period, the State Government should provide broad guidance for people travelling interstate about the circumstances under which Tasmanians will be required to quarantine upon return
- F-44: Ministers and agencies should identify and communicate what services and activities will be delayed, suspended or reduced to permit resources to be devoted to priority recovery activities
- F-47-50: Recommendations relating to the structural reform of Tasmania's local government sector

The following recommendation was reported as completed in the former Department of Communities Tasmania’s 2021–22 Annual Report, noting that ongoing implementation of the Food Security Strategy has transferred to DPAC:

- F-31: The State Government should ensure that the Food Security Strategy currently being prepared:
 - expands on recent trials of school lunch provision to include greater school and community provision
 - adopts a place-based approach to community food security models and not a ‘one size fits all’ approach
 - includes strong links to local agricultural and hospitality businesses, including training opportunities for program participants
 - is scalable in design so that any potential increase in demand for emergency food relief can be managed in a rapid and effective manner

Active Recommendations

DPAC continues to make significant progress with the 14 remaining recommendations from the Final Report. A summary of the status of these Recommendations is provided in the table below.

Rec F-01	Status: Underway
Protecting sustainability, community values and Tasmanians’ well-being must continue to be at the forefront of regulatory activity	
<p>There is significant work underway in this area to enhance the Government’s engagement with industry and support major investment in the State.</p> <p>DPAC is progressing work on two related projects, a Sustainability Strategy for Tasmania and a Wellbeing Framework, along with work already underway across government that aims to ensure regulatory activity focuses on sustainability and wellbeing outcomes.</p>	
Rec F-08	Status: Underway
Regional land use strategies should be comprehensively updated	
<p>Components of the framework necessary to complete the review of the regional land use strategies are well underway, and preliminary work has commenced on comprehensive reviews of all three strategies, including the appointment of regional planning coordinators in each region. This is a significant project which was funded by the Tasmanian Government over a 3-year period at \$3.45 million, commencing in the 2021–22 financial year.</p>	
Rec F-34	Status: Underway
<p>The State Government should:</p> <ul style="list-style-type: none"> • as a priority, improve digital inclusion across Tasmanian communities by: <ul style="list-style-type: none"> • setting clear whole-of-government Key Performance Indicators (KPIs) for closing the digital divide within the next 2-5 years in each of the three key dimensions of digital inclusion: access, affordability, and digital ability; and • to achieve those KPIs, align actions and provide material funding to drive outcomes under Our Digital Future. • engage with local communities to address digital inclusion at a local level; and • leverage its extensive digital footprint through expanding access to its existing facilities which provide digital capability to our communities. These include: schools; libraries; online access centres; and Service Tasmania outlets 	
<p>This recommendation is being implemented through the Digital Community objectives and priorities in Our Digital Future that outline the Tasmanian Government’s action plan for digital inclusion. A range of initiatives is currently progressing to improve access to telecommunications infrastructure, provide access to computers for the community and families in need, and increase digital literacy through various community education and literacy programs.</p> <p>The 2023–24 State Budget provided an additional \$150,000 to fund the development of a Tasmanian Government Digital Inclusion Strategy. DPAC is using this funding to establish a new mechanism to work with the community and industry to leverage existing programs to create a sustainable and viable inclusion strategy, and to validate performance indicators that will allow the government to better measure the value of specific initiatives.</p>	

Rec F-35**Status: Underway**

The State Government and its agencies should actively seek out and fund community-led, place-based recovery activities. Priority should be given to activities with the following objectives:

- increased community connection including collaboration across existing community organisations;
- primary prevention of, and early intervention in, areas such as family or community violence and drug and alcohol misuse; and
- models which promote new and innovative strategies to engage volunteers

In response to the PESRAC Interim Report in mid-2021, three COVID-19 Regional Recovery Committees were established in the North, North-West and South of the State and help to identify the ongoing impacts of COVID-19 and recovery priorities for their region.

The committees provided regional insight into the State's COVID-19 response and recovery, including identifying community-led and placed-based proposals to address mental health and wellbeing in their regions. In view of longer-term recovery measures being underway and Tasmanians living with COVID-19 in the community, the ongoing role of the Committees is under consideration.

Rec F-36**Status: Underway**

The State Government should establish an ongoing scholarship funding pool to financially support leadership training for individuals that have demonstrated involvement in their local community.

Funding of \$50,000 per year for three years was allocated in the 2021-22 State Budget for a scholarship program to strengthen governance and develop leaders in Industry organisations. The goal of the scholarship program is to train 120 industry leaders in governance by 2024. A number of initiatives have been delivered under this program to date, including Australian Institute of Company Directors (AICD) Governance Foundations courses and a CEO / Chair Masterclass. Ongoing components of the Scholarships Fund are being progressed by DPAC. In addition, the Tasmanian Council of Social Services (TasCOSS) and UTAS will jointly provide governance training opportunities to address a recognized skills gap in this industry.

Rec F-37**Status: Underway**

The State Government should support community-based events by sharing COVID-19 risks. The proposed approach should include a capped amount of financial coverage where COVID-19 suppression measures materially impact the running of the event.

In 2022, requirements for COVID-19 safe events were revised so that events were no longer regulated by specific COVID-19 Public Health Guidelines. This significantly reduced the risk that future COVID-19 suppression measure will be required which would materially impact the running of an event. In late 2022, a Public Health Guidance document was developed by the Department of Health to help event organisers manage COVID-19 risk and the safety of patrons. It is anticipated that action related to this recommendation will be reported as completed in late 2023.

Rec F-38 to F-42**Status: Underway**

F-38 - The State Government should develop a sustainability vision and strategy for Tasmania, with ambitious goals, and concrete targets and actions.

F-39 - The strategy should immediately prioritise specific frameworks for: de-carbonising the economy; water resource allocation, security and quality; adoption of circular economy principles; and ensuring a consistent and coordinated government approach to sustainability.

F-40 - The strategy should have a strong focus on environmental considerations, and include wider aspects of sustainability including social factors, and ensuring decisions account for the interests of future generations.

F-41 - The strategy should be focused on Tasmanian priorities but be aligned with the United Nations Sustainable Development Goals.

F-42 -The State Government should strongly promote the idea that all Tasmanians are responsible for our environmental performance and have a part to play in achieving the strategy. Everyone is responsible and everyone should contribute through their actions.

DPAC is leading the development of a sustainability vision and strategy for Tasmania, in concert with all agencies and substantial consultation with the community and business sectors. Targeted consultation commenced in April 2022 with focus-group workshops held around the State, involving representatives from all agencies, government businesses and State Authorities, and industry and community sector peak bodies. Engagement with key stakeholders is ongoing.

Broad community consultation commenced in June 2023 with a population-wide survey that included one question about what wellbeing means to Tasmanians and a second question about what a sustainable Tasmania would look like for future generations. This is to be followed by the launch of the Tasmanian Positive Sustainability Strategy website in August 2023 and an invitation to all Tasmanians to be part of creating Tasmania's sustainability vision and goals. The results of this consultation will inform the development of the sustainability strategy for the whole of Tasmania, including targets and actions over short, medium and long-term time horizons.

Rec F-43

Status: Underway

The State Government should review funding models for community service organisations to implement the following principles:

- be long-term (to provide certainty to service providers so they can invest in staff and systems);
- have very clear deliverables and outcomes (co-designed with providers where relevant, and informed by people, places, and priorities);
- be designed to deliver flexible and adaptable service provision; and
- require appropriate transparency and accountability

Population-wide consultation has commenced to inform domains for a Wellbeing Framework. This work will inform development of an outcomes framework for community sector organisations. DPAC will be leading a comprehensive review of community sector funding models over 2023–2024 to ensure long term certainty, clear outcomes, and adaptable service provision.

The State Government also funded the Community Services COVID-19 Response Evaluation Project, which was led by TasCOSS. The final report from this project makes recommendations that aim to ensure that the industry is well supported for future crises and disruptors. DPAC is now working with TasCOSS to implement these recommendations.

Rec F-51

Status: Underway

The State Government should develop a structured process for identifying high-consequence risks to which the community is exposed and develop and implement mitigating strategies for these risks

DPAC is piloting a whole-of-government horizon scanning framework that will analyse and prioritise Tasmania's strategic disaster risks across a range of threats and hazards. Following the pilot, an implementation plan will be developed to embed an ongoing horizon scanning process into Tasmania's whole-of-government disaster prevention and preparedness processes. This is expected to be completed by the end of 2024 and will address PESRAC Recommendation 51 and Recommendation 1 from the Review of the Tasmanian State Service.

DPAC is also progressing the development of a Risk Information Portal for Tasmania that spatially enables municipal emergency risk assessments in the context of critical community lifelines and systems. A grant application has been submitted for Australian Government funding under the Disaster Ready Fund to support this work.

Rec F-52

Status: Underway

Surge capacity arrangements need to be identified and tested as a part of disaster planning.

DPAC has made significant progress on work to address this recommendation, including through the development of a Surge Capacity Planning Guideline that will support improved disaster planning and testing of surge capacity arrangements across government. The Guideline and supporting resources will enable improved surge capacity planning and testing and embed a process for continual improvement of this work.



Our Finances

Our financial statements for 2022–23 were submitted to the Auditor-General on 14 August 2023.

Following the audit undertaken by the Tasmanian Audit Office, our financial statements were certified on 29 September 2023.

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

Financial Performance

The comprehensive result on the Statement of Comprehensive income is a deficit of \$5.7 million.

The following is a snapshot of the financial performance of DPAC during 2022–23:

- An administrative restructure undertaken during 2022–23 resulted in the following transfer of:
 - various community focused Outputs from the former Department of Communities Tasmania which resulted in increased expenditure of \$183.9 million and net liabilities totaling \$0.6 million
 - Aboriginal Heritage and Land Output which was transferred from the Department of Natural Resources and Environment Tasmania. This resulted in increased expenditure of \$3.4 million and net liabilities totaling \$0.2 million
 - DPAC received \$259.2 million in operating appropriation revenue. This was an increase of \$180.2 million compared to the prior year due to:
 - various administrative restructures that impacted the Department (\$161.5 million)
 - disaster assistance to flood impacted communities (\$10.1 million)
 - Open Spaces grant program (\$5.0 million)
- These increases are offset by variances due to rollovers and declared savings (\$3.5 million for Disaster assistance to flood impacted communities, \$3.0 million for Child and Youth Wellbeing Strategy, \$1.8 million for Royal Commission into Natural Disasters and \$1.5 million for the operations of the COVID-19 Public Health Hotline).

- DPAC provided \$157.638 million in transfer payments to other Government entities. This included:
 - Tasmanian Government's contribution to the National Disability Insurance Scheme (\$126.5 million)
 - Family and Sexual Violence Action Plan (\$6.9 million)
 - Pandemic Leave financial assistance (\$5.9 million)
 - Reimbursement of recovery costs related to the October 2022 Tasmanian Floods (\$4.0 million)
 - Reimbursement to the Department of Health for grants paid on behalf of DPAC for Neighborhood Houses and Disability Services (\$4.4 million)
 - Child and Youth Wellbeing Strategy (\$3.1 million)

The below table shows the Department's budgeted and actual revenue and expenditure for the 2022–23 financial year.

Output Group	Budget Revenue \$'000	Actual Revenue \$'000	Budget Expenditure \$'000	Actual Expenditure \$'000
Output Group 1 - MPS: Support for Members of Parliament	27,129	27,207	27,109	27,227
Output Group 1: Support for Executive Decision Making	15,124	12,442	15,156	12,529
Output Group 2: Government Processes and Services	15,000	9,594	14,994	14,026
Output Group 3: Electronic Services for Government Agencies	45,921	46,757	47,897	47,805
Output Group 4: State Service Management	6,400	6,048	6,553	5,682
Output Group 5: Security and Emergency Management	6,813	16,933	6,783	18,216
Output Group 6: Local Government	7,861	13,105	7,815	12,370
Output Group 7: Community Partnerships and Priorities	188,557	188,151
Output Group 90: COVID-19 Response	3,124	2,544	3,124	1,934
CIP: Capital Investment Program	1,838	2,023	250	1,910

Note:

Output Group 7 reflects the administrative restructure which transferred functions from the former DCT and AHT to the Department.

This table should be read in conjunction with Note 2 Departmental Output Schedules in the Financial Statements (pg 87) which will provide detail on material variances.



Our Compliance Report

Asset Management

Strategic Asset Management Plan

DPAC uses the Strategic Asset Management Plan (SAMP) to align departmental assets with service demand to achieve the best possible match with our service delivery.

Prepared in line with the Government's Strategic Asset Management Framework, our SAMP guides the strategic acquisition, use and disposal of assets and the related risks and costs over their useful lives.

DPAC has recently undertaken a review of the SAMP for the Treasurer's endorsement. This will be provided to the Treasurer early in the 2023–24 financial year.

Leases

Through effective management of the Department's portfolio of leasehold properties, DPAC aims to:

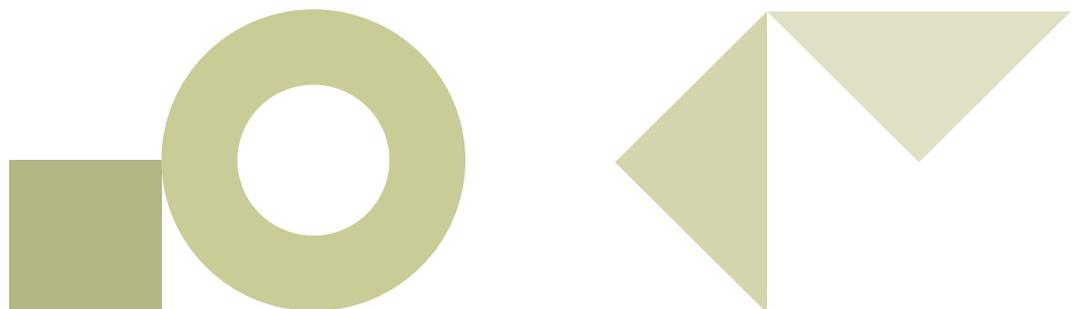
- reduce leasehold commitments
- consolidate business functions across a reduced leasehold footprint where possible

Grants, Contributions and Election Commitments

During 2022–23, DPAC processed 746 grant and contribution payments, which came to a total of \$33,651,296. A summary of these payments is shown in Table 2.1. Information regarding grant payments is provided through the Department’s Routine Disclosures which is available on www.dpac.tas.gov.au.

Table 2.1 DPAC grant payments by program

Program	\$
Community sector organisation grants (including peak body funding)	5,339,983
Local Government grants	5,015,000
Election commitment grants (2021 election)	4,852,050
Other grants, subsidies, donations and contributions	3,742,170
Child and Youth Wellbeing Strategy	2,802,210
Emergency food relief grants	2,482,159
Recovery and resilience grants (including flood assistance grants)	2,200,927
Closing the Gap Capacity Building Fund	1,694,500
Other specific purpose grants	1,428,386
Family Assistance Program	1,329,998
Cape Barren Island Municipal and Essential Services	1,275,164
State Planning Office grants	1,204,213
Premier’s Discretionary Fund	284,535
Total	33,651,296



Energy Use and Emissions

Energy Use	2021–22		2022–23	
	Volume	Emission (t CO ₂ e)	Volume	Emission (t CO ₂ e)
Electricity (kWh)	1,983,980	317.4	2,051,708	348.8
Natural Gas (MJ)	254,077	13.1	224,130	11.6
Transport fuel (litres)	123,234	304.1	123,063	310.0
Emissions Total		634.7		670.3

Notes:

1. t CO₂-e = Tonnes of carbon dioxide equivalent.
2. Greenhouse gas emissions are calculated using emission factors and methods from the National Greenhouse and Energy Reporting (Measurement) Determination 2008 and published in the National Greenhouse Accounts Factors. Note that these emission factors are calculated and updated each year. The factor for scope 2 emissions from grid delivered electricity in Tasmania is slightly higher for 2023 than for 2022 (0.17 vs 0.16 kgCO₂-e/kWh). Tasmania's scope 2 emission factor fluctuates from year to year due to the operation of the Tamar Valley Power Station and the imports of emissions-intensive electricity from Victoria.
3. Where data is available, fuel use is recorded as diesel, ethanol blend and unleaded petrol. Each fuel type has its own emissions factor calculation.
4. The above figures do not include bottled LPG purchases and air travel.
5. Fuel figures are derived from fleet vehicles, vehicle hire and bulk fuel purchases on whole-of-government contracts managed by Department of Treasury and Finance.

The increase in emissions can be largely attributed to an increase in staffing numbers and additional leased properties resulting from machinery of government changes.

DPAC initiatives to reduce its carbon emissions include:

- participating in recycling programs and activities
- identifying energy saving ideas and opportunities to reduce emissions
- participating in the government's Smarter Fleets Program to improve vehicle fleet efficiency
- participating in regular disposal of e-waste to recycling outlets, and review and monitoring of vehicle fleet usage
- DPAC has a vehicle replacement strategy to replace current G-plated vehicles with electric vehicles where it is operationally practical. DPAC has one electric vehicle in its fleet with a further two to be delivered in September 2023. The replacement program has been hindered due supply chain issues.



Independent Scrutiny

DPAC uses internal and external reviews to measure performance and to improve outcomes.

External review

Independent external scrutiny is undertaken by:

- the Tasmanian Audit Office (TAO) – external financial and performance audits, and audits of employer functions outlined in the *State Service Act 2000*
- other independent bodies such as the Integrity Commission, the Anti-Discrimination Commission, WorkSafe Tasmania and the Office of the Ombudsman
- annual Budget Estimates committees and other parliamentary committees
- During the year, TAO undertook a follow up of selected Auditor-General reports between November 2016 and October 2018 that involved DPAC, including the following:
 - Report to the Auditor-General No.11 of 2016-17: Use of fuel cards
 - Report of the Auditor-General No.1 of 2018-19: Use of Tasmanian Government Cards by Central Agency Executives and Executive Assistants

No other performance audits impacting DPAC were undertaken by TAO during the year.

Internal review

Independent internal scrutiny is undertaken by DPAC's Risk and Audit Committee (RAC), which monitors strategic risks identified in the department's internal audit plan. Further information about the RAC, is provided below.

Internal audit

During the year WLF Accounting and Advisory undertook three internal audits. The audits focused on the following matters:

- Payroll compliance
- Property management
- Purchasing, delegations and payments

The three-year strategic audit plan was reviewed and updated following completion of the annual audit plan. The revised three-year strategic audit plan 2023–26 outlines proposed audits to assess the adequacy, reliability, and effectiveness of key systems of internal controls operating within the Department and to assess the extent of compliance with statutory requirements.

DPAC will address relevant recommendations from internal and external audits, with the RAC monitoring progress towards implementing them.

Integrity

DPAC is committed to upholding the objectives of the Integrity Commission, an independent body established under the *Integrity Commission Act 2009*, to:

- improve the standard of conduct, propriety, and ethics of 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

Legislation Administered

As at 30 June 2023, the Department administered 81 Acts on behalf of the Premier and other Ministers. The full list of legislation that we administered is at Appendix B.

The breakdown of the number of Acts by ministerial portfolio is:

Premier	50
Minister for Aboriginal Affairs	5
Minister for Community Services and Development	3
Minister for Disability Services	2
Minister for Local Government	5
Minister for Parks	1
Minister for Planning	9
Minister for State Development Construction and Housing	3
Minister for Veterans' Affairs	3

All legislation, including any amending Acts, is available at the Tasmanian Legislation website www.legislation.tas.gov.au.

Pricing Policies for Goods and Services

DPAC bases its pricing policy on cost recovery. Cost includes direct salaries, employer superannuation contributions, all operating expenditure, rental, fringe benefits tax, provision for annual and long service leave entitlements and, in some cases, provision for capital reinvestment.

Digital Strategy and Services charges for telecommunications and computing services.

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

Service Tasmania receives funding from Tasmanian Government departments, Government Business Enterprises, other external organisations. These include Marine and Safety Tasmania, local government and Australian Government agencies for services delivered through Service Tasmania service centres, and/or the Government Contact Centre.

Procurement

DPAC's procurement activities are undertaken in accordance with the mandatory requirements of the Treasurer's Instructions; including providing Tasmanian businesses with opportunities to compete for agency business. DPAC adheres to the Government's Buy Local Policy through supporting Tasmanian businesses whenever they offer best value for money for the Government.

During 2022–23, DPAC undertook 67 procurement processes including requests for tender, requests for quotation and direct or limited sourcing engagements. This resulted in 68 individual¹ contracts being awarded valued at \$50,000 or greater (excluding GST). 44 of these contracts were awarded to Tasmanian businesses.

The total value of contracts awarded, valued at over \$50,000 each, was \$13,771,485 (excluding GST). The total value of these contracts awarded to Tasmanian businesses was \$10,657,869 (excluding GST), this represents approximately 77 per cent of the total value of all contracts awarded.

Details of individual contracts valued at \$50,000 (excluding GST) or greater and awarded during 2022–23 are provided in Appendix D.

Note:

1 Two contracts were awarded from one procurement activity.

Protecting Privacy

DPAC is committed to protecting each individual's privacy in the way we collect, use or disclose personal information.

The Department ensures that individuals have some control over their personal information.

When dealing with private information, DPAC does so in accordance with the *Personal Information Protection Act 2004* and the Privacy Protection Principles. There were no requests in 2022–23 under the Personal Information Protection Act 2004 from people seeking access to, or update of, personal information held by us about them.

Public Interest Disclosures – public access to information on our decisions

Under section 86 of the *Public Interest Disclosures Act 2002*, we are required to report on any disclosures made about improper conduct by our public officers or by the Department.

During 2022–23:

- no disclosures of public interest were made to the Department
- no public interest disclosures were investigated by the Department
- no disclosed matters were referred to the Department by the Ombudsman
- no disclosed matters were referred by the Department to the Ombudsman to investigate
- no investigations of disclosed matters were taken over by the Ombudsman from the Department
- there were no disclosed matters that the Department decided not to investigate
- there were no disclosed matters that were substantiated on investigation as there were no disclosed matters
- the Ombudsman made no recommendations under the Act that relates to the Department

The DPAC Public Interest Disclosures Procedures manual, reflects the Model Procedures and Guidelines issued by the Ombudsman in November 2020.

These procedures, which include information on how a person may make a disclosure, are available on the DPAC website at https://www.dpac.tas.gov.au/public_interest_disclosures.

Appeals process

If an affected party believes that they have grounds for appeal against a decision made by the Department of Premier and Cabinet, a request for review detailing their reasons may be submitted in writing to the department. Individual programs or initiatives may provide specific avenues or processes for appeal.

Publications

In 2022–23, DPAC business units produced 75 publications. These publications are available on our website: www.dpac.tas.gov.au, or by contacting:

Communications Unit
Level 6, 15 Murray Street, Hobart Tasmania 7000
Telephone: (03) 6270 5667
Email: communications@dpac.tas.gov.au

You can find a complete list of our publications in Appendix C – Publications and

Websites.

Related Trusts and Boards

DPAC reports matters about the Local Government Board in Output 6.1 Office of Local Government. Various sections within this Report covering financial or human resources include information from Ministerial and Parliamentary offices. Unless otherwise noted, all other information is only about DPAC.

The Local Government Board was appointed in December 2021 to conduct the Future of Local Government Review. This review is ongoing as at 30 June 2023.

Right to Information

DPAC's RTI Officers work hard to meet legal obligations to respond to requests for information under the *Right to Information Act 2009* (the Act).

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

During 2022–23, 60 Right to Information applications for assessed disclosure were determined compared to 27 determined in 2021–22.

For the period of 1 July 2022 - 30 June 2023, 90 percent of requests were determined within a timeframe permitted under the Act.

Of the 60 applications determined in 2022–23:

- 16 applications were provided in full
- 18 applications were partially provided
- 18 applications were transferred in full
- three applications were refused
- three applications had no information held
- two applications were fully exempt

One determination is subject to external review by the Ombudsman.

Six applications received in the 2021–22 period were determined in 2022–23.

The assessment of six applications received in the 2022–23 period was not fully completed by 30 June 2023.

DPAC's Right to Information Officers are delegated officers under the Act for the Department, Premier and other portfolio Ministers.

Of the 60 applications determined in 2022–23:

- 19 were determined to the Premier
- 33 were determined to the Department
- one was determined for Brand Tasmania
- one was determined for the Deputy Premier
- one was determined for the Minister for Science and Technology
- five were transferred to other Ministerial portfolios for assessment.

The Secretary of the Department of Justice provides an annual report on Right to Information statistics of all public authorities, including DPAC. For more information regarding the Department's Right to Information applications, please refer to the Right to Information Annual Report.

For further information on Right to Information, visit the website of the Office of the Ombudsman at: www.ombudsman.tas.gov.au.

Risk and Audit Committee

The role of the Risk and Audit Committee (the RAC) is to contribute to the good governance of the Department by providing independent assurance to the Secretary on the Department's financial and performance reporting responsibilities, risk oversight and management and systems of internal control. A Charter and associated Work Plan is in place to guide the Committee's activities.

The Committee consists of two external members and two internal members to DPAC. The Committee is scheduled to meet six times a year and all meetings were held and scheduled in the 2022-23 Financial Year.

The Committee members as at 30 June 2023 were:

- Kathryn Westwood (External Chair)
- Adrian Periera (External Member)
- Noelene Kelly (Internal Member)
- Andrew Wilford (Internal Member)

Personnel changes

Ms Noelene Kelly replaced Mr Rod Nockles as an internal member, in June 2023.

During the year, the RAC met to oversee risk management and internal and external audit activities. The RAC reviewed and endorsed the financial statements and undertook other activities, providing the Secretary with assurance that the Department is operating with good governance and risk management practices.

Work Plan

The RAC has undertaken the following activities within its Work Plan during the year:

Financial Reporting

- Reviewed DPAC's Financial Statements and the Management Representation Letter for the year ended 30 June 2023, finding the statements were consistent with the public sector's best practice accounting standards and appropriately represented DPAC's financial position
- Endorsed the Tasmanian Audit Office Client Strategy and monitored the TAO's audit of the Financial Statements
- Monitored management's implementation of external audit recommendations in relation to high and extreme risks
- Reviewed information relating to estimates, judgements and assumptions from a financial statement and budget perspective
- Reviewed accounting policy changes and choices that will impact the financial statements
- Provided advice to the Secretary on the adoption of the audited Financial Statements considering TAO recommendations and adjustments

Systems of Risk Oversight and Management

- Continued to provide feedback on the DPAC's Risk Framework and Risk Policy
- Obtained updates in relation to new and emerging risks that will or may have an impact on DPAC
- Continued to note DPAC's ongoing response to COVID-19
- Reviewed the strategic risks in light of the impacts of units from the former Department of Communities and Aboriginal Heritage Tasmania transitioning to DPAC
- Received reports on key risk areas, such as WHS and cybersecurity
- Reviewed and provided comment on DPAC's Business Continuity Management

System of Internal Control

- Continued to review the rolling three-year strategic internal audit plan and recommended approval to DPAC's Executive team
- Reviewed the annual internal audit work plan, in accordance with DPAC's approved three-year strategic internal audit plan
- Monitored management's progress on the implementation of agreed management action in relation to audit findings
- Monitored legislative compliance issues and any material breaches to policy including ethical or lawful conduct

Risk Management

DPAC in 2022–23 developed a three-year Risk Roadmap to guide the Department's risk management maturity journey and conducted a review of its Strategic Risks. A Risk Framework and Risk Policy has been developed and endorsed by the Executive to set the principles and method for assessing risk consistently across the Department. By managing DPAC risks we maximise value to the community.

Importantly, the Department continued to manage the risks associated with COVID-19 and to provide assurance to the Agency Executive that critical services could be maintained in the event of an outbreak.

Statutory Office Holders

Director of Local Government

Under the *Local Government Act 1993* (the Act) the Governor may appoint a State Service officer or State Service employee to be Director of Local Government and that officer or employee may hold the office of Director of Local Government in conjunction with State Service employment.

The Director has the following functions:

- to undertake the general administration of this Act subject to the direction of the Minister
- to undertake any other function the Minister may determine

The Director has the power to do anything necessary or convenient to perform any function under this or any other Act.

Mr Mathew Healey is the current Director of Local Government, having been appointed to the role in December 2021.

While there is no statutory obligation to do so, to align with section 72(1)(cd), requiring publication of the total remuneration paid to employees who hold positions designated by councils as being senior positions, the total remuneration paid to the Director, Local Government is:

2023	Salary \$'000	Other Benefits \$'000	Superan- nua- tion \$'000	Total \$'000
Mathew Healy Director, Office of Local Government	194	18	24	236

State Recovery Advisor

Under the Emergency Management Act 2006 (s.24A), the statutory responsibilities of the State Recovery Advisor are held by the Secretary DPAC and may be delegated to other positions.

The State Recovery Advisor is responsible for:

- ensuring recovery plans and arrangements are prepared and maintained
- supporting the coordination of recovery assistance during and after emergencies
- advising government on recovery needs and issues

DPAC, through Resilience and Recovery Tasmania supports the State Recovery Advisor and is responsible for whole-of-government recovery planning, preparedness and coordination. In 2022–23, DPAC also took on responsibility for the coordination of social recovery including brokerage of emergency accommodation in significant emergency events.

In accordance with the Tasmanian Emergency Management Arrangements, DPAC also has responsibility for the provision of whole-of-government Emergency Management Policy and the coordination of public information in the event of major emergency events.

The severe weather and flooding in October 2022 necessitated a major response and recovery effort across the 18 impacted local government areas. Flood Recovery Advisory Groups were established in the north and north-west to ensure the communities' voices were represented in the implementation of a significant assistance package. This package was co-funded by the Australian Government and delivered by the relevant government departments.

During 2022–23, the State Recovery Advisor has continued to oversee Tasmania's long-term recovery from COVID-19. This has primarily involved coordinating and driving whole-of-government implementation of the recommendations from the PESRAC Final Report.

The State Recovery Advisor has also been responsible for coordinating the State's recovery activities related to the tragedy at Hillcrest Primary School in December 2021. During the year, this has involved coordinating the commemoration of the first anniversary of the incident, delivery of long-term recovery plans for the directly impacted families and ongoing support for the Hillcrest Affected Area Recovery Committee.

Regulator (Burial and Cremation)

Under the *Burial and Cremation Act 2019*, the regulator has a range of powers and functions in relation to the establishment, management, closure, and transfer and sale of cemeteries. The regulator also has regulatory responsibility for crematoria, and regulated businesses (being businesses that handle, store and/or transport human remains).

The Regulator is either a prescribed person for the purposes of the Act (or a provision of the Act) or, if no person is prescribed, the Director of Local Government. The Director of Local Government is currently the regulator for the purposes of the Act.

Websites

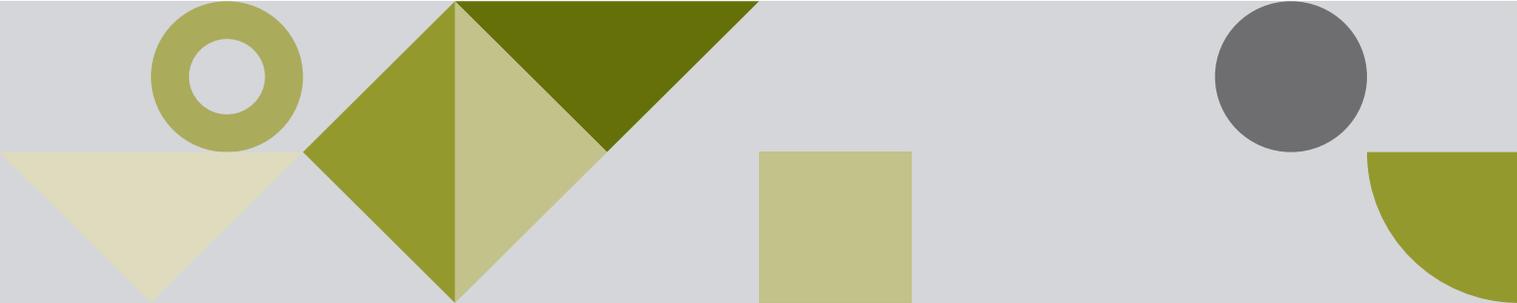
As at 30 June 2023, we managed 32 websites for DPAC and the Premier's Office.

You can find a complete list of the websites we managed during 2022–23 in Appendix C – Publications and Websites.

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Abbreviations

AASB	Australian Accounting Standards Board
ABS	Australian Bureau of Statistics
AHT	Aboriginal Heritage Tasmania
CALD	Culturally and Linguistically Diverse
COMMISSION OF INQUIRY	Tasmanian Government's Response to Child Sexual Abuse in Institutional Settings
COTA	Council on the Ageing Tasmania
CPP	Community Partnerships and Priorities
DCT	Department of Communities Tasmania
DLG	Departmental Leadership Group
DSS	Digital Strategy and Services
FMA	Financial Management Act
FTE	Full-time Equivalent
GSP	Gambling Support Program
HOSS	Head of the State Service
HR	Human Resources
ICT	Information and Communications Technology
ITS	Information and Technology Services
KCC	Kids Care Clinic
kWh	Kilowatt hour
LGAT	Local Government Association of Tasmania
LGBTIQA+	Lesbian, Gay, Bisexual, Transgender, Intersex, Queer/Questioning, Asexual
LSL	Long Service Leave
MCOT	Multicultural Council of Tasmania
MES	Ministerial and Executive Services
MPS	Ministerial and Parliamentary Support
NDDA	National Disability Data Asset
NDIS	National Disability Insurance Scheme
OLG	Office of Local Government
OTS	Office of the Secretary
PMD	Performance Management and Development
PESRAC	Premier's Economic and Social Recovery Council
PPG	People, Performance and Governance
PIDA	Public Interest Disclosure Act

RAC	Risk and Audit Committee
RRT	Resilience and Recovery Tasmania
RTI	Right to Information
SAMP	Strategic Asset Management Plan
SES	Senior Executive Service
SPO	State Planning Office
SPPs	State Planning Provisions
SSA	State Service Act
SSMO	State Service Management Office
SSR	State Service Regulation
TAO	Tasmanian Audit Office
TasCOSS	Tasmanian Council of Social Service
TI	Treasurer's Instructions
TIFR	Treasurer's Instructions Financial Reporting
TIFC	Treasurer's Instructions Financial Control
TSS	Tasmanian State Service
TSSR	Tasmanian State Service Review
TTC	Tasmanian Training Consortium
UTAS	University of Tasmania
WERS	Workplace Equality and Respect Standards
WHS	Work Health and Safety
WHSMS	Work Health and Safety Management System
WRIP	Workplace Renewal Incentive Program



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Appendix A: Financial Statements for the year ended 30 June 2023

Department of Premier and Cabinet

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Notes to and forming part of the Financial Statements



**Independent Auditor's Report
To the Members of Parliament
The Department of Premier and Cabinet
Report on the Audit of the Financial Statements**

Opinion

I have audited the financial statements of the Department of Premier and Cabinet (the Department), which comprises the statement of financial position as at 30 June 2023 and statements of comprehensive income, changes in equity and cash flows for the year then ended, notes to the financial statements, including a summary of significant accounting policies, other explanatory notes and the statement of certification signed by the Secretary of the Department.

In my opinion, the accompanying financial statements:

- (a) present fairly, in all material respects, the Department's financial position as at 30 June 2023 and its financial performance and its cash flows for the year then ended
- (b) are in accordance with the *Financial Management Act 2016* and Australian Accounting Standards.

Basis for Opinion

I conducted the audit in accordance with Australian Auditing Standards. My responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of my report. I am independent of the Department in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants (including Independence Standards)* (the Code) that are relevant to my audit of the financial statements in Australia. I have also fulfilled my other ethical responsibilities in accordance with the Code.

The *Audit Act 2008* further promotes the independence of the Auditor-General. The Auditor-General is the auditor of all Tasmanian public sector entities and can only be removed by Parliament. The Auditor-General may conduct an audit in any way considered appropriate and is not subject to direction by any person about the way in which audit powers are to be exercised. The Auditor-General has for the purposes of conducting an audit, access to all documents and property and can report to Parliament matters which in the Auditor-General's opinion are significant.

Statement of Certification

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

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

Responsibilities of the Secretary for the Financial Statements

The Secretary is responsible for the preparation and fair presentation of the financial statements in accordance with Australian Accounting Standards, and the financial reporting requirements of Section 42 (1) of the *Financial Management Act 2016*. This responsibility includes such internal control as determined necessary to enable the preparation of the financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Secretary is responsible for assessing the Department's ability to continue as a going concern unless the Department's operations will cease as a result of an administrative restructure. The assessment must disclose, as applicable, matters related to going concern and the appropriateness of using the going concern basis of accounting.

Auditor's Responsibilities for the Audit of the Financial Statements

My objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements.

As part of an audit in accordance with the Australian Auditing Standards, I exercise professional judgement and maintain professional scepticism throughout the audit. I also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Department's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Secretary.
- Conclude on the appropriateness of the Secretary's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material

Statement of Certification

uncertainty exists related to events or conditions that may cast significant doubt on the Department's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify my opinion. My conclusion is based on the audit evidence obtained up to the date of my auditor's report. However, future events or conditions may cause the Department to cease to continue as a going concern.

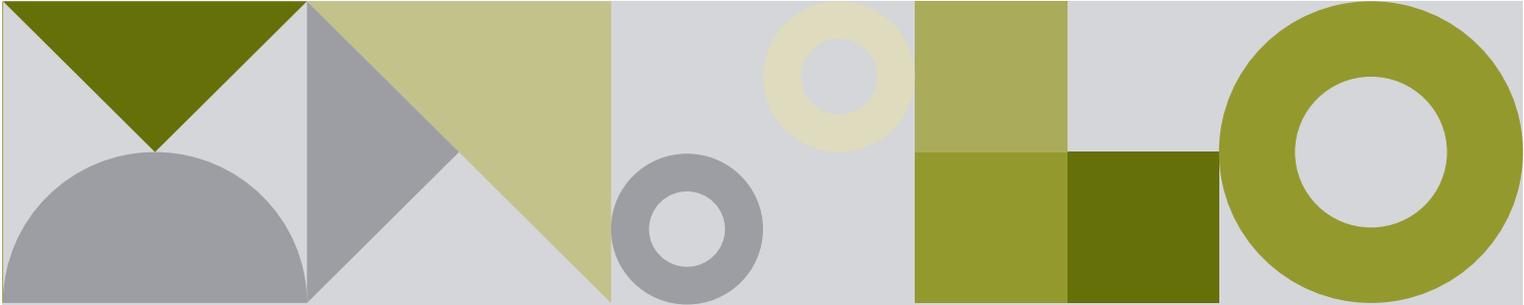
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

I communicate with the Secretary regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.



Rod Whitehead
Auditor-General

10 October 2023
Hobart



Department of Premier and Cabinet

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 Act 2016* to present fairly the financial transactions for the year ending 30 June 2023 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.



Jenny Gale
Secretary
Department of Premier and Cabinet

29 September 2023

Statement of Comprehensive Income for the year ended 30 June 2023

	Notes	2023 Budget \$'000	2023 Actual \$'000	2022 Actual \$'000
Income from continuing operations				
Revenue from Government				
Appropriation revenue - operating	6.1	90,905	259,176	78,952
Appropriation revenue - capital	6.1	1,838	1,838	403
Other revenue from Government	6.1	1,805	13,142	2,442
COVID-19 Recoveries	6.2	1,043	87,604
Grants	6.3	1,118	4,120	199
Sales of goods and services	6.4	30,804	29,339	29,248
Other revenue	6.5	2,740	16,552	3,550
Total revenue from continuing operations		129,210	325,210	202,398
Net gain/(loss) on statutory receivables	7.2	(892)
Net gain/(loss) on non-financial assets	7.1	(122)
Total income from continuing operations		129,210	324,196	202,398
Expenses from continuing operations				
Employee benefits	8.1	65,504	76,256	63,301
Superannuation	8.1	8,209	9,245	7,502
Depreciation	8.2	777	1,969	1,559
Amortisation	8.2	6	57	133
Supplies and consumables	8.3	43,742	49,070	117,416
Grants and subsidies	8.4	9,382	33,651	2,149
Finance costs	8.5	35	262	95
Transfer Payments to other Government entities	8.6	157,638	5,801
Contributions provided	8.7	50
Other expenses	8.8	2,026	1,651	803
Total expenses from continuing operations		129,681	329,849	198,758
Net result from continuing operations		(471)	(5,654)	3,640
Net result		(471)	(5,654)	3,640
Comprehensive result		(471)	(5,654)	3,640

This Statement of Comprehensive Income should be read in conjunction with the accompanying notes.

Budget information refers to original estimates and has not been subject to audit.

Explanations of material variances between budget and actual outcomes are provided in Note 4.1 of the accompanying notes.

Statement of Financial Position as at 30 June 2023

	Notes	2023 Budget \$'000	2023 Actual \$'000	2022 Actual \$'000
Assets				
Financial Assets				
Cash and cash equivalents	13.1	11,263	4,489	16,727
Receivables	9.1	5,190	13,811	5,468
Non-financial assets				
Property, plant, equipment and leasehold improvements	9.2	3,886	3,144	3,082
Right-of-use assets	9.3	4,549	6,973	4,400
Intangibles	9.4	132	1,590	540
Other assets	9.5	1,885	2,182	1,563
Total assets		26,905	32,190	31,779
Liabilities				
Financial Liabilities				
Payables	10.1	1,873	3,174	2,155
Non-financial Liabilities				
Employee benefit liabilities	10.2	15,603	18,816	15,790
Lease liabilities	10.3	4,550	7,345	4,549
Contract liabilities	10.4	1,289	1,050	1,050
Total liabilities		23,315	30,385	23,545
Net assets (liabilities)		3,590	1,805	8,235
Equity				
Accumulated Funds		3,590	3,070	8,723
Contributed capital	12	(1,265)	(489)
Total equity		3,590	1,805	8,235

This Statement of Financial Position should be read in conjunction with the accompanying notes.

Budget information refers to original estimates and has not been subject to audit.

Explanations of material variances between budget and actual outcomes are provided in Note 4.2 of the accompanying notes.

Statement of Cash Flows for the year ended 30 June 2023

	Notes	2023 Budget \$'000	2023 Actual \$'000	2022 Actual \$'000
Cash flows from operating activities				
Cash inflows				
Appropriation receipts - operating		92,710	272,317	81,394
Appropriation receipts - capital		1,838	1,838	403
COVID-19 Recoveries		1,044	85,940
Grants - continuing operations		1,118	5,784	1,000
Sales of goods and services		30,865	30,375	33,795
GST receipts		4,495	6,495	12,439
Other cash receipts		2,740	11,989	3,459
Total cash inflows		133,766	329,842	218,430
Cash outflows				
Employee benefits		(65,377)	(75,977)	(63,316)
Superannuation		(8,211)	(9,246)	(7,391)
Finance costs		(35)	(262)	(95)
GST payments		(4,495)	(7,905)	(12,230)
Supplies and consumables		(43,751)	(53,090)	(121,015)
Grants and subsidies		(9,382)	(33,651)	(2,111)
Transfer payments to other Government entities		(157,657)	(5,795)
Other expense		(2,024)	(1,671)	(782)
Total cash outflows		(133,275)	(339,461)	(212,733)
Net cash from / (used by) operating activities	13.2	491	(9,619)	5,696
Cash flows from investing activities				
Cash inflows				
Cash inflow on administrative restructure		217
Total cash inflows		217
Cash outflows				
Cash outflow on administrative restructure		(441)
Payment for acquisition of non-financial assets		(1,704)	(1,736)	(1,810)
Total cash outflows		(1,704)	(1,736)	(2,250)
Net cash from / (used by) investing activities		(1,704)	(1,519)	(2,250)

	Notes	2023 Budget \$'000	2023 Actual \$'000	2022 Actual \$'000
Cash flows from financing activities				
Cash inflows				
Lease incentive – Right-to-useassets		50
Total cash inflows		50
Cash outflows				
Repayment of lease liabilities (excluding interest)		(478)	(1,150)	(917)
Total cash outflows		(478)	(1,150)	(917)
Net cash from / (used by) financing activities		(478)	(1,100)	(917)
Net increase / (decrease) in cash and cash equivalents held				
		(1,691)	(12,238)	2,529
Cash and cash equivalents at the beginning of the reporting period		12,954	16,727	14,198
Cash and cash equivalents at the end of the reporting period	13.1	11,263	4,489	16,727

This Statement of Cash Flows should be read in conjunction with the accompanying notes.

Budget information refers to original estimates and has not been subject to audit.

Explanations of material variances between budget and actual outcomes are provided in Note 4.3 of the accompanying notes.

Statement of Changes in Equity for the year ended 30 June 2023

	Notes	Con-tributed Equity \$'000	Accu-mulated Funds \$'000	Total Equity \$'000
Balance as at 1 July 2022		(489)	8,723	8,235
Net Result		(5,654)	(5,654)
Total Comprehensive Result		(5,654)	(5,654)
Transactions with owners in their capacity as owners:				
Administrative restructure - Contributions by owners	12	(776)	(776)
Total		(776)	(776)
Balance as at 30 June 2023		(1,265)	3,069	1,805

	Notes	Con-tributed Equity \$'000	Accu-mulated Funds \$'000	Total Equity \$'000
Balance as at 1 July 2021		5,083	5,083
Net Result		3,640	3,640
Total Comprehensive Result		3,640	3,640
Transactions with owners in their capacity as owners:				
Administrative restructure - Contributions by owners		(182)	(182)
Administrative restructure - Distributions to owners		(307)	(307)
Total		(489)	(489)
Balance as at 30 June 2022		(489)	8,723	8,235

This Statement of Changes in Equity should be read in conjunction with the accompanying notes.

Notes to and forming part of the Financial Statements for the year ended 30 June 2023

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NOTE 1 Administered Financial Statements

The Department administers, but does not control, certain resources on behalf of the Government as a whole. It is accountable for the transactions involving such administered resources, but does not have the discretion to deploy resources for the achievement of the Department's objectives.

1.1 Schedule of Administered Income and Expenses

	Notes	2023 Budget \$'000	2023 Actual \$'000	2022 Actual \$'000
Administered revenue				
Appropriation revenue - operating	15.2	7,953
Total administered revenue		7,953
Administered expenses				
Grants and subsidies	15.3	7,953
Total administered expenses		7,953
Administered net result	
Administered comprehensive result	

This Schedule of Administered Income and Expenses should be read in conjunction with the accompanying notes.

Budget information refers to original estimates and has not been subject to audit.

Explanations of material variances between budget and actual outcomes are provided in Note 15.1 of the accompanying notes.

NOTE 2 Departmental Output Schedules

2.1 Output group information

Comparative information has not been restated for external administrative restructures.

Budget information refers to original estimates and has not been subject to audit.

(I) MINISTERIAL AND PARLIAMENTARY SUPPORT OUTPUT GROUP

Output group 01 - Support for Members of Parliament

	2023 Budget \$'000	2023 Actual \$'000	2022 Actual \$'000
Income from continuing operations			
Revenue from appropriation	25,766	26,067	25,685
Other revenue	1,363	1,140	1,339
Total revenue from continuing operations	27,129	27,207	27,024
Net gain/(loss) on non-financial assets	(7)
Total income from continuing operations	27,129	27,200	27,024
Expenses from continuing operations			
Salaries and Wages ¹	17,887	18,608	18,013
Superannuation	2,140	2,097	1,979
Other Employee Expenses	518	24	19
Depreciation ²	300	816	620
Advertising and promotion	188	93
Communications	308	103	110
Consultants	105	3
Information technology	227	230	245
Maintenance	272	134	33
Operating lease costs ²	1,022	349	305
Other employee related expenses	50	51
Other supplies and consumables	942	861	1,166
Property services	2,362	2,347	2,888
Travel and transport	1,029	1,016	690
Finance costs	31	175	61
Other expenses	71	123	128
Total expenses from continuing operations	27,109	27,227	26,404
Net result from continuing operations	20	(27)	620
Net result	20	(27)	620
Comprehensive Result	20	(27)	620
Expense by output			
1.1 Support for Ministers and Parliament	21,593	21,466	20,201
1.2 Support for Members of the House of Assembly	5,516	5,761	6,203
Total	27,109	27,227	26,404

	2023 Budget \$'000	2023 Actual \$'000	2022 Actual \$'000
Net Assets			
Total assets deployed for Output Group 01 ²	3,252	6,044	4,098
Total liabilities incurred for Output Group 01 ²	(8,015)	(10,500)	(8,407)
Net assets deployed for Output Group 01	(4,763)	(4,456)	(4,309)

Notes:

1. The increase in salaries and wages primarily reflects the increase of the Long Service Leave provision for this Output Group.
2. The increase in Depreciation, Total assets and Total Liabilities is primarily due to new Leases that were agreed during 2022–23. The increase in Depreciation is offset by a decrease in Operating lease costs.

(I) DEPARTMENT OF PREMIER AND CABINET OUTPUT GROUP**Output group 01 - Support for Executive Decision Making**

	2023 Budget \$'000	2023 Actual \$'000	2022 Actual \$'000
Income from continuing operations			
Revenue from appropriation ¹	15,124	12,442	6,922
Other revenue	4
Total revenue from continuing operations	15,124	12,442	6,925
Expenses from continuing operations			
Salaries and wages ¹	5,330	3,616	3,151
Superannuation	796	408	413
Other employee expenses	114	11	39
Depreciation	52	3	21
Advertising and promotion	5	127	80
Communications	90	15	70
Consultants	(1)	346	680
Information technology	45	144	211
Maintenance	4	3	2
Operating lease costs	139	8	3
Other employee related expenses	90	115
Other supplies and consumables	8	47	302
Property services	324	98	280
Travel and transport	45	13	28
Grants ²	8,186	2,802	52
Other transfer payments ²	4,783	1,526
Other expenses	19	13	25
Total expenses from continuing operations	15,156	12,529	6,999
Net result from continuing operations	(32)	(87)	(73)
Net result	(32)	(87)	(73)
Comprehensive result	(32)	(87)	(73)
Expense by output			
1.1 Strategic Policy and Advice ¹	15,156	12,529	6,462
1.2 Climate Change ³	536
Total	15,156	12,529	6,999
Net Assets			
Total assets deployed for Output Group 01	339	7	181
Total liabilities incurred for Output Group 01	(1,092)	(635)	(769)
Net assets deployed for Output Group 01	(753)	(628)	(588)

Notes:

1. The reduction in Revenue from Appropriation and Salaries compared to Budget is primarily due to lower than expected expenditure related to the Child and Youth Wellbeing Strategy (\$1.988 million).
2. The variances between Budget and Actual for 2022–23 in Grants and Other transfer payments, reflects the Department’s consistent approach to present transfers to other Government Agency’s separately from Grants. The increase in Grants (\$2.750 million) and Other transfer payments (\$1.598 million) compared to the prior year is due to the budgeted uplift in expenditure for the Child and Youth Wellbeing Strategy in 2022–23.
3. The decrease in the Climate Change expenditure compared to the previous year results reflects the transfer of the Tasmanian Climate Change Office to the Department of Treasury and Finance during 2021-22 (\$536,000).

Output group 02 - Government Processes and Services

	2023 Budget \$'000	2023 Actual \$'000	2022 Actual \$'000
Income from continuing operations			
Revenue from appropriation ¹	11,698	8,524	12,230
Other revenue ²	144	944	363
Grants	135	123	138
Sale of goods and services ³	3,023	4	10
Total revenue from continuing operations	15,000	9,594	12,740
Net gain/(loss) on statutory receivables ⁴	(892)
Total income from continuing operations	15,000	8,702	12,740
Expenses from continuing operations			
Salaries and wages ⁵	8,950	6,180	7,157
Superannuation	1,184	778	929
Other employee expenses	259	54	26
Depreciation	93	77	126
Amortisation	1	128
Advertising and promotion	176	306	182
Board members fees	1	290
Communications	115	59	53
Consultants	77	214	22
Information technology	1,340	1,359	998
Maintenance	80	226	5
Operating lease costs	473	73	48
Other employee related expenses	381	35
Other supplies and consumables	1,239	1,650	977
Property services ⁶	402	1,322	1,056
Travel and transport	89	112	61
Grants and transfer payments	469	425	234
Finance costs	1	18	1
Other transfer payments	709	158
Contributions provided	50
Other expenses	47	27	49
Total expenses from continuing operations	14,994	14,026	12,536
Net result from continuing operations	6	(5,324)	203
Net result	6	(5,324)	203
Comprehensive result	6	(5,324)	203

Output group 02 - Government Processes and Services (cont.)

	2023 Budget \$'000	2023 Actual \$'000	2022 Actual \$'000
Expense by output			
2.1 Management of Executive Government Processes ⁷	8,256	8,426	6,524
2.2 Principal and Subordinate Legislation ⁸	3,399	2,006	2,590
2.3 Tasmanian Government Courier	748	575	778
2.4 Corporate Support to Parliamentary Offices and Office of the Governor ⁹	2,591	3,019	2,644
Total	14,994	14,026	12,536
Net Assets			
Total assets deployed for Output Group 02 ¹⁰	3,332	4,852	5,939
Total liabilities incurred for Output Group 02	(2,486)	(2,016)	(2,455)
Net assets deployed for Output Group 02	846	2,836	3,484

Notes:

- The reduction in Revenue from appropriation reflects management of the Department's appropriation within the budget allocation rather than using Requests for Additional Funds in other Output Groups.
- The increase in Other revenue reflects reimbursements to the Department from the Department of Treasury and Finance (Treasury) for the project to implement an E-Cabinet solution (\$441,000) and other cost recoveries from Homes Tasmania, Department of Police, Fire and Emergency Management and Department of Natural Resources and Environment Tasmania related to recruitment of executive members undertaken by the Head of the State Service (\$257,000).
- The decrease in Sale of goods and services compared to Budget is primarily due to the elimination of transactions between Output 2.1 Management of Executive Government Processes and Output 3.3 Delivery of IT services.
- The recognition of Net loss on statutory receivables reflects the recognition of a provision for Expected credit loss related to debtors transferred from the former Department of Communities Tasmania.
- The decrease in Salaries and wages reflects a lower allocation of Departmental overheads to this Output Group as a result of the administrative restructure during 2022–23.
- The variance in Property services reflects rent costs paid to the Finance-General division of Treasury for the occupation of Treasury owned or Treasury managed buildings.
- The variance in Management of Executive Government Processes expenditure reflects higher direct costing of salaries and rent to this Output in 2022–23 compared to the overhead costings in the previous year due to the administrative restructure in 2022–23.
- The decrease in Principal and Subordinate Legislation reflects lower allocation of Departmental overheads to this Output as a result of the administrative restructure during 2022–23. The decrease is also due to reduced operating and amortisation costs for the Tasmanian Government's legislation website.
- The increase in Corporate Support to Parliamentary Offices and Office of the Governor reflects higher allocation of Departmental overheads to this Output as a result of the administrative restructure during 2022–23.
- The increase in Total Assets for the Output Group compared to Budget is primarily due to debtors transferred from the former Department of Communities Tasmania related to COVID-19 quarantine accommodation (\$0.7 million).

Output group 03 - Electronic Services for Government Agencies and the Community

	2023 Budget \$'000	2023 Actual \$'000	2022 Actual \$'000
Income from continuing operations			
Revenue from appropriation ¹	19,012	17,470	19,878
Other revenue ²	102	1,325	294
Sale of goods and services ³	26,807	27,962	28,055
Total revenue from continuing operations	45,921	46,757	48,227
Expenses from continuing operations			
Salaries and wages ⁴	19,149	20,371	20,327
Superannuation	2,451	2,563	2,539
Other employee expenses	501	44	87
Depreciation	314	783	751
Amortisation	6	3
Advertising and promotion	42	(55)	22
Board members fees	5
Communications ⁵	14,100	12,546	12,962
Consultants	218	353	100
Information technology ⁵	4,519	7,512	5,640
Maintenance	169	58	25
Operating lease costs	82	70	80
Other employee related expenses	107	65
Other supplies and consumables ⁴	3,672	1,551	2,822
Property services ⁶	2,361	1,196	1,543
Travel and transport	212	243	160
Grants	36
Finance costs	67	32
Other transfer payments	380	380
Other expenses	65	15	136
Total expenses from continuing operations	47,897	47,805	47,679
Net result from continuing operations	(1,976)	(1,048)	548
Net result	(1,976)	(1,048)	548
Comprehensive result	(1,976)	(1,048)	548

Output group 03 - Electronic Services for Government Agencies and the Community (cont.)

	2023 Budget \$'000	2023 Actual \$'000	2022 Actual \$'000
Expense by output			
3.1 Information, Technology and Digital Services Strategy and Policy Development	2,536	2,584	3,160
3.2 Management and ongoing development of Service Tasmania ⁷	21,367	18,966	19,825
3.3 Delivery of IT Services ⁸	23,994	26,254	24,694
Total	47,897	47,805	47,679
Net Assets			
Total assets deployed for Output Group 03	15,652	15,766	16,807
Total liabilities incurred for Output Group 03	(9,363)	(9,378)	(8,700)
Net assets deployed for Output Group 03	6,289	6,388	8,107

Notes:

1. The reduction in Revenue from appropriation reflects approved Rollovers under section 23 of the *Financial Management Act for Service Tasmania Digital Transformation* (\$600,000) and Cyber Security (\$500,000).
2. The increase in other revenue reflects the reimbursement of costs from other Government Agencies for Human Resource Process Harmonisation works undertaken by Digital Strategy and Services.
3. The increase in Sale of goods and services reflects higher than anticipated revenue related to communication and network services provided by Digital Strategy and Services.
4. The increase in Salaries and Wages is primarily due to higher than expected expenditure for the Corporate Applications and Technology Team within Digital Strategy and Services. This is offset by a decrease in Other supplies and consumables as less contractors have been required to support the work of Digital Strategy and Services.
5. The reduced expenditure compared to Budget for Communications is offset by an increase in information technology relates to higher than expected costs for licensing whole-of-government human resources software (\$1.4 million) and various other projects such as Service Tasmania Digital Portal and development of a new whole-of-government human resources information system.
6. The decrease in Property services compared to Budget and the prior year is due to more Service Tasmania shop leases being recognised under AASB16 Leases as leases under negotiation at 30 June 2022 have been agreed to during 2022–23.
7. The decrease in expenditure in the Management and Ongoing Development of Service Tasmania Output is primarily due to reduced overhead allocation to this Output in 2022–23 due to the administrative restructure.
8. The increase in expenditure in the Delivery of IT Services output is due to higher than expected employee benefits costs for this Output.

Output group 04 - State Service Management

	2023 Budget \$'000	2023 Actual \$'000	2022 Actual \$'000
Income from continuing operations			
Revenue from appropriation ¹	4,715	3,596	3,443
Other revenue	716	1,111	1,107
Sale of goods and services	969	1,340	1,180
Total revenue from continuing operations	6,400	6,048	5,731
Expenses from continuing operations			
Salaries and Wages	3,528	3,157	2,698
Superannuation	484	414	340
Other Employee Expenses	169	10	14
Depreciation	15	3	11
Advertising and promotion	14	2	14
Communications	24	2	3
Consultants	227	109	136
Information technology	849	803	731
Maintenance	2	1	3
Operating lease costs	21	21	16
Other employee related expenses	80	16
Other supplies and consumables	768	1,049	902
Property services	232	13	192
Travel and transport	36	19	22
Grants and transfer payments	166	50
Other expenses	18	18
Total expenses from continuing operations	6,553	5,682	5,166
Net result from continuing operations	(153)	365	565
Net result	(153)	365	565
Comprehensive Result	(153)	365	565
Expense by output			
4.1 State Service Employment and Management ¹	6,553	5,682	5,166
Total	6,553	5,682	5,166
Net Assets			
Total assets deployed for Output Group 04 ²	731	1,891	1,551
Total liabilities incurred for Output Group 04	(1,366)	(1,390)	(1,414)
Net assets deployed for Output Group 04	(635)	502	137

Notes:

1. The decrease in Revenue from appropriation and Total expenditure by output compared to Budget is primarily due to approved Rollovers of appropriation related to implementation of recommendations from the State Service Review under section 23 of the *Financial Management Act 2016* (\$540,000).
2. The increase in Total assets deployed for Output Group 04 compared to Budget is primarily due to higher than expected cash and receivables related to the Tasmanian Training Consortium and the reimbursement of costs for whole-of-government job advertising contracts managed by this Output Group.

Output group 05 - Security and Emergency Management

	2023 Budget \$'000	2023 Actual \$'000	2022 Actual \$'000
Income from continuing operations			
Revenue from appropriation ¹	5,585	16,347	7,414
COVID-19 Recoveries ²	77,235
Other revenue	325	478	390
Grants ³	903	100
Sale of goods and services	8
Total revenue from continuing operations	6,813	16,933	85,040
Net gain/(loss) on non-financial assets	(115)
Total income from continuing operations	6,813	16,818	85,040
Expenses from continuing operations			
Salaries and Wages	2,614	2,163	1,802
Superannuation	341	287	234
Other Employee Expenses	32	35	60
Depreciation	7
Amortisation	47
Advertising and promotion	1	174	29
Communications	22	21	7
Consultants	1	75	169
Information technology	564	356	299
Maintenance	1	1
Operating lease costs	17
Other employee related expenses	19	13
Other supplies and consumables ⁴	1,886	46	75,710
Property services	6	32
Travel and transport	42	45	10
Grants ⁵	2,191	120
Other transfer payments ⁵	11,866	3,738
Other expenses	1,273	892	430
Total expenses from continuing operations	6,783	18,216	82,679
Net result from continuing operations	30	(1,398)	2,361
Net result	30	(1,398)	2,361
Comprehensive Result	30	(1,398)	2,361
Expense by output			
5.1 Security and Emergency Management ⁵	6,783	18,216	82,679
Total	6,783	18,216	82,679
Net Assets			
Total assets deployed for Output Group 05 ⁶	677	1,502	3,031
Total liabilities incurred for Output Group 05	(206)	(513)	(556)
Net assets deployed for Output Group 05	471	989	2,474

Notes:

1. The increase in Revenue from appropriation reflects additional Appropriation provided in the Appropriation (Further Supplementary Appropriation for 2022–23) Act 2023 to provide disaster assistance to flood-impacted communities to respond to the Tasmanian Severe Weather Event in October 2022.
2. The decrease in COVID-19 Recoveries reflects the de-escalation of the Tasmanian Government's Response to the COVID-19 pandemic in 2022–23.
3. The decrease in Grants revenue reflects lower than expected reimbursements of expenditure on the Regional Drought Resilience Planning National Partnership Program.
4. The decrease in Other supplies and consumables reflects the de-escalation of the Tasmanian Government's Response to the COVID-19 pandemic in 2022–23.
5. The increase in Grants and Other transfer relates to reimbursement to the Australian Government for pandemic leave paid to Tasmanian's (\$5.913 million), disaster assistance to flood impacted communities as a result of the Tasmania Severe Weather Event in October 2022 (\$5.906 million) and reimbursement to other State Government Agencies as a result of Tasmania's reception of a flight from London during the COVID-19 pandemic under the Australian Government Plan for the Reception of Australian Citizens and Approved Foreign Nationals Evacuated from Overseas (\$1.665 million).
6. The increase in Total Assets deployed for Output Group 05 reflects leasehold improvements to improve secure facilities for the holding of national meetings such as National Cabinet.

Output group 06 - Local Government

	2023 Budget \$'000	2023 Actual \$'000	2022 Actual \$'000
Income from continuing operations			
Revenue from appropriation ¹	7,686	12,217	5,115
Other revenue	90	46	53
Grants ²	80	838	61
Sale of goods and services	5	4	3
Total revenue from continuing operations	7,861	13,105	5,232
Expenses from continuing operations			
Salaries and Wages ³	4,634	3,762	2,758
Superannuation	636	492	340
Other employee expenses	53	6	8
Depreciation	3	7	23
Amortisation	1
Advertising and promotion	12	124	25
Board members fees	52	33
Communications	14	2	4
Consultants	546	919	647
Information technology	132	95	199
Maintenance	1	1	3
Operating lease costs	72	17	10
Other employee related expenses	32	19
Other supplies and consumables	661	133	122
Property services	203	98	173
Travel and transport	37	38	9
Grants and transfer payments ¹	775	6,219	1,693
Other transfer payments	362
Other expenses	36	10	14
Total expenses from continuing operations	7,815	12,370	6,081
Net result from continuing operations	46	736	(848)
Net result	46	736	(848)
Comprehensive Result	46	736	(848)
Expense by output			
6.1 Local Government-Policy Advice ¹	3,955	8,833	3,864
6.2 State Planning Office	3,860	3,536	2,216
Total	7,815	12,370	6,081
Net Assets			
Total assets deployed for Output Group 06	(6)	(77)	(805)
Total liabilities incurred for Output Group 06	(397)	(797)	(869)
Net assets deployed for Output Group 06	(403)	(875)	(1,674)

Note:

1. The increases in Revenue from appropriation and Grants expenditure reflect additional Appropriation provided in the Appropriation (Further Supplementary Appropriation for 2022–23) Act 2023 to provide funding to the Local Government Association of Tasmania to administer the Open Spaces grant program (\$5.0 million).
2. The increase in grants revenue compared to Budget reflects a second tranche of funding from the Australian Government for the Recreational Fishing and Camping Facilities Grant program National Partnership.
3. The decrease in salaries and wages compared to budget is primarily due to lower than budgeted expenditure for the Future of Local Government project.

Output group 07 - Community Partnerships and Priorities¹

	2023 Budget \$'000	2023 Actual \$'000	2022 Actual \$'000
Income from continuing operations			
Revenue from appropriation ²	173,968
Other revenue ³	11,509
Grants	3,060
Sale of goods and services	21
Total revenue from continuing operations	188,557
Expenses from continuing operations			
Salaries and Wages	16,792
Superannuation	2,063
Other Employee Expenses	44
Depreciation	279
Amortisation	9
Patient and Client Services	1,265
Advertising and promotion	558
Board members fees	9
Communications	45
Consultants	485
Information technology	1,820
Maintenance	43
Operating lease costs	38
Other employee related expenses	263
Other supplies and consumables	1,535
Property services	349
Travel and transport	432
Grants and transfer payments	22,014
Finance costs	1
Transfer payments to other Government entities ⁴	139,539
Other expenses	571
Total expenses from continuing operations	188,151
Net result from continuing operations	406
Net result	406
Comprehensive Result	406

Output group 07 - Community Partnerships and Priorities¹ (cont.)

	2023 Budget \$'000	2023 Actual \$'000	2022 Actual \$'000
Expense by output			
7.1 Disability Services	148,647
7.2 Community Services	12,719
7.3 Community Development – Policy, Advice and Ongoing Community Development	9,153
7.4 Child and Youth Wellbeing	806
7.5 Tasmania's Third Family and Sexual Violence Action Plan: Survivors at the Centre 2022-27	5,179
7.6 Women's Policy	1,881
7.7 Veterans' Affairs	894
7.8 Aboriginal Affairs	5,476
7.9 Aboriginal Heritage and Land	3,396
Total	188,151
Net Assets			
Total assets deployed for Output Group 07	2,091
Total liabilities incurred for Output Group 07	(5,130)
Net assets deployed for Output Group 07	(3,039)

Notes:

- On 24 February 2022, the Government announced that the Department of Communities Tasmania would be abolished, and its functions transitioned to various other Departments and entities in a staged approach between September and November 2022. Further, it was announced that Aboriginal Heritage Tasmania would also transfer from the Department of Natural Resources Tasmania to the Department to consolidate all Aboriginal affairs in a single Government Agency. This Output Group has been created to transition the new functions to the Department. The Output Group commenced with the Department from 1 September 2022 as part of several administrative restructures undertaken during 2022–23 (see notes 12.1 and 12.2 for further details of the administrative restructures for Balance Sheet impacts of these administrative restructures). As required by AASB1055 Budgetary Reporting the Department has reported the Original Budget as presented in the 2022–23 Budget. This Output Group was not included in the Department's 2022–23 Original Budget.
- The high balance of Appropriation revenue – operating reflects appropriations transferred from the Department of Communities Tasmania and Department of Natural Resources Tasmania. This is primarily made up of appropriations for Disability Services (\$140.5 million) and Community Services (\$8.2 million).
- The high balance of Other revenue reflects contributions of \$6.1 million from the Department of Health for the Tasmanian contribution to the National Disability Insurance Scheme.
- The high balance of Transfer payments to other Government entities primarily reflects two quarterly payments to the National Disability Insurance Agency as Tasmania's contribution to the National Disability Insurance Scheme (\$126.5 million).

Output Group 90 - COVID-19 Response¹

	2023 Budget \$'000	2023 Actual \$'000	2022 Actual \$'000
Income from continuing operations			
Revenue from appropriation ¹	3,124	1,501	528
COVID-19 Recoveries	1,043	10,369
Total revenue from continuing operations	3,124	2,544	10,897
Expenses from continuing operations			
Salaries and Wages ¹	1,755	1,207	7,008
Superannuation	177	122	715
Other Employee Expenses	11	2	14
Advertising and promotion	14
Board members fees	5
Communications	46	64
Consultants	32	24	101
Information technology	286	735
Maintenance	5	1	13
Operating lease costs	1
Other employee related expenses	11	22
Other supplies and consumables	532	209	1,306
Property services	280	359	781
Travel and transport	5
Other expenses	3
Total expenses from continuing operations	3,124	1,934	10,787
Net result from continuing operations	610	111
Net result	610	111
Comprehensive Result	610	111
Expense by output			
90.2 Essential Communications ¹	3,074	1,970	10,250
90.4 Regionally-based Model for Coordinating the Recovery from COVID-19	50	(35)	537
Total	3,124	1,934	10,787
Net Assets			
Total assets deployed for Output Group 90	1
Total liabilities incurred for Output Group 90	(284)	(26)	(374)
Net assets deployed for Output Group 90	(284)	(26)	(374)

Note:

- The decreases across this Output Group reflect the scaling back of the operations of the COVID-19 Public Health Hotline which ceased to operate in January 2023.

Capital Investment Program

	2023 Budget \$'000	2023 Actual \$'000	2022 Actual \$'000
Continuing Operations			
Revenue and other income from transactions			
Appropriation revenue – operating	185
Appropriation revenue - works and services	1,838	1,838	582
Total revenue and other income from transactions	1,838	2,023	582
Expenses from transactions¹			
Salaries and wages	170	133
Superannuation	21
Advertising and promotion	333	10
Communications	2
Consultants	4	1
Information Technology	424	51
Maintenance	14	17
Operating lease costs	1
Other employee related expenses	62
Other supplies and consumables	849	181
Property services	31	23
Travel and transport	3	10
Grants	250
Other expenses	1
Total expenses from transactions	250	1,910	429
Net result from transactions (net operating balance)	1,588	113	153
Net Result	1,588	113	153
Comprehensive Result	1,588	113	153
Expense by project			
Service Tasmania Shops Capital Investment	250	137	97
Cyber Security ¹	1,773	332
Total	250	1,910	429
Net assets			
Total assets deployed for Capital Investment Program	2,929	113	978
Total liabilities incurred for Capital Investment Program
Net assets deployed for Capital Investment Program	2,929	113	978

Note:

- The variances between Budget and Actuals reflect the budgeting of the Cyber Security project as asset acquisitions rather than expenditure. When applying the Department's asset recognition threshold, the purchases do not meet the threshold for recognition as assets.

2.2 Reconciliation of total output groups comprehensive result to Statement of Comprehensive Income

	2023 Budget \$'000	2023 Actual \$'000	2022 Actual \$'000
Total comprehensive result of Output Groups	(471)	(5,654)	3,640
Comprehensive result	(471)	(5,654)	3,640

2.3 Reconciliation of total output groups net assets to Statement of Financial Position

	2023 Actual \$'000	2022 Actual \$'000
Total net assets deployed for Output Groups	1,805	8,235
Reconciliation to net assets		
Assets unallocated to Output Groups
Liabilities unallocated to Output Groups
Net Assets	1,805	8,235

2.4 Administered Output Schedule

Comparative information has not been restated for administrative restructures.

Budget information refers to original estimates and has not been subject to audit.

	2023 Budget \$'000	2023 Actual \$'000	2022 Actual \$'000
Administered income ¹			
Revenue from appropriation	7,953
Total administered income	7,953
Administered expenses from continuing operations¹			
Grant expenditure	7,953
Total administered expenses	7,953
Administered net result

Note:

- This Administered item commenced with the Department from 1 October 2022 as part of numerous administrative restructures undertaken during 2022–23 (see notes 12.1 and 12.2 for further details of the administrative restructures). As required by AASB1055 *Budgetary Reporting* the Department has reported the Original Budget as presented in the 2022–23 Budget. This administered item was not included in the Department's 2022–23 Original Budget.

NOTE 3 Expenditure under Australian Government Funding Arrangements

	State Funded		Australian Government Funding	
	2023 Actual \$'000	2023 Actual \$'000	2023 Actual \$'000	2022 Actual \$'000
National Partnership Program				
Environment				
Management of the World Heritage Values of the Tasmanian Wilderness ¹	876
Recreational Fishing and Camping Facilities ²	37	862
Regional Drought Resilience Planning	100
Community Services (including Disability)				
Municipal and Essential Services Transition Fund (Cape Barron Island) ¹	1,275
Family, Domestic and Sexual Violence Support ¹	1,038	854
Total	1,038	3,143	862

Notes:

1. The variance in Management of the World Heritage Values of the Tasmanian Wilderness, Municipal and Essential Services Transition Fund (Cape Barron Island) and Family, Domestic and Sexual Violence Support is primarily due to the administrative restructure undertaken in 2022–23. For more information on this restructure please see note 2.1, Output Group 7 – Community Partnerships and Priorities.
2. The decrease in the Recreational Fishing and Camping Facilities Program reflects the conclusion of grant payments from this program.

NOTE 4 Explanations of Material Variances between Budget and Actual Outcomes

Budget information refers to original estimates as disclosed in the 2022–23 Budget Papers and is not subject to audit.

Variances are considered material where the variance exceeds the greater of 10 per cent of Budget estimate and \$500,000.

4.1 Statement of comprehensive income

	Notes	Budget \$'000	Actual \$'000	Variance \$'000	Variance %
Appropriation revenue – operating	a)	90,905	259,176	168,271	185
Other revenue from Government	b)	1,805	13,142	11,337	628
COVID-19 Recoveries	c)	1,043	1,043	100
Grants revenue	d)	1,118	4,120	3,002	269
Other revenue	e)	2,740	16,552	13,812	504
Net gain/(loss) on statutory receivables	f)	(892)	(892)	(100)
Employee benefits	g)	65,504	76,256	10,752	16
Superannuation	h)	8,209	9,245	1,036	13
Depreciation	i)	777	1,969	1,192	153
Supplies and consumables	j)	43,742	49,070	5,328	12
Grants and subsidies	k)	9,382	33,651	24,269	259
Transfer payments to other Government entities	l)	157,638	157,638	100

Notes to Statement of Comprehensive Income variances

Variations are primarily due to:

- The variance in Appropriation revenue - operating is primarily due to the administrative restructure undertaken in 2022–23. For more information on this restructure please see note 2.1, Output Group 7 – Community Partnerships and Priorities (\$161.5 million). Other variances include additional Appropriation provided in the Appropriation (Further Supplementary Appropriation for 2022–23) Act 2023 for disaster assistance to flood impacted communities (\$10.1 million) and the Open Spaces grant program (\$5.0 million). These increases are offset by variances due to Rollovers and declared Savings (\$3.5 million for Disaster assistance to flood impacted communities, \$3.0 million for Child and Youth Wellbeing Strategy, \$1.8 million for Royal Commission into Natural Disasters and \$1.5 million for the operations of the COVID-19 Public Health Hotline).
- The variance in Other revenue from Government is primarily due to the administrative restructure undertaken in 2022–23. For more information on this restructure please see note 2.1, Output Group 7 – Community Partnerships and Priorities (\$12.5 million).
- The variance in COVID-19 Recoveries compared to Budget reflects the Department's decision in the 2021 22 financial statements to present this item separately due to its materiality in that year. This practice has been continued in 2022–23 for consistency. The Budget for this item is held against other revenue.
- The variance in Grants revenue is primarily due to the administrative restructure undertaken in 2022–23. For more information on this restructure please see note 2.1, Output Group 7 – Community Partnerships and Priorities (\$3.1 million).
- The variance in other revenue is primarily due to the administrative restructure undertaken in 2022–23. For more information on this restructure please see note 2.1, Output Group 7 – Community Partnerships and Priorities (\$11.5 million). Other variances include the reimbursement of costs from other Government Agencies for the Human Resource Process Harmonisation project (\$1.2 million), reimbursements from Treasury for the project to develop an E-Cabinet solution (\$0.4 million) and other cost recoveries for recruitment of executive members undertaken by the Head of the State Service for a number of Agencies (\$0.3 million).
- The recognition of Net loss on statutory receivables reflects the recognition of a provision for Expected credit loss related to debtors transferred from the former Department of Communities Tasmania.
- The variance in Employee benefits is primarily due to the administrative restructure undertaken in 2022–23. For more information on this restructure please see note 2.1, Output Group 7 – Community Partnerships and Priorities (\$16.8 million). This is offset by lower than budgeted Employee benefits in Output Group 02 (\$2.8 million) and Output Group 01 (\$1.7 million) due to relocation of overhead costs as a result of the administrative restructure, \$0.9 million for lower than budgeted salary costs related to the Future of Local Government project, and \$0.5 million due to the cessation of the COVID-19 Public Health Hotline.
- The variance in Superannuation is primarily due to the administrative restructure undertaken in 2022–23. For more information on this restructure please see note 2.1, Output Group 7 – Community Partnerships and Priorities (\$2.1 million).
- The increase in Depreciation compared to Budget reflects additional depreciation on Right-of-use Assets as a result of the recognition of new leases negotiated for electorate offices (\$0.5 million) and Service Tasmania shops (\$0.5 million).

- j) The variance in Supplies and consumables is primarily due to the administrative restructure undertaken in 2022–23. For more information on this restructure please see note 2.1, Output Group 7 – Community Partnerships and Priorities (\$6.9 million). Decreases compared to Budget are due to recognition of new leases negotiated for electorate offices (\$0.7 million) and Service Tasmania shops (\$1.2 million).
- k) The variance in Grants and subsidies is primarily due to the administrative restructure undertaken in 2022–23. For more information on this restructure please see note 2.1, Output Group 7 – Community Partnerships and Priorities (\$22.0 million). Other variances include \$5.0 million provided to support the Open Spaces Local Government grants program and \$2.2 million to provide disaster relief to those impacted by floods in October 2022. This is offset by a decrease of \$5.4 million compared to Budget for the Child and Youth Wellbeing Strategy which reflects the Department’s allocation of reimbursements to other Government agencies as Transfer payments rather than grants.
- l) The variance in Transfer payments to other Government entities is primarily due to the administrative restructure undertaken in 2022–23. For more information on this restructure please see note 2.1, Output Group 7 – Community Partnerships and Priorities (\$139.5 million). Other variances include reimbursement to the Australian Government for pandemic leave paid to Tasmanians (\$5.9 million), disaster assistance to flood impacted communities as a result of the Tasmania Severe Weather Event in October 2022 (\$5.9 million), reimbursement to other State Government Agencies for Child and Youth Wellbeing Strategy (\$4.8 million) and reimbursement to other State Government Agencies as a result of Tasmania’s reception of a flight from London during the COVID-19 pandemic under the Australian Government Plan for the Reception of Australian Citizens and Approved Foreign Nationals Evacuated from Overseas (\$1.7 million).

4.2 Statement of financial position

Budget estimates for the 2022–23 Statement of Financial Position were compiled prior to the completion of the actual outcomes for 2022–23. As a result, the actual variance from the Original Budget estimate will be impacted by the difference between estimated and actual opening balances for 2022–23. The following variance analysis therefore includes major movements between the 30 June 2022 and 30 June 2023 actual balances.

	Notes	2023 Budget \$'000	2023 Actual \$'000	2022 Actual \$'000	Variance Budget \$'000	Variance Actual \$'000
Cash and cash equivalents	a)	11,263	4,489	16,727	(6,774)	(12,238)
Receivables	b)	5,190	13,811	5,468	8,621	8,343
Property, plant, equipment and leasehold improvements	c)	3,886	3,144	3,082	(742)	62
Right-of-use assets	d)	4,549	6,973	4,400	2,424	2,573
Intangibles	e)	132	1,590	540	1,458	1,050
Other assets	f)	1,885	2,182	1,563	297	619
Payables	g)	1,873	3,174	2,155	1,301	1,019
Employee benefit liability	h)	15,603	18,816	15,790	3,213	3,026
Lease liability	i)	4,552	7,345	4,549	2,793	2,796
Accumulated Funds	j)	3,588	3,070	8,723	(518)	(5,653)
Contributed capital	k)	(1,265)	(489)	(1,265)	(776)

Notes to Statement of Financial Position - Budget variances

Variations are primarily due to:

- The variance in Cash and cash equivalents is primarily due to the administrative restructure in 2022–23. For more information on this restructure please see note 12.1 Administrative Restructure – Community Partnerships and Priorities and note 12.2 Administrative Restructure – Aboriginal Heritage Tasmania (\$5.1 million). This large decrease relates to the timing of a payment related to the Tasmanian Government's contribution to the National Disability Insurance Scheme that is recoverable from the Department of Health and has been recognised as receivable at 30 June 2023. Other variances include lower than budgeted trust balance for Output 3.3 Delivery of IT Services (\$3.3 million) and Output 2.1 Management of Executive Government Process (\$1.1 million). This is offset by higher than budgeted trust balances for Output 3.2 Management and Ongoing Development of Service Tasmania (\$1.5 million) and Output 6.1 Local Government (\$0.8 million).
- The variance in Receivables is primarily due to the administrative restructure in 2022–23, mainly a receivable for the Department of Health relating to the Tasmanian Government's contribution to the National Disability Insurance Scheme. For more information on this restructure please see note 12.1 Administrative Restructure – Community Partnerships and Priorities and note 12.2 Administrative Restructure – Aboriginal Heritage Tasmania (\$6.1 million). Other variances include GST receivable higher than budgeted (\$1.3 million), receivables transferred from the Department of Communities Tasmania related to the Tasmanian Governments COVID-19 quarantine accommodation program (\$0.7 million), and higher than budgeted Receivables for the Tasmanian Training Consortium and reimbursement of costs related to whole-of-government employment advertising (\$0.4 million).
- The lower than budgeted balance for Property, plant, equipment and leasehold improvements is due to some of the Department's Cyber Security project being budgeted as purchase of non-financial assets (\$2.1 million). The expenditure does not meet the Department's threshold for recognition as non-financial assets. This is offset by higher Leasehold Improvements than budgeted for the development of a secure room for the holding of meetings requiring secure facilities (\$0.7 million) and Service Tasmania shops (\$0.6 million).
- The higher than budgeted balance for Right-of-use assets reflects various new leases for Electorate Offices during 2022–23 (\$2.4 million).
- The higher than budgeted balance for Intangibles is due to the ongoing development of the Service Tasmania Digital Portal project (\$1.3 million).
- The variance in Payables reflects higher than budgeted accrued expenses for the Delivery of IT services output for services provided by Telstra related to the 2022–23 financial year.

- h) The variance in Employee benefit liability is primarily due to the administrative restructure in 2022–23. For more information on this restructure please see note 12.1 Administrative Restructure – Community Partnerships and Priorities and note 12.2 Administrative Restructure – Aboriginal Heritage Tasmania (\$4.9 million). This is offset by decreases in multiple Outputs because of the re-distribution of overhead liabilities due to the administrative restructure.
- i) The higher than budgeted balance for Lease Liabilities reflects various new leases for Electorate Offices during 2022–23 (\$2.7 million).
- k) The recognition of Contributed capital is due to the administrative restructure in 2022–23. For more information on this restructure please see note 12.1 Administrative Restructure – Community Partnerships and Priorities and note 12.2 Administrative Restructure – Aboriginal Heritage Tasmania.

Notes to Statement of Financial Position - Actual variances

Variations are primarily due to:

The variance in Cash and cash equivalents is primarily due to the administrative restructure in 2022–23. For more information on this restructure please see note 12.1 Administrative Restructure – Community Partnerships and Priorities and note 12.2 Administrative Restructure – Aboriginal Heritage Tasmania (\$5.1 million). This large decrease was caused by an outstanding receivable from the Department of Health related to the Tasmanian Government’s contribution to the National Disability Insurance Scheme. Other variances include reductions in trust balances for Output 2.1 Management of Executive Government Process (\$3.7 million) and Output 3.3 Delivery of IT Services (\$3.3 million).

- b) The variance in Receivables is primarily due to the administrative restructure in 2022–23. For more information on this restructure please see note 12.1 Administrative Restructure – Community Partnerships and Priorities and note 12.2 Administrative Restructure – Aboriginal Heritage Tasmania (\$6.1 million). This large Receivable relates to an outstanding invoice with the Department of Health related to the Tasmanian Government’s contribution to the National Disability Insurance Scheme. Other variances include GST receivable higher than prior year (\$1.4 million) and Receivables transferred from the Department of Communities Tasmania related to the Tasmanian Government’s COVID-19 quarantine accommodation program (\$0.7 million).
- d) The increase in Right-of-use assets compared to the prior year reflects various new leases for Electorate Offices during 2022–23 (\$1.8 million) and Service Tasmania shops (\$0.5 million).
- e) The increase in Intangibles compared to the prior year is due to the ongoing development of the Service Tasmania Digital Portal project (\$0.9 million).
- f) The variance in Other assets is primarily due to the administrative restructure in 2022–23. For more information on this restructure please see note 12.1 Administrative Restructure – Community Partnerships and Priorities and note 12.2 Administrative Restructure – Aboriginal Heritage Tasmania (\$0.4 million).
- g) The variance in Payables compared to the prior year reflects higher accrued expenses for the Delivery of IT services output for services provided by Telstra related to the 2022–23 financial year.
- h) The variance in Employee benefit liability is primarily due to the administrative restructure in 2022–23. For more information on this restructure please see note 12.1 Administrative Restructure – Community Partnerships and Priorities and note 12.2 Administrative Restructure – Aboriginal Heritage Tasmania (\$4.9 million). This is offset by decreases in multiple Outputs because of re-distribution of overhead liabilities due to the administrative restructure.
- i) The increase in Lease Liabilities compared to the prior year reflects various new leases for Electorate Offices during 2022–23 (\$1.8 million) and Service Tasmania shops (\$0.7 million).
- j) The decrease in Accumulated funds reflects the Department’s Comprehensive Result for the 2022–23 financial year as reflected in the Statement of Comprehensive Income.
- k) The decrease in Contributed capital is due to the administrative restructure in 2022–23 having a higher impact on the equity of the Department compared to the net administrative restructures in 2021–22. For more information on this restructure please see note 12.1 Administrative Restructure – Community Partnerships and Priorities and note 12.2 Administrative Restructure – Aboriginal Heritage Tasmania.

4.3 Statement of cash flows

	Notes	Budget \$'000	Actual \$'000	Variance \$'000	Variance %
Appropriation receipts – operating	a)	92,710	272,317	179,607	194
COVID-19 Recoveries	b)	1,044	1,044	100
Grants	c)	1,118	5,784	4,666	417
GST Receipts	d)	4,495	6,495	2,000	44
Other cash receipts	e)	2,740	11,989	9,249	338
Employee benefits	f)	(65,377)	(75,977)	(10,600)	16
Superannuation	g)	(8,211)	(9,246)	(1,035)	13
GST payments	h)	(4,495)	(7,905)	(3,410)	76
Supplies and consumables	i)	(43,751)	(53,090)	(9,399)	21
Grants and subsidies	j)	(9,382)	(33,652)	(24,270)	259
Other cash payments	k)	(157,657)	(157,657)	100
Repayment of lease liabilities (excluding interest)	l)	(478)	(1,150)	(672)	141

Notes to Statement of Cash Flows variances

Variations are primarily due to:

- The variance in Appropriation receipts - operating is primarily due to the administrative restructure undertaken in 2022–23. For more information on this restructure please see note 2.1, Output Group 7 – Community Partnerships and Priorities (\$174.0 million). Other variances include additional Appropriation provided in the Appropriation (Further Supplementary Appropriation for 2022–23) Act 2023 for disaster assistance to flood impacted communities (\$10.1 million) and the Open Spaces grant program (\$5.0 million). These increases are offset by variances due to Rollovers and declared Savings (\$3.5 million for Disaster assistance to flood impacted communities, \$3.0 million for Child and Youth Wellbeing Strategy, \$1.8 million for Royal Commission into Natural Disasters and \$1.5 million for the operations of the COVID 19 Public Health Hotline).
- b) The variance in COVID-19 Recoveries compared to Budget reflects the Department's decision in the 2021–22 financial statements to present this item separately due to its materiality in that year. The Budget for this item is held against Other revenue.
- c) The variance in Grants receipts is primarily due to the administrative restructure undertaken in 2022–23. For more information on this restructure please see note 2.1, Output Group 7 – Community Partnerships and Priorities (\$3.1 million) and the receipting of reimbursements from the Australian Government as a result of Tasmania's reception of a flight from London during the COVID-19 pandemic under the Australian Government Plan for the Reception of Australian Citizens and Approved Foreign Nationals Evacuated from Overseas (\$1.7 million).
- d) The increase in GST receipts compared to Budget reflects the general increase in expenditure across the Department causing higher GST credits to be collectable from the Australian Taxation Office.
- e) The variance in Other cash receipts is primarily due to the administrative restructure undertaken in 2022–23. For more information on this restructure please see note 2.1, Output Group 7 – Community Partnerships and Priorities (\$5.4 million). Other variances relate to the overhead collection for trust funded business units (\$3.5 million).
- f) The variance in Employee benefits is primarily due to the administrative restructure undertaken in 2022–23. For more information on this restructure please see note 2.1, Output Group 7 – Community Partnerships and Priorities (\$16.5 million). This is offset by lower than budgeted Employee benefits in various Output Groups due to reallocation of overhead costs as a result of the administrative restructure (\$6.2 million).
- g) The variance in Superannuation is primarily due to the administrative restructure undertaken in 2022–23. For more information on this restructure please see note 2.1, Output Group 7 – Community Partnerships and Priorities (\$2.1 million). This is offset by lower than budgeted Employee benefits in various Output Groups due to reallocation of overhead costs as a result of the administrative restructure.
- h) The increase in GST payments compared to Budget reflects the general increase in revenue across the Department causing higher GST payable to the Australian Taxation Office.

- i) The variance in Supplies and consumables is primarily due to the administrative restructure undertaken in 2022–23. For more information on this restructure please see note 2.1, Output Group 7 – Community Partnerships and Priorities (\$7.0 million). Other variances compared to Budget relate to supplies and consumables for Cyber Security that were budgeted as capital acquisitions but do not meet the Department’s asset recognition threshold.
- j) The variance in Grants and subsidies is primarily due to the administrative restructure undertaken in 2022–23. For more information on this restructure please see note 2.1, Output Group 7 – Community Partnerships and Priorities (\$22.0 million). Other variances include \$5.0 million provided to support the Open Spaces Local Government grants program and \$2.2 million to provide disaster relief to those impacted by floods in October 2022. This is offset by a decrease of \$5.4 million compared to Budget for the Child and Youth Wellbeing Strategy which reflects the Department’s allocation of reimbursements to other Government agencies as Transfer payments rather than grants.
- k) The variance in Other cash payments is primarily due to the administrative restructure undertaken in 2022–23. For more information on this restructure please see note 2.1, Output Group 7 – Community Partnerships and Priorities (\$139.6 million). Other variances include reimbursement to the Australian Government for pandemic leave paid to Tasmanians (\$5.9 million), disaster assistance to flood impacted communities as a result of the Tasmania Severe Weather Event in October 2022 (\$5.9 million), reimbursement to other State Government Agencies for Child and Youth Wellbeing Strategy (\$4.8 million) and reimbursement to other State Government Agencies as a result of Tasmania’s reception of a flight from London during the COVID-19 pandemic under the Australian Government Plan for the Reception of Australian Citizens and Approved Foreign Nationals Evacuated from Overseas (\$1.7 million).
- l) The increase in Repayment of lease liabilities (excluding interest) compared to Budget reflects newly agreed leases in particular related to electorate offices during 2022–23 (\$0.5 million).

NOTE 5 Underlying Net Result

Non-operational capital funding is the income from continuing operations relating to funding for capital projects. This funding is classified as revenue from continuing operations and included in the Net result from continuing operations. However, the corresponding capital expenditure is not included in the calculation of the Net result from continuing operations. Accordingly, the Net result from continuing operations will portray a position that is better than the true underlying financial result.

For this reason, the Net result from continuing operations is adjusted to remove the effects of funding for capital projects.

	2023 Budget \$'000	2023 Actual \$'000	2022 Actual \$'000
Net result from continuing operations	(471)	(5,654)	3,640
Less impact of:			
Non-operational capital funding			
Revenue from Government - works and services ¹	1,838	1,838	403
Revenue from Government - Section 23 rollover	185	179
Total	1,838	2,023	582
Underlying Net operating balance	(2,309)	(7,677)	3,058

Note:

1. The increase in Revenue from government – works and services represents additional funding provided through the Budget for the Cyber Security project in 2022–23 compared to the prior year.

NOTE 6 Revenue

Income is recognised in the Statement of Comprehensive Income when an increase in future economic benefits related to an increase in an asset or a decrease of a liability has arisen that can be measured reliably.

Income is recognised in accordance with the requirements of AASB 15 Revenue from Contracts with Customers or AASB 1058 Income of Not-for Profit Entities, dependent on whether there is a contract with a customer defined by AASB 15.

6.1 Revenue from Government

Appropriations, whether operating or capital, are recognised as revenues in the period in which the Department gains control of the appropriated funds as they do not contain enforceable and sufficiently specific obligations as defined by AASB 15. Except for any amounts identified as carried forward, control arises in the period of appropriation.

Revenue from Government includes revenue from appropriations, unexpended appropriations rolled over under section 23 of the *Financial Management Act 2016* and Items Reserved by Law.

Section 23 of the *Financial Management Act 2016* allows for an unexpended appropriation at the end of the financial year, as determined by the Treasurer, to be issued and applied from the Public Account in the following financial year. The amount determined by the Treasurer must not exceed five per cent of an Agency's appropriation for the financial year.

The Budget information is based on original estimates and has not been subject to audit.

	2023 Budget \$'000	2023 Actual \$'000	2022 Actual \$'000
Continuing operations			
Appropriation revenue - operating			
Current year ¹	90,676	258,946	78,743
Items Reserved by Law: <i>Parliamentary Salaries, Superannuation and Allowances Act 2012</i>	229	229	209
	90,905	259,175	78,952
Appropriation revenue - works and services			
Appropriation revenue - works and services ²	1,838	1,838	403
	1,838	1,838	403
Other revenue from Government			
Appropriation rollover under section 23 of the <i>Financial Management Act 2016</i> ³	1,805	13,142	2,442
	1,805	13,142	2,442
Total revenue from Government from continuing operations	94,548	274,155	81,797

Notes:

1. The variance in Appropriation revenue - operating is primarily due to the administrative restructure undertaken in 2022–23. For more information on this restructure please see note 2.1, Output Group 7 – Community Partnerships and Priorities (\$161.5 million). Other variances include additional Appropriation provided in the Appropriation (Further Supplementary Appropriation for 2022–23) Act 2023 for disaster assistance to flood impacted communities (\$10.1 million) and the Open Spaces grant program (\$5.0 million). Other increases relate to new appropriation funded key deliverables for the COVID-19 Public Health Hotline (\$3.0 million, less declared saving of \$1.5 million) and \$1.0 million for the Future of Local Government initiative.
2. The increase in Appropriation revenue – works and services reflects higher expenditure for the Cyber Security key deliverable in 2022–23 when compared to the previous year.
3. The variance in Appropriation rollover under section 23 of the *Financial Management Act 2016* is primarily due to the administrative restructure undertaken in 2022–23. For more information on this restructure please see note 2.1, Output Group 7 – Community Partnerships and Priorities (\$12.5 million).

6.2 COVID-19 recoveries

Revenue from COVID-19 recoveries is recognised when an increase in future economic benefit relating to an increase in an asset or a decrease in a liability has arisen and can be reliably measured.

	2023 Actual \$'000	2022 Actual \$'000
COVID-19 recoveries		
Rapid antigen tests ¹	75,571
Public Health Hotline ²	1,043	10,291
Reception of Australian Citizens and Approved Foreign Nationals Evacuated from Overseas ³	1,665
Public Information Unit	78
Total	1,043	87,604

Notes:

1. The decrease in COVID-19 Recoveries from rapid antigen tests reflects reimbursement from Department of Health for the one off purchase of rapid antigen tests to support the Tasmanian Government's response to the COVID-19 pandemic.
2. The decrease in COVID-19 Recoveries from the Public Health Hotline reflects the scaling back and cessation of the Public Health Hotline in January 2023.
3. The decrease in COVID-19 Reception of Australian Citizens and Approved Foreign Nationals Evacuated from Overseas reflects the one off payment from the Australian Government for reimbursement of costs as a result of Tasmania's reception of a flight from London during the COVID-19 pandemic under the Australian Government Plan for the Reception of Australian Citizens and Approved Foreign Nationals Evacuated from Overseas.

6.3 Grants

Grants revenue, where there is a sufficiently specific performance obligation attached, are recognised when the Department satisfies the performance obligation and transfers the promised goods or services. The Department typically satisfies its performance obligations when the funds were expended for the projects.

Grants revenue without a sufficiently specific performance obligation are recognised when the Department gains control of the asset (typically Cash).

	2023 Actual \$'000	2021 Actual \$'000
Grants with sufficiently specific performance obligations		
Municipal and Essential Services Transition Fund (Cape Barren Island)	1,275
Management of the World Heritage Values of the Tasmanian Wilderness	930
Family, Domestic and Sexual Violence Support	854
Recreational Fishing and Camping Facilities	838	61
National Australia Day Council	123	138
Regional Drought Resilience Planning	100
Social Housing Accelerator Payment
Total	4,120	199

Municipal and Essential Services Transition Fund (Cape Barren Island)

This Grant is provided by the Australian Government to support the provision of municipal and essential services to Cape Barren Island. Grants revenue of \$1,275,164 represents the amount claimed from Finance General in 2022–23. Finance General holds a balance of \$1,843,314 as at 30 June 2023 for this National Partnership Arrangement.

Management of the World Heritage Values of the Tasmanian Wilderness

This National Partnership Arrangement assists with managing Aboriginal cultural values and increasing the involvement of Aboriginal people in connecting with, managing and interpreting those values within the Tasmanian Wilderness World Heritage Area. Grants revenue of \$930,245 represents the amount received from Finance General in 2022–23 and a separate grant received directly from the Department of Industry Australian Heritage Grant. Finance General holds a balance of \$762,464 as at 30 June 2023 for the National Partnership Arrangement.

Family, Domestic and Sexual Violence Support

This National Partnership Arrangement is an agreement between the Commonwealth and the State and Territory Governments to delivery support for family, domestic and sexual violence responses. Grants revenue of \$854,172 represents the amount claimed from Finance General in 2022–23. Finance General holds a balance of \$3,280,602 as at 30 June 2023 for the National Partnership Arrangement.

Recreational Fishing and Camping Facilities Program

Grants received for Recreational Fishing and Camping Facilities are part of the Australian Government's National Partnership Arrangement for the Recreational Fishing and Camping Facilities Program. Grants revenue of \$837,972 represents the amount claimed from Finance-General in 2022–23. Finance-General holds a balance of \$184,289 as at 30 June 2023 for this National Partnership Arrangement.

National Australia Day Council

Grants received from the National Australia Day Council in 2022–23 of \$122,500 were provided on the condition that they were used for Australia Day celebrations. This does not include \$168,964 carried forward from 2021–22 in the Department's Specific Purpose Account. The amount remaining at the end of 2022–23 is \$98,294, which will be carried forward within the Department's Specific Purpose Account to 2023–24.

Regional Drought Resilience Planning

Grants received for Regional Drought Resilience Planning are part of the Australian Government's National Partnership Arrangement for Regional Drought Resilience Planning. Grants revenue of \$99,713 represents the amount claimed from Finance-General in 2022–23. Finance-General holds a balance of \$1,408,265 as at 30 June 2023 for this National Partnership Arrangement.

Social Housing Accelerator Payment

Grants received for Social Housing Accelerator Payment are part of the Australian Government's National Partnership Arrangement for social housing. The Department has not claimed any funds from Finance General in 2022–23. Finance-General holds a balance of \$50,000,000 as at 30 June 2023 for this National Partnership Arrangement.

6.4 Sales of goods and services

Revenue from Sales of goods are recognised when the Department satisfies a performance obligation by transferring the goods or services to the customer.

Services	Nature of timing of satisfaction of Performance Obligation, including significant payment terms	Revenue recognition policies
Digital Services provided by Digital Strategy and Services	The Department typically satisfies its performance obligations when digital services have been provided to customers.	The Department recognises revenue associated with performance obligations in proportion to the stage of completion of the transaction at the reporting date. The stage of completion is assessed by reference to surveys of work performed.
Training Services provided by the Tasmanian Training Consortium	The Department typically satisfies its performance obligations when training services have been provided to customers.	The Department recognises revenue associated with performance obligations in proportion to the stage of completion of the transaction at the reporting date. The stage of completion is assessed by reference to surveys of work performed.
Transaction Processing Services provided by Service Tasmania	The Department typically satisfies its performance obligations when transaction processing services have been provided to customers.	The Department recognises revenue associated with performance obligations in proportion to the stage of completion of the transaction at the reporting date. The stage of completion is assessed by reference to surveys of work performed.

	2023 Actual \$'000	2022 Actual \$'000
Sale of goods and services		
TASINET charges	19,323	19,422
Network Tasmania (NT) contract management	2,209	2,287
Computing Services	2,876	2,784
Training Services	1,302	1,179
Service Tasmania transaction fees and contributions	3,405	3,450
Other	223	128
Total	29,339	29,248

6.5 Other revenue

Revenue from charges for services provided and other recoveries and transfers is recognised when an increase in future economic benefit relating to an increase in an asset or a decrease in a liability has arisen and can be reliably measured.

	2023 Actual \$'000	2022 Actual \$'000
Other revenue		
Recoveries and reimbursements ¹	11,873	1,487
Donations and contributions ²	2,317	7
Salary reimbursements	1,317	1,504
Transfers from other agencies	854	391
Paid parental leave	191	161
Total	16,552	3,550

Notes:

1. The variance in Recoveries and reimbursements is primarily due to the administrative restructure undertaken in 2022–23. For more information on this restructure please see note 2.1, Output Group 7 – Community Partnerships and Priorities (\$9.1 million). Other variances include reimbursement of costs related to Human Resource Information System process harmonisation project (\$0.9 million).
2. The variance in Donations and contributions is primarily due to the administrative restructure undertaken in 2022–23. For more information on this restructure please see note 2.1, Output Group 7 – Community Partnerships and Priorities (\$2.3 million). This is the Community Support Levy's contribution to the Gambling Support Program.

NOTE 7 Net gains/(losses)

7.1 Net gain/(loss) on non-financial assets

Gains or losses from the disposal of non-financial assets are recognised when control of the asset is terminated.

	2023 Actual \$'000	2022 Actual \$'000
Net gain/(loss) on disposal of physical assets	(122)
Total	(122)

7.2 Net gain/(loss) on financial instruments and statutory receivables/payables

Financial assets are impaired under the expected credit loss approach required under AASB 9 Financial Instruments. The expected credit loss is recognised for all debt instruments not held at fair value through profit or loss.

Key Judgement

An impairment loss using the expected credit loss method for all trade debtors uses a lifetime expected loss allowance. The expected loss rates are based upon historical observed loss rates that are adjusted to reflect forward looking macroeconomic factors (unemployment rates, GDP etc.).

	2023 Actual \$'000	2022 Actual \$'000
Impairment of		
Statutory receivable ¹	(892)
Total net gain/(loss) on financial instruments	(892)

Note:

1. The recognition of Net loss on statutory receivables reflects the recognition of a provision for expected credit loss related to debtors transferred from the former Department of Communities Tasmania. No other economic flows have occurred that require inclusion in the net result for the 2022–23 financial year.

NOTE 8 Expenses

Expenses are recognised in the Statement of Comprehensive Income when a decrease in future economic benefits related to a decrease in an asset or an increase of a liability has arisen that can be measured reliably.

8.1 Employee benefits

(a) Employee expenses

Employee benefits include, where applicable, entitlements to wages and salaries, annual leave, sick leave, long service leave, superannuation and any other post-employment benefits.

	2023 \$'000	2022 \$'000
Employee benefits		
Wages and salaries ¹	66,794	55,677
Annual leave ²	5,553	4,329
Long service leave	871	495
Sick leave ³	2,650	2,123
Other post-employment benefits	157	408
Other employee expenses	230	268
Total	76,256	63,301
Superannuation		
Superannuation - defined contribution scheme ⁴	6,752	5,599
Superannuation - defined benefit scheme ⁵	2,493	1,903
Total	9,245	7,502

Notes:

1. The variance in Wages and salaries is primarily due to the administrative restructure undertaken in 2022–23. For more information on this restructure please see note 2.1, Output Group 7 – Community Partnerships and Priorities (\$14.7 million). Other variances include a decrease as a result of the scaling back and closure of the COVID-19 Public Health Hotline (\$5.5 million) offset by an increase related to the Future of Local Government project (\$1.0 million).
2. The variance in Annual leave is primarily due to the administrative restructure undertaken in 2022–23. For more information on this restructure please see note 2.1, Output Group 7 – Community Partnerships and Priorities (\$1.3 million).
3. The variance in Sick leave is primarily due to the administrative restructure undertaken in 2022–23. For more information on this restructure please see note 2.1, Output Group 7 – Community Partnerships and Priorities (\$0.6 million).
4. The variance in Superannuation – defined contribution scheme is primarily due to the administrative restructure undertaken in 2022–23. For more information on this restructure please see note 2.1, Output Group 7 – Community Partnerships and Priorities (\$1.4 million).
5. The variance in Superannuation – defined benefit scheme is primarily due to the administrative restructure undertaken in 2022–23. For more information on this restructure please see note 2.1, Output Group 7 – Community Partnerships and Priorities (\$0.7 million).

Superannuation expenses relating to defined benefit schemes relate to payments into the Public Account. The amount of the payment is based on a department contribution rate determined by the Treasurer, on the advice of the State Actuary. The current department contribution is 13.95 per cent (2022: 13.45 per cent) of salary.

Superannuation expenses relating to defined contribution schemes are paid directly to superannuation funds at a rate of 10.5 per cent (2022: 10 per cent) of salary. In addition, departments are also required to pay into the Public Account a “gap” payment equivalent to 3.45 per cent (2022: 3.45 per cent) of salary in respect of employees who are members of contribution schemes.

(b) Remuneration of key management personnel

2023	Short-term benefits		Long-term benefits			Total \$'000
	Salary \$'000	Other benefits \$'000	Super annuation \$'000	Other benefits & Long-service leave ¹ \$'000	Termination benefits ² \$'000	
Key management personnel						
Jenny Gale Secretary	486	17	68	(27)	545
Craig Limkin³ Associated Secretary	320	80	41	(7)	434
Robert Williams Deputy Secretary Government Services	287	36	29	9	361
Rod Nockles⁴ Deputy Secretary People, Performance and Governance	186	19	20	(1)	224
Mel Gray Deputy Secretary Community Partnerships and Priorities (commenced 1 October 2022)	185	25	26	22	258
Jane Hanna⁵ Director State Service Management Office	75	28	8	(6)	104
Lauren Parr Manager, Office of the Secretary (commenced 20 February 2023)	54	6	9	(13)	56
Mathey Healey⁶ Executive Director Local Government (commenced 20 February 2023)	64	17	8	(2)	87
Courtney Ingham⁷ Manager Ministerial and Executive Services (commenced 30 May 2023)	11	1	12
Amanda Russell⁸ Director State Service Management Office	91	45	12	81	228

2023	Short-term benefits		Long-term benefits			Termination benefits ² \$'000	Total \$'000
	Salary \$'000	Other benefits \$'000	Super annuation \$'000	Other benefits & Long-service leave ¹ \$'000	Other benefits & Long-service leave ¹ \$'000		
Acting key management personnel							
Noelene Kelly Acting Deputy Secretary	218	3	28	7		256
Jane Fitton Acting Director State Service Management Office (10 October 2022 – 31 January 2023)	82	17	11	6		117
Todd Crawford Acting Deputy Secretary Policy and Intergovernmental Relations (7 February 2023 – 30 June 2023)	77	6	10		93
Total	2,136	300	269	70		2,775

Notes:

1. Negative balances in the other benefits and long service leave column reflect changes in probabilities when calculating long-service leave liability.
2. Termination benefits include payment of leave balances on separation and any other termination benefit paid.
3. Mr Limkin was appointed to the position of Associate Secretary from 5 December 2022. This appointment is due to cease on 23 December 2023. Mr Limkin's substantive position is Deputy Secretary Policy and Intergovernmental Relation. As both positions are now members of the Department's Executive Mr Limkin's benefits from employment in both positions are summed together.
4. Mr Nockles was tasked with leading a cross Agency development of the State Service's crisis communications. Due to the importance and time sensitive nature of this work, Mr Nockles has temporarily ceased his duties as Deputy Secretary People, Performance and Governance from 27 April 2023. Mr Nockles is not a member of the Executive Committee while he is undertaking this work and remuneration disclosed covers the period 1 July 2022 to 27 April 2023.
5. Ms Hanna was tasked with leading negotiations on outstanding industrial matters identified in the previous wage negotiations. As a result, Ms Hanna transferred to the position of Executive Program Lead – Industrial Workplace Reform. Due to this Ms Hanna has ceased her duties as Director State Service Management Office from 30 January 2023.
6. During the year, the Executive agreed to add the Head of the Departmental Leadership Group as a member of the Department's Executive. Mr Healey has been Head of the Departmental Leadership Group from 20 February 2023 to 30 June 2023 and the remuneration disclosure covers this period.
7. The Executive agreed from 20 February 2023 to add a Member of the Departmental Leadership Group as a member of the Department's Executive on a three-month rotation basis via an expression of interest process. Ms Ingham was selected as the first Departmental Leadership Group Member to be added as a member of the Executive commencing 30 May 2023. The remuneration disclosure covers the period 30 May 2023 to 30 June 2023.
8. The large amount of Long Service Leave for Ms Russell reflects the Department's initial recognition of the liability. Ms Russell has transferred to the Department from another Agency where her long service leave balance has been accruing.
9. Ms Kelly has acted in various key management positions during 2022–23. The remuneration disclosure covers the entire financial year.

2022	Short-term benefits		Long-term benefits			Termination benefits ¹ \$'000	Total \$'000
	Salary \$'000	Other benefits \$'000	Super annuation \$'000	Other benefits & Long-service leave \$'000			
Key management personnel							
Jenny Gale Secretary	475	18	64	41		598
Craig Limkin Deputy Secretary Policy and Intergovernmental Relations	287	53	30	29	400
Robert Williams Deputy Secretary Government Services	260	24	27		311
Rod Nockles Deputy Secretary People, Performance and Governance (commenced 21 September 2021)	169	20	17	6		212
Alice Holeywell- Jones Executive Director People, Performance and Culture (ceased 12 September 2021)	44	7	4		55
Jane Hanna Director State Service Management Office	236	19	24	23		301
Acting key management personnel							
Noelene Kelly Acting Deputy Secretary Government Services (21 March 2022 – 30 June 2022)	47	22	9	3		80
Total	1,518	164	175	101		1,958

Note:

1. Termination benefits include payment of leave balances on separation and any other termination benefit paid.

Key management personnel are those persons having authority and responsibility for planning, directing and controlling the activities of the agency, directly or indirectly.

Remuneration during 2022–23 for key personnel is set by the *State Service Act 2000*. Remuneration and other terms of employment are specified in employment contracts. Remuneration includes salary, motor vehicle and other non-monetary benefits. Long term employee expenses include long service leave and superannuation obligations.

Acting Arrangements

When members of key management personnel are unable to fulfil their duties, consideration is given to appointing other members of senior staff to their position during their period of absence. Individuals are considered members of key management personnel when acting arrangements are for more than a period of one month.

(c) Remuneration of Ministers

2023	Short-term benefits		Long-term benefits			Total \$'000
	Salary \$'000	Other benefits \$'000	Super- annuation \$'000	Post- employment benefits \$'000	Other benefits & Long-ser- vice leave \$'000	
Ministers	2,588	121	229	2,939
Total	2,588	121	229	2,939

2022	Short-term benefits		Long-term benefits			Total \$'000
	Salary \$'000	Other benefits \$'000	Super- annuation \$'000	Post- employment benefits \$'000	Other benefits & Long-ser- vice leave \$'000	
Ministers	2,613	109	221	2,943
Total	2,613	109	221	2,943

From 1 July 2017:

- Funding for Ministerial Allowances were transferred to the House of Assembly;
- All Ministerial Salaries and Allowances were paid by the House of Assembly or Legislative Council and are not represented in these Statements other than within this table.

(d) Related party transactions

AASB 124 Related Party Disclosures requires related party disclosures to ensure that the financial statements contain disclosures necessary to draw attention to the possibility that the Department's financial results may have been affected by the existence of related parties and by transactions with such parties.

This note is not intended to disclose conflicts of interest for which there are administrative procedures in place.

The extent of information disclosed about related party transactions and balances is subject to the application of professional judgement by the Department. It is important to understand that the disclosures included in this note will vary depending on factors such as the nature of the transactions, the relationships between the parties to the transaction and the materiality of each transaction. Those transactions which are not materially significant by their nature, impact or value, in relation to the Department's normal activities, are not included in this note.

Macquarie Soul Catering is a related party of the Department as it is owned by a close family member of Minister Nic Street. During the year the Department made purchases of \$600 from Macquarie Soul Catering, there was no amount owing at 30 June 2023.

8.2 Depreciation and amortisation

All applicable non-financial assets having a limited useful life are systematically depreciated over their useful lives in a manner which reflects the consumption of their service potential.

The depreciable amount of improvements to or on leaseholds is allocated progressively over the estimated useful lives of the improvements or the unexpired period of the lease, whichever is the shorter. The unexpired period of a lease includes any option period where exercise of the option is reasonably certain.

Key estimate and judgement

Depreciation is provided for on a straight-line basis, using rates which are reviewed annually.

All intangible assets having a limited useful life are systematically amortised over their useful lives reflecting the pattern in which the asset's future economic benefits are expected to be consumed by the Department.

Depreciation	Depreciation Period	2023 \$'000	2022 \$'000
Information Technology Equipment	3-5 years	202	181
Leasehold improvements	Over the life of the lease or 10 years	452	395
Right-of-use Assets	Over the life of the lease	1,315	982
Total		1,969	1,559

Amortisation	Amortisation Period	2022 \$'000	2021 \$'000
Intangible assets	3 years	57	133
Total		57	133
Total Depreciation and amortisation		2,026	1,691

8.3 Supplies and consumables

	2023 \$'000	2022 \$'000
Communications	12,793	13,275
Information technology ¹	12,743	9,109
Lease expense ²	5,347	6,144
Contractors, training fees and expenses ³	2,952	4,324
Consultants ⁴	2,633	1,858
Minor equipment purchases and maintenance ⁵	1,971	1,401
Travel and transport ⁶	1,920	995
Advertising and promotion ⁷	1,757	470
Other supplies and consumables	1,416	967
Patient and client services ⁸	1,265
Other property services	1,038	1,306
Printing and information	619	650
Training and conferences	616	215
Meetings/committee expenses	490	205
Building and infrastructure maintenance	480	102
Recruitment	478	121
Materials and supplies	249	75,771
Entertainment	96	64
Audit fees - financial audit ⁹	92	79
Sitting fees	62	334
Audit fees - internal audit	53	25
Total	49,070	117,416

Notes:

1. The variance in Information Technology is primarily due to the administrative restructure undertaken in 2022–23. For more information on this restructure please see note 2.1, Output Group 7 – Community Partnerships and Priorities (\$1.8 million). Other variances include higher licence costs for the whole of government human resources information system (\$1.3 million)
2. The decrease in lease expenses reflects newly agreed leases in 2022–23 for electorate office's and Service Tasmania shops (\$0.6 million). Lease expenses includes lease rentals for short-term leases, leases of low value assets and variable lease payments. Refer to note 10.3 for breakdown of lease expenses and other lease disclosures.
3. The decrease in Contractors, training fees and expenses relates to the reduction in contractors working for the COVID-19 Public Health Hotline (\$1.3 million).
4. The variance in Consultants is primarily due to the administrative restructure undertaken in 2022–23. For more information on this restructure please see note 2.1, Output Group 7 – Community Partnerships and Priorities (\$0.5 million).
5. The variance in Minor equipment purchases and maintenance is primarily due to the administrative restructure undertaken in 2022–23. For more information on this restructure please see note 2.1, Output Group 7 – Community Partnerships and Priorities (\$0.9 million).
6. The variance in Travel and transport is primarily due to the administrative restructure undertaken in 2022–23. For more information on this restructure please see note 2.1, Output Group 7 – Community Partnerships and Priorities (\$0.4 million). Other variances reflect a general increase in travel across all Outputs of the Department with the easing of COVID-19 travel restrictions.
7. The variance in Advertising and promotion is primarily due to the administrative restructure undertaken in 2022–23. For more information on this restructure please see note 2.1, Output Group 7 – Community Partnerships and Priorities (\$0.6 million). Other variances include an advertising campaign related to cyber security (\$0.3 million).
8. The recognition of Patient and client services results from the administrative restructure with disability services transferring from the Department of Communities Tasmania.
9. Audit fees paid or payable to the Tasmanian Audit Office for the audit of the Department's financial statements were \$92,000 (2021–22, \$79,000).

8.4 Grants and subsidies

Grants and subsidies expenditure is recognised to the extent that:

- the services required to be performed by the grantee have been performed; or
- the grant eligibility criteria have been satisfied.

A liability is recorded when the Department has a binding agreement to make the grant but services have not been performed or criteria satisfied. Where grant monies are paid in advance of performance or eligibility, a prepayment is recognised.

	2023 \$'000	2022 \$'000
Community Sector Organisation grants (including Peak Body Funding)	5,340
Local Government Grants	5,015	203
Election Commitment Grants (2021 Election)	4,852
Other Grants, Subsidies, Donations and Contributions	3,742	111
Child and Youth Wellbeing Strategy	2,802
Emergency Food Relief Grants	2,482
Recovery and Resilience Grants (incorporating Flood Assistance Grants)	2,201	120
Closing the Gap Capacity Building Fund	1,695
Other specific purposes grants	1,428
Family Assistance Program	1,330
Cape Barren Island Municipal and Essential Services	1,275
State Planning Office Grants	1,204	690
Premier's Discretionary Fund	285	225
Recreational Fishing and Camping Facilities Grants	801
Total	33,651	2,149

Community Sector Organisation grants (including Peak Body Funding)

These grants transferred from the Department of Communities Tasmania represent peak body funding agreements and other community and disability service grants including those that support sexual assault support and family violence support services.

Local Government Grants

Grants have been provided to the Local Government Association Tasmania to establish and administer the Open Spaces grant program. The purpose of the program is to support councils to provide new or renewed capital infrastructure to support active living.

Election Commitment Grants (2021 Election)

These grants are related to election commitments made during the 2021 Election campaign. This is made up of various grants ranging from \$5,000 to \$585,000. Many of the grants are for capital improvement works at community organisations or pilot programs such as the School Lunch Pilot program. These grants were transferred from the Department of Communities Tasmania under the administrative restructure during 2022–23.

Other grants, subsidies, donations, and contributions

This grouping of grants takes in various minor grants programs that the Department administers.

This includes:

- grants to support the conduct of Australia Day events;
- heating allowance grants;
- veterans wellbeing voucher programs;
- veterans affairs grants;
- agricultural show development grants;
- food van grants;
- LGBTIQ+ grants;
- Carers small grants;
- Elder Abuse prevention grants;
- Community support levy grants;
- Teddy Sheean VC Memorial grants;
- Tasmanian Neighbourhood Houses Community Gardens grants;
- Youth Week Tasmania grants;
- International Women's Day small grants;
- Essential Community Services Fuel Relief grants;
- Tasmanian Government's contribution to UNICEF's appeal follow the Syria and Turkiye Earthquake; and
- Tasmanian Men's Shed Association Grants.

Many of these programs were transferred from the Department of Communities Tasmania under the administrative restructure during 2022–23.

Child and Youth Wellbeing Strategy

Grants provided to various community groups and Local Government to implement programs and capital improvements. This incorporates grants provided under the Premier's Fund for Children and Young People, which provides grants of up to \$50,000 for projects that increase children and young people's participation in recreational or social activities. This program was transferred from the Department of Communities Tasmania under the administrative restructure during 2022–23.

Emergency Food Relief Grants

Grants provided to Loaves and Fishes and Foodbank of Tasmania for the provision of emergency food relief programs. This program was transferred from the Department of Communities Tasmania under the administrative restructure during 2022–23

Resilience and Recovery Grants

Resilience and Recovery Grants include funding provided to Kentish Council to assist with local community recovery of assets damaged during localised storms in June 2022 (\$250,000) and Clean up, repair and restoration grants provided to private landowners and businesses impacted by the October 2022 Tasmanian flood event.

Closing the Gap Capacity Building Fund

Grants to Aboriginal Community-Controlled Organisations to build their capacity to co-design and deliver programs and services for Aboriginal people, by Aboriginal people. This program was transferred from the Department of Communities Tasmania under the administrative restructure during 2022–23.

Other Specific Purpose Grants

Other grants for specific purposes ranging from \$4,000 to \$300,000. These grants support migrant communities, aboriginal communities, youth initiatives and delivery of other events and activities across Tasmania. This program was transferred from the Department of Communities Tasmania under the administrative restructure during 2022–23.

Family Assistance Program

Grants are provided to community organisations to provide emergency assistance to Tasmanians in need. This program was transferred from the Department of Communities Tasmania under the administrative restructure during 2022–23.

Cape Barren Island Municipal and Essential Services

This grant is provided to the Cape Barren Island Aboriginal Association to provide municipal and essential services for the Cape Barren Island Community. This program was transferred from the Department of Communities Tasmania under the administrative restructure during 2022–23.

State Planning Office Grants

Grants for State Planning Office are provided to Councils and Local Government Authorities to assist them with drafting of planning provisions and demand and supply studies.

Premier's Discretionary Fund

This is a discretionary program maintained to allow the Premier to meet funding requests of up to \$10,000, to provide limited financial assistance to groups or individuals. These payments are designed to support valued community and cultural activities with national, statewide or local significance. This program is funded under Output 2.1 – Management of Executive Government Processes.

8.5 Finance costs

All finance costs are expensed as incurred using the effective interest method.

Finance costs include lease charges. The interest rate used for leases where the interest rate is not implicit in the lease is the Tascorp Indicative Lending rate including the relevant administration margin.

	2023 \$'000	2022 \$'000
Interest expense		
Interest on lease liabilities	262	95
Total	262	95

8.6 Other transfer payments

Expenses from acquisition of supplies and services are recognised when the obligation to pay can be reliably measured, usually at the time of supply of such supplies and services. Transfer payments relate to transfers of funding to other agencies, foundations and other Government entities.

	2023 \$'000	2022 \$'000
Voluntary transfer of activities between Departments ¹	23,329	2,064
Other		
Transfer Payments - Australian Government Agencies ²	132,636	3,702
Transfer Payments - Local Government	22	9
Transfer Payments – Other ³	1,652	27
Total	157,638	5,801

Notes:

- The variance in Voluntary transfer of activities between Departments is primarily due to the administrative restructure undertaken in 2022–23. For more information on this restructure please see note 2.1, Output Group 7 – Community Partnerships and Priorities (\$11.5 million). Other variances include reimbursements to Government agencies for clean up and restoration works following the Tasmanian flood event in October 2022 (\$4.0 million), increases in reimbursements to other Departments for Child and Youth Wellbeing Strategy (\$3.3 million) and reimbursements to Government agencies for Tasmania's reception of a flight from London during the COVID-19 pandemic under the Australian Government Plan for the Reception of Australian Citizens and Approved Foreign Nationals Evacuated from Overseas (\$1.7 million).
- The variance in Transfer payments – Australian Government Agencies is primarily due to the administrative restructure undertaken in 2022–23. For more information on this restructure please see note 2.1, Output Group 7 – Community Partnerships and Priorities (\$126.5 million). This is Tasmania's contribution to the National Disability Insurance Agency for two quarters. Other variances include reimbursements for pandemic leave disaster payments to the National Recovery and Resilience Agency and National Emergency Management Agency (\$6.1 million).
- The variance in Transfer payments – Other is primarily due to the administrative restructure undertaken in 2022–23. For more information on this restructure please see note 2.1, Output Group 7 – Community Partnerships and Priorities (\$1.5 million).

8.7 Contributions provided

Contributions provided free of charge by the Department, to another entity, are recognised as an expense when fair value can be reliably determined. During 2022–23 the Department provided furniture to Brand Tasmania.

	2023 \$'000	2022 \$'000
Fair value of assets transferred at no cost	50
Total	50

8.8 Other expenses

Expenses from acquisition of supplies and services are recognised when the obligation to pay can be reliably measured, usually at the time of supply of such supplies and services.

	2023 \$'000	2022 \$'000
Other financial assistance ¹	906	420
Workers Compensation Premiums	745	382
Total	1,651	803

Note:

1. Other financial assistance represents the continuation of financial support to those closely impacted by the Hillcrest Primary School incident in December 2021 (\$458,000) and immediate financial support provided to individuals during the October 2022 Tasmanian flood event (\$221,000).

NOTE 9 Assets

Assets are recognised in the Statement of Financial Position when it is probable that the future economic benefits will flow to the Department and the asset has a cost or value that can be measured reliably.

9.1 Receivables

Receivables are initially recognised at fair value plus any directly attributable transaction costs. Trade receivables that do not contain a significant financing component are measured at the transaction price.

Receivables are held with the objective to collect the contractual cash flows and are subsequently measured at amortised cost using the effective interest method. Any subsequent changes are recognised in the net result for the year when impaired, derecognised or through the amortisation process. An allowance for expected credit losses is recognised for all debt financial assets not held at fair value through profit and loss. The expected credit loss is based on the difference between the contractual cash flows and the cash flows that the entity expects to receive, discounted at the original effective interest rate.

For trade receivables, a simplified approach in calculating expected credit losses is applied, with a loss allowance based on lifetime expected credit losses recognised at each reporting date. The Department has established a provision matrix based on its historical credit loss experience for trade receivables, adjusted for forward-looking factors specific to the receivable.

For ageing analysis of financial assets, refer to note 14.1

	2023 \$'000	2022 \$'000
Receivables	14,703	5,468
less expected credit loss provision	(892)
Total	13,811	5,468
Sale of goods receivable (Inclusive of GST)	106	593
Tax assets ¹	1,607	277
Other receivables ²	9,511	2,436
Accrued revenue	2,587	2,162
Total	13,811	5,468
Settled within 12 months	13,811	5,468
Settled in more than 12 months
Total	13,811	5,468

Notes:

1. The increase in tax assets is primarily due to the increase in expenditure especially in June 2023 with GST credits receivable from the Australian Taxation Office at 30 June 2023.
2. The variance in Other receivables is primarily due to the administrative restructure in 2022–23. For more information on this restructure please see note 12.1 Administrative Restructure – Community Partnerships and Priorities and note 12.2 Administrative Restructure – Aboriginal Heritage Tasmania (\$6.1 million). This large Receivable relates to an outstanding invoice with the Department of Health related to the Tasmanian Government's contribution to the National Disability Insurance Scheme. Other variances include Receivables transferred from the Department of Communities Tasmania related to the Tasmanian Governments COVID-19 quarantine accommodation program (\$0.7 million).

a) Reconciliation of movement in expected credit loss for receivables

	2023 \$'000	2022 \$'000
Carrying amount at 1 July
Increase/(decrease) in provision recognised in profit or loss	892
Amounts written off during the year
Amounts recovered during the year
Carrying amount at 30 June	892

The recognition of a provision for expected credit loss reflects the Department's estimate of losses related to debtors transferred from the former Department of Communities Tasmania. These debtors relate to debts owing from individuals that stayed in Government provided quarantine accommodation during the COVID-19 pandemic. When developing this provision, the Department has assessed the history of the debtor in relation to the debt, the length of time that has passed since the debt was raised and debtor collection processes undertaken by the Department of Communities Tasmania prior to the debt transferring to the Department. There is much uncertainty regarding the timing with some debtors being collected. The total amount of debtors transferred to the Department was \$1.7 million with the expected credit loss estimated at \$892,000 at 30 June 2023.

9.2 Property, plant, equipment, and leasehold improvements

Key Estimates and Judgements

(i) Valuation basis

Property, plant, equipment, and leasehold improvement assets, including work in progress, are recorded at historic cost less accumulated depreciation and accumulated impairment losses. All assets within a class of assets are measured on the same basis.

Cost includes expenditure that is directly attributable to the acquisition of the asset. The costs of self-constructed assets includes the cost of materials and direct labour, any other costs directly attributable to bringing the asset to a working condition for its intended use, and the costs of dismantling and removing the items and restoring the site on which they are located. Purchased software that is integral to the functionality of the related equipment is capitalised as part of that equipment.

When parts of an item of property, plant and equipment have different useful lives, they are accounted for as separate items (major components) of property, plant and equipment.

(ii) Subsequent costs

The cost of replacing part of an item of property, plant, equipment and any leasehold improvement is recognised in the carrying amount of the item if it is probable that the future economic benefits embodied within the part will flow to the Department and its costs can be measured reliably. The carrying amount of the replaced part is derecognised. The costs of day to day servicing of plant, equipment and leasehold improvements are recognised in profit or loss as incurred.

(iii) Asset recognition threshold

The asset capitalisation threshold adopted by the Department for all classes of assets is \$10,000.

Assets valued at less than the threshold amount are charged to the Statement of Comprehensive Income in the year of purchase (other than where they form part of a group of similar items which are material in total).

a) Carrying amount

	2023 \$'000	2022 \$'000
Leasehold improvements		
At cost ¹	4,620	3,359
Less: Accumulated depreciation	(2,028)	(1,591)
Total	2,593	1,768
Plant, equipment and vehicles		
At cost	8	43
Less: Accumulated depreciation	(8)	(43)
Total
Information technology equipment		
At cost	1,446	1,497
Less: Accumulated depreciation	(1,146)	(1,147)
Total	300	351
Work in progress		
Leasehold improvements at cost ¹	252	963
Total	252	963
Total Property, plant, equipment, and leasehold improvements	3,144	3,082

Note:

1. The increase Leasehold improvements at cost reflects the completion of the works for the Australian Secure Network telepresence room and works to accommodate the machinery of government changes. These have transferred from Work in progress leasehold improvements.

b) Reconciliation of movements

Reconciliations of the carrying amounts of each class of Property, plant, equipment, and leasehold improvements at the beginning and end of the current and previous financial year are set out below. Carrying value means the net amount after deducting accumulated depreciation and accumulated impairment losses.

2023	Leasehold improvements \$'000	Information Technology Equipment \$'000	Information Technology Equipment \$'000	Total \$'000
Carrying value at 1 July	1,768	351	963	3,082
Additions	313	151	252	716
Disposals	(452)	(202)	(654)
Depreciation and amortisation	963	(963)
Carrying value at 30 June	2,593	300	252	3,144

2022	Leasehold improvements \$'000	Information Technology Equipment \$'000	Information Technology Equipment \$'000	Total \$'000
Carrying value at 1 July	1,830	340	207	2,378
Additions	126	192	963	1,281
Depreciation	(395)	(181)	(577)
Transfers between asset classes	207	(207)
Carrying value at 30 June	1,768	351	963	3,082

Transfers between categories

There have been no transfers between Levels 1, 2 and 3 during the reporting period.

Valuation techniques, inputs and processes

There were no changes in valuation techniques during 2022–23.

9.3 Right-of-use-assets

AASB 16 requires the Department to recognise a right of use asset, where it has control of the underlying asset over the lease term. A right of use asset is measured at the present value of initial lease liability, adjusted by any lease payments made at or before the commencement date and lease incentives, any initial direct costs incurred, and estimated costs of dismantling and removing the asset or restoring the site.

The Department has elected not to recognise right of use assets and lease liabilities arising from short term leases, rental arrangements for which Finance General has substantive substitution rights over the assets and leases for which the underlying asset is of low value. Substantive substitution rights relate primarily to office accommodation. An asset is considered low value when it is expected to cost less than \$10,000.

Right of use assets are depreciated over the shorter of the assets useful life and the term of the lease. Where the Department obtains ownership of the underlying leased asset or if the cost of the right-of-use asset reflects that the Department will exercise a purchase option, the Department depreciates the right-of-use asset over its useful life.

2023	Buildings \$'000	Plant and Equipment \$'000	Total \$'000
Carrying value at 1 July	4,340	60	4,400
Additions	3,893	79	3,972
Disposals / derecognition	(84)	(84)
Depreciation and amortisation	(1,283)	(32)	(1,315)
Carrying value at 30 June	6,866	107	6,973

2022	Buildings \$'000	Plant and Equipment \$'000	Total \$'000
Carrying value at 1 July	4,364	61	4,425
Additions	940	36	976
Disposals/derecognition	(19)	(19)
Depreciation and amortisation	(963)	(19)	(982)
Carrying value at 30 June	4,340	60	4,400

9.4 Intangibles

An intangible asset is recognised where:

- it is probable that an expected future benefit attributable to the asset will flow to the Department; and
- the cost of the asset can be reliably measured.

Intangible assets held by the Department are valued at fair value less any subsequent accumulated amortisation and any subsequent accumulated impairment losses where an active market exists. Where no active market exists, intangibles are valued at cost less any accumulated amortisation and any accumulated impairment losses.

(a) Carrying amount

	2023 \$'000	2022 \$'000
Intangible assets with a finite useful life		
Software – at cost ¹	3,670	2,423
Less: Accumulated amortisation	(2,188)	(2,289)
	1,482	134
Work in progress (at cost)	108	406
Total	1,590	540

(b) Reconciliation of movements

	2023 \$'000	2022 \$'000
Carrying amount at 1 July	540	144
Additions	1,114	123
Work in progress	108	406
Disposals and assets classified as held for sale	(115)
Amortisation expense	(57)	(133)
Carrying amount at 30 June	1,590	540

Note:

1. The increase in software at cost is primarily due to the development of the MyServiceTas digital portal (\$876,000).

Intangible assets for the Department are not revalued due to software having a limited useful life. See Note 8.2.

9.5 Other assets

Prepayments are recognised when they occur and are measured at the nominal amount.

a) Carrying amount

	2023 \$'000	2022 \$'000
Other current assets		
Prepayments	2,182	1,563
Total	2,182	1,563
Recovered within 12 months	2,182	1,563
Recovered in more than 12 months
Total Other assets	2,182	1,563

b) Reconciliation of movements

	Prepayments \$'000	Total \$'000
2023		
Carrying amount at 1 July	1,563	1,563
Additions	2,182	2,182
Settlements	(1,563)	(1,563)
Carrying amount at 30 June	2,182	2,182
2022		
Carrying amount at 1 July	1,804	1,804
Additions	1,563	1,563
Settlements	(1,804)	(1,804)
Carrying amount at 30 June	1,563	1,563

NOTE 10 Liabilities

Liabilities are recognised in the Statement of Financial Position when it is probable that an outflow of resources embodying economic benefits will result from the settlement of a present obligation and the amount at which the settlement will take place can be measured reliably.

10.1 Payables

Payables, including goods received and services incurred but not yet invoiced, are recognised at amortised cost, which due to the short settlement period, equates to face value, when the Department becomes obliged to make future payments as a result of a purchase of assets or services.

Settlement is usually made within 14 days.

	2023 \$'000	2022 \$'000
Creditors	(6)
Accrued Expenses ¹	3,180	2,155
Total	3,174	2,155
Settled within 12 Months	3,174	2,155
Settled in more than 12 Months
Total	3,174	2,155

Note:

1. The variance in Payables compared to the prior year reflects higher accrued expenses for the Delivery of IT services output for services provided by Telstra related to the 2022–23 financial year.

10.2 Employee benefits liabilities

Key estimate and judgement

Liabilities for wages and salaries and recreation leave are recognised when the employee becomes entitled to receive a benefit. Those liabilities expected to be realised within 12 months are measured as the amount expected to be paid. Other employee entitlements are measured as the present value of the benefit at 30 June, where the impact of discounting is material, and at the amount expected to be paid if discounting is not material.

A liability for long service leave is recognised, and is measured as the present value of expected future payments to be made in respect of services provided by employees up to the reporting date.

	2023 \$'000	2022 \$'000
Accrued salaries ¹	2,310	1,622
Recreational Leave ²	6,492	5,247
Long Service Leave ³	9,970	8,889
Other - Provision for State Service Accumulated Leave Scheme (SSALS)	44	33
Total	18,816	15,790
Settled within 12 Months	17,671	14,170
Settled in more than 12 Months	1,145	1,621
Total	18,816	15,790

Notes:

1. The variance in Accrued salaries is primarily due to the administrative restructure in 2022–23. For more information on this restructure please see note 12.1 Administrative Restructure – Community Partnerships and Priorities and note 12.2 Administrative Restructure – Aboriginal Heritage Tasmania (\$0.6 million).
2. The variance in Recreational leave is primarily due to the administrative restructure in 2022–23. For more information on this restructure please see note 12.1 Administrative Restructure – Community Partnerships and Priorities and note 12.2 Administrative Restructure – Aboriginal Heritage Tasmania (\$1.7 million).
3. The variance in Long service leave is primarily due to the administrative restructure in 2022–23. For more information on this restructure please see note 12.1 Administrative Restructure – Community Partnerships and Priorities and note 12.2 Administrative Restructure – Aboriginal Heritage Tasmania (\$2.6 million). This is offset by a general decrease across all other outputs as the overhead liability is split between the new outputs due to the administrative restructure.

10.3 Lease liabilities

A lease liability is measured at the present value of the lease payments that are not paid at that date. The discount rate used to calculate the present value of the lease liability is the rate implicit in the lease. Where the implicit rate is not known and cannot be determined the Tascorp indicative lending rate including the relevant administration margin is used.

The Department has elected not to recognise right-of-use assets and lease liabilities arising from short-term leases, rental arrangements for which Finance-General has substantive substitution rights over the assets and leases for which the underlying asset is of low-value. Substantive substitution rights relate primarily to office accommodation. An asset is considered low-value when it is expected to cost less than \$10,000.

The Department has entered into the following leasing arrangements:

Class of right-of-use asset	Details of leasing arrangements
Plant and equipment	Photocopier Bizhub C659 – Lease ends June 2023
	Photocopier Bizhub C550i – Lease ends February 2026
	Photocopier Apeosport V C4476 – Lease ends February 2025
	Photocopier Bizhub C759 – Lease ends August 2025
	Photocopier Bizhub C650i – Lease ends May 2026
	Photocopier Bizhub C650i – Lease ends June 2026
	Photocopier Bizhub C650i – Lease ends October 2026
	Photocopier Bizhub C550i – Lease ends December 2026
	Photocopier Bizhub C450i – Lease ends April 2027
	Photocopier Bizhub C650i – Lease ends August 2027
	Photocopier Bizhub C650i – Lease ends August 2027
	Photocopier Bizhub C550i – Lease ends September 2027
	Photocopier Bizhub C650i – Lease ends September 2027
	Photocopier Bizhub C650i – Lease ends October 2027
	Buildings
1/160 Bungana Way, Cambridge – Lease ends October 2025	
Shop 3, 5 Fitzroy Street, Sorell – Lease ends October 2027	
4/21 Alexandra Road, Ulverstone – Lease ends June 2030	
Shop 6, 9 Wellington Street, Longford – Lease ends February 2041	
12 Elizabeth Street, George Town – Lease ends June 2023	
2/9 Oldaker Street, Devonport – Lease ends June 2030	
Shop 2, 76-78 Emu Bay Road, Deloraine – Lease ends June 2026	
253 Wellington Street, Launceston – Lease ends October 2033	
10A Marlborough Street, Longford - Lease ends June 2026	
331 Main Road, Glenorchy – Lease ends June 2034	
219 Invermay Road, Mowbray – Lease ends June 2026	
Greenpoint Road, Bridgewater – Lease ends June 2023	
134 Nelson Street, Smithton – Lease ends March 2030	
Covehill Shopping Centre, Bridgewater – Lease ends June 2026	
Shop 86, Channel Court Shopping Centre, Kingston – Lease ends June 2026	
1A & 1B 33 Cole Street, Sorell – Lease ends June 2026	
1/139-143 Hobart Road, Kings Meadows – Lease ends July 2033	
4 Terry Street, Glenorchy – Lease ends June 2023	

Class of right-of-use asset	Details of leasing arrangements
Buildings	43 Best Street, Devonport – Lease ends May 2026
	48 Cattley Street, Burnie – Lease ends June 2026
	51 King Street, Scottsdale – Lease ends June 2023
	62 Main Road, Moonah – Lease ended September 2022
	64 High Street, Sheffield – Lease ends June 2027
	65A Emmett Street, Smithton – Lease ends June 2026
	275 Invermay Road, Invermay – Lease ends August 2033
	32 Cole Street, Sorell – Lease ends June 2033
	119 Sandy Bay Road, Sandy Bay – Lease ends June 2033
	362 Main Road, Glenorchy – Lease ends June 2033
	Suite 2, 17 Bligh Street, Rosny – Lease ends May 2026
	110-114 Collins Street, Hobart – Lease ends June 2033
	Shop 87a, Channel Court Shopping Centre, Kingston – Lease ends December 2026
	10-12 Bathurst Street, New Norfolk – Lease ends June 2032
	63-65 Cecilia Street, St Helens – Lease ends November 2033
	80B Wilson Street, Burnie – Lease ends June 2026
	46 Bligh Street, Rosny – Lease ends June 2023
	17 Vicary Street, Triabunna – Lease ends September 2031
	Shop 96, Channel Court Shopping Centre, Kingston – Lease ends June 2026
	1 Skinner Drive, Huonville – Lease ends June 2023
9 - 13 Driffield Street, Queenstown – Lease ends June 2023	
8 Emu Bay Road, Deloraine - Lease ends June 2024	
15A Wilson Street, Burnie - Lease ends June 2030	
184 Collins Street, Hobart - Lease ends August 2030	

	2023 \$'000	2022 \$'000
Current		
Lease Liabilities - Buildings	1,072	807
Lease Liabilities - Plant and equipment	31	20
Lease Liabilities - Current	1,103	827
Non -current		
Lease Liabilities – Buildings ¹	6,164	3,682
Lease Liabilities - Plant and equipment	78	40
Lease Liabilities - Non Current	6,242	3,722
Total	7,345	4,549

Note:

1. The increase in Lease liabilities – buildings reflects multiple new leases signed during 2022–23 primarily for electorate offices.

Maturity analysis of lease liabilities

	2023 \$'000	2022 \$'000
One year or less	1,354	936
From one to five years	4,154	2,714
More than five years	3,130	1,518
Total	8,638	5,168

The lease liability in the maturity analysis is presented using undiscounted contractual amounts before deducting finance charges.

The following amounts are recognised in the Statement of Comprehensive Income

	2023 \$'000	2022 \$'000
Interest on lease liabilities included in note 8.5	262	95
Lease expenses included in note 8.3:		
Leased Vehicles	472	312
Properties - Treasury	4,531	5,343
Short term leases	35	12
Lease of low-value assets	114	169
Net expenses from leasing activities	5,413	5,930

10.4 Contract liabilities

A Contract liability relates to the Department's obligation to transfer goods or services to a customer for which the Department has received consideration in advance. The balance of Contract liabilities relates to training fees collected in advance for the provision of training courses. The Department typically satisfies its performance obligations when training services have been provided to customers.

	2023 \$'000	2022 \$'000
Revenue received in advance	1,050	1,050
Settled within 12 Months	1,050	1,050
Settled in more than 12 Months
Total	1,050	1,050

10.5 Superannuation

Key estimate and judgement

The Department does not recognise a liability for the accruing superannuation benefits of Departmental employees. This liability is held centrally and is recognised within the Finance General Division of the Department of Treasury and Finance.

NOTE 11 Commitments and Contingencies

11.1 Schedule of commitments

Commitments represent those contractual arrangements entered by the Department that are not reflected in the Statement of Financial Position.

Leases are recognised as right-of-use assets and lease liabilities in the Statement of Financial Position, excluding short term leases and leases for which the underlying asset is of low value, which are recognised as an expense in the Statement of Comprehensive Income.

	2023 \$'000	2022 \$'000
By Type		
Commitments held with Finance-General		
Major office accommodation ¹	46,778	29,841
Motor vehicle fleet (base usage charge)	2,153	1,903
Total operating lease commitments	48,931	31,744
Other commitments		
Short-term and/or low-value leases	277	249
Grants ²	50,314
National Disability Insurance Scheme Bilateral agreement	1,158,979
Total other commitments	1,209,570	249
Total Commitments	1,258,501	31,993
By maturity		
Commitments held with Finance-General		
One year or less	5,074	5,095
From one to five years	17,156	13,551
More than five years	26,702	13,097
Total commitments held with Finance-General	48,931	31,744
Other commitments		
One year or less	309,837	135
From one to five years	899,733	114
More than five years
Total Other commitments	1,209,570	249
Total Commitments	1,258,501	31,993

Notes:

1. The variance in Major office accommodation reflects the extension of the lease for 15 Murray Street, Hobart by a further 10 years compared to the prior year.
2. The variance in Grants and subsidies is primarily due to the administrative restructure undertaken in 2022–23. For more information on this restructure please see note 2.1, Output Group 7 – Community Partnerships and Priorities.

Commitments held with Finance-General

Motor Vehicles

- The Government Motor Vehicle fleet is administered by Lease Plan.
- Lease payments vary according to the type of vehicle.
- Generally all lease terms are for a period of three years or 60,000 kilometres, whichever occurs first.

Major Office Accommodation

- Rental assessments for Crown Owned properties and subsequent rental payments were previously set by the Valuer-General but in more recent years have been the subject of CPI movement.
- Rental payments for Crown leased properties administered by the Department of Treasury and Finance are made annually.

Other Commitments

Photocopiers

- Lease payments are determined at time of lease agreement.
- Lease terms are for four or five years with no change to the lease rate.

Water Coolers

- Lease payments are determined at time of lease agreement and are paid yearly in advance.
- Lease terms are for one year with no change to the lease rate.

Grants

- Grant payments are determined at the time of grant agreement and are paid in accordance with the payment schedule in the grant deed.

11.2 Contingent assets and liabilities

Contingent assets and liabilities are not recognised in the Statement of Financial Position due to uncertainty regarding the amount or timing of the underlying claim or obligation.

a) Quantifiable contingencies

A quantifiable contingent asset is any possible asset that arises from past events and its existence will be confirmed only by the occurrence or non-occurrence of one or more uncertain future events not wholly within the control of the entity.

A quantifiable contingent liability is any possible obligation that arises from past events and its existence will be confirmed only by the occurrence or non-occurrence of one or more uncertain future events not wholly within the control of the entity; or any present obligation that arises from past events but is not recognised because it is not probable that an outflow of resources embodying economic benefits will be required to settle the obligation. To the extent that any quantifiable contingencies are insured, details provided below are recorded net.

	2023 \$'000	2022 \$'000
Quantifiable contingent liabilities		
Potential make good on lease	93	93
Total quantifiable contingent liabilities	93	93
Quantifiable contingent assets		
Lease hold improvement – make good	44	44
Total quantifiable contingent assets	44	44

NOTE 12 Administrative Restructuring

Net assets received under a restructuring of administrative arrangements are designated as contributions by owners and adjusted directly against equity. Net assets relinquished are designated as distributions to owners. Net assets transferred are initially recognised at the amounts at which they were recognised by the transferring department immediately prior to the transfer.

12.1 Community Partnerships and Priorities Division

As a result of a restructuring of administrative arrangements, the Department assumed responsibility for the Community Partnerships and Priorities Division from the Department of Communities Tasmania on 1 December 2022. In respect of the activities assumed, the net book values of assets and liabilities transferred to the Department from the Department of Communities Tasmania for no consideration and recognised as at the date of transfer were:

	As at 1 Dec 2022 \$'000
Contributions by owners	
Cash and cash equivalents	...
Receivables	1,611
Total assets recognised	1,612
Payables	(6)
Employee Benefits	2,239
Total liabilities recognised	2,233
Net assets (liabilities) assumed on restructure	(621)

Prior year comparatives have not been adjusted or realigned to reflect the restructure.

12.2 Aboriginal Heritage Tasmania

As a result of a restructuring of administrative arrangements, the Department assumed responsibility for Aboriginal Heritage Tasmania from the Department of Natural Resources and Environment Tasmania on 1 September 2022. In respect of the activities assumed, the net book values of assets and liabilities transferred to the Department from the Department of Natural Resources and Environment Tasmania for no consideration and recognised as at the date of transfer were:

	As at 1 Sep 2022 \$'000
Contributions by owners	
Cash and cash equivalents	217
Intangibles	60
Total assets recognised	276
Employee Benefits	431
Total liabilities recognised	431
Net assets (liabilities) assumed on restructure	(155)

Prior year comparatives have not been adjusted or realigned to reflect the restructure.

NOTE 13 Cash Flow Reconciliation

Cash means notes, coins, any deposits held at call with a bank or financial institution, as well as funds held in the Special Purpose Accounts, being short term of three months or less and highly liquid. Deposits are recognised at amortised cost, being their face value.

13.1 Cash and cash equivalents

Cash and cash equivalents includes the balance of the Specific Purpose Accounts held by the Department, and other cash held, excluding those accounts which are administered or held in a trustee capacity or agency arrangement.

Specific Purpose Account Balances

	2023 \$'000	2022 \$'000
S520 Department of Premier and Cabinet Operating Account	4,489	16,657
Total Cash and cash equivalents	4,489	16,657

The funds held in S520 Department of Premier and Cabinet Operating Account (S520) as at 30 June 2022 are primarily for projects yet to commence or commenced but not completed for which specific Australian Government or State funds were allocated. The variance in Cash and cash equivalents is primarily due to the administrative restructure in 2022–23. For more information on this restructure please see note 12.1 Administrative Restructure – Community Partnerships and Priorities and note 12.2 Administrative Restructure – Aboriginal Heritage Tasmania (\$5.1 million). This large negative balance was caused by an outstanding receivable from the Department of Health related to the Tasmanian Government's contribution to the National Disability Insurance Scheme. Other variances include reductions in trust balances for Output 2.1 Management of Executive Government Process (\$3.7 million) and Output 3.3 Delivery of IT Services (\$3.3 million).

The funds held are made up of cash held in the specific purpose account with Treasury (\$4,419,000) and Service Tasmania Shop floats (\$70,000).

13.2 Reconciliation of net result to net cash from operating activities

	2023 \$'000	2022 \$'000
Net result	(5,654)	3,640
Other (gain)/loss on non-financial assets	122
Depreciation and amortisation	2,026	1,691
Expected credit loss	892
Decrease (increase) in Receivables	(7,480)	(1,347)
Decrease (Increase) in Tax assets	(1,330)	98
Decrease (Increase) in Accrued revenue	(425)	1,078
Decrease (Increase) in Prepayments	(620)	240
Increase (Decrease) in Employee Benefits	3,025	185
Increase (Decrease) in Creditors	(6)
Increase (Decrease) in Accrued Expenses	867	353
Administrative Restructure change in Employee benefits taken directly to equity	(2,672)	(48)
Administrative Restructure change in Payables taken directly to equity	6
Administrative Restructure change in Receivables taken directly to equity	1,630
Increase (Decrease) in Contract Liabilities	(194)
Net cash from (used by) operating activities	(9,619)	5,696

13.3 Acquittal of Capital Investment Program

The Department received Capital Appropriation funding for specific projects.

Cash outflows relating to these projects are listed below by category.

Budget information refers to original estimates and has not been subject to audit.

(a) Project expenditure

	2023 Budget \$'000	2023 Actual \$'000	2022 Actual \$'000
Capital Investment Program			
Cyber Security	1,588	1,773	332
Service Tasmania Shop Capital Investment	250	250	250
Total	1,838	2,023	582

b) Classification of cash flows

The project expenditure above is reflected in the Statement of Cash Flows as follows.

	2023 Actual \$'000	2022 Actual \$'000
Cash Outflows		
Employee Benefits	190	133
Supplies and Consumables	1,719	295
Other expenses	1
Payments for acquisition of Non-financial Assets	113	153
Total Cash Outflows	2,023	582

13.4 Reconciliation of liabilities arising from financing activities

Liabilities arising from financing activities are liabilities for which cash flows were, or future cash flows will be, classified in the Statement of Cash Flows as cash flows from financing activities.

2023	Lease liabilities \$'000
Balance as at 1 July 2022	4,549
Acquisitions/New Leases	3,692
Disposals due to early termination of lease	(77)
Other Movements	339
Changes from financing cash flows:	
Cash Repayments	(1,159)
Balance as at 30 June 2023	7,345

2022	Lease liabilities \$'000
Balance as at 1 July 2021	4,517
Acquisitions/new leases	804
Disposals due to early termination of lease
Other movements	146
Changes from financing cash flows:	
Cash repayments	(917)
Balance as at 30 June 2022	4,549

NOTE 14 Financial Instruments

14.1 Risk exposures

a) Risk management policies

The Department has exposure to the following risks from its use of financial instruments:

1. credit risk;
2. liquidity risk; and
3. market risk.

The Accountable Authority has overall responsibility for the establishment and oversight of the Department's risk management framework. Risk management policies are established to identify and analyse risks faced by the Department, to set appropriate risk limits and controls, and to monitor risks and adherence to limits.

b) Credit risk exposures

Credit risk is the risk of financial loss to the Department if a customer or counterparty to a financial instrument fails to meet their contractual obligations.

Financial Instrument	Accounting and strategic policies (including recognition criteria, measurement basis and credit quality of instrument)	Nature of underlying instrument (including significant terms and conditions affecting the amount. Timing and certainty of cash flows)
Financial assets		
Receivables	<p>The Department has a debt management policy with processes surrounding the raising of debts payable to the Department and the management of outstanding debts. The Department does not have a significant exposure to credit risk as departmental receivables are mainly from other government entities.</p> <p>The Department has inherited receivables related to the provision of quarantine accommodation during the COVID-19 pandemic. The Department has individually assessed each of these receivables transferred and determined that a provision for expected credit loss should be recognised in 2022–23.</p>	General terms of trade are 30 days.
Cash and equivalents	Cash and equivalents are recognised at face value.	Cash includes notes, coins, deposits held at call with a financial institution.

The Department's maximum exposures to credit risk at reporting date in relation to each class of recognised financial assets is the carrying amount of those assets as indicated in the Statement of Financial Position, net of any provisions for losses.

The Department has minimal exposure to credit risk.

Expected credit loss analysis of receivables

The simplified approach to measuring expected credit losses is applied, which uses a lifetime expected loss allowance for all trade receivables.

The expected loss rates are based on historical observed loss rates adjusted for forward looking factors that will have an impact on the ability to settle the receivables. The loss allowance for trade debtors as at 30 June are as follows.

2023	Not past due ¹ \$'000	Past due 1-30 days \$'000	Past due 31-60 days \$'000	Past due 61-90 days \$'000	Past due 91+days ² \$'000	Total \$'000
Expected credit loss rate (A)	0.0%	0.0%	0.0%	0.0%	45.8%	8.5%
Total gross carrying amount (B)	7,865	581	85	27	1,948	10,506
Expected credit loss (AxB)	892	892

Notes:

1. The large Receivable in Not past due relates to an outstanding invoice with the Department of Health related to the Tasmanian Government's contribution to the National Disability Insurance Scheme. This item was paid to the Department on 28 July 2023.
2. The variance in Past due 91+ days is primarily due to Receivables transferred from the Department of Communities Tasmania related to the Tasmanian Government's COVID-19 quarantine accommodation program (\$1.6 million).

2022	Not past due \$'000	Past due 1-30 days \$'000	Past due 31-60 days \$'000	Past due 61-90 days ¹ \$'000	Past due 91+days \$'000	Total \$'000
Expected credit loss rate (A)	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Total gross carrying amount (B)	727	244	308	1,671	79	3,028
Expected credit loss (AxB)

Note:

1. The high balance in Past due 61-90 days is primarily due to the outstanding reimbursement from the Australian Government for the Reception of Australian Citizens and Approved Foreign Nationals Evacuated from Overseas (\$1.665 million). This item was paid to the Department on 14 July 2022.

c) Liquidity risk

Liquidity risk is the risk that the Department will not be able to meet its financial obligations as they fall due. The Department's approach to managing liquidity is to ensure that it will always have sufficient liquidity to meet its liabilities when they fall due. The Department does not have any significant exposure to liquidity risk.

Financial Instrument	Accounting and strategic policies (including recognition criteria and measurement basis)	Nature of underlying instrument (including significant terms and conditions affecting the amount, timing and certainty of cash flows)
Financial liabilities		
Payables	Payables, including goods received and services incurred but not yet invoiced, are recognised at amortised cost, which due to the short settlement period, equates to face value, when the Department becomes obliged to make future payments as a result of a purchase of assets or services.	Settlement is usually made within 14 days.

Maturity analysis for financial liabilities

The following tables detail the undiscounted cash flows payable by the Department by remaining contractual maturity for its financial liabilities. It should be noted that as these are undiscounted, totals may not reconcile to the carrying amounts presented in the Statement of Financial Position:

2023	1 year \$'000	2 years \$'000	3 years \$'000	4 years \$'000	5 years \$'000	5+ years \$'000	Undis- counted Total \$'000	Carrying Amount \$'000
Financial liabilities								
Payables	3,174	3,174	3,174
Total	3,174	3,174	3,174

2022	1 year \$'000	2 years \$'000	3 years \$'000	4 years \$'000	5 years \$'000	5+ years \$'000	Undis- counted Total \$'000	Carrying Amount \$'000
Financial liabilities								
Payables	2,155	2,155	2,155
Total	2,155	2,155	2,155

d) Market risk

Market risk is the risk that the fair value of future cash flows of a financial instrument will fluctuate because of changes in market prices. The primary market risk that the Department is exposed to is interest rate risk.

The Department does not have any exposure to interest rate risk as at 30 June 2023.

14.2 Categories of financial assets and liabilities

AASB 9 Carrying amount	2023 \$'000	2022 \$'000
Financial assets		
Amortised cost	14,703	5,468
Total	14,703	5,468
Financial liabilities		
Financial liabilities measured at amortised cost	3,174	2,155
Total	3,174	2,155

14.3 Comparison between carrying amount and net fair value of financial assets and liabilities

	Carrying Amount 2023 \$'000	Net Fair Value 2023 \$'000	Carrying Amount 2022 \$'000	Net Fair Value 2022 \$'000
Financial assets				
Petty cash	70	70	70	70
Cash in Specific Purpose Accounts	4,419	4,419	16,657	16,657
Receivables	13,811	13,811	5,468	5,468
Total financial assets	18,300	18,300	22,195	22,195
Financial liabilities (recognised)				
Payables	3,174	3,174	2,155	2,155
Total financial liabilities (recognised)	3,174	3,174	2,155	2,155

14.4 Net fair values of financial assets and liabilities

2023	Net Fair Value Level 1 \$'000	Net Fair Value Level 2 \$'000	Net Fair Value Level 3 \$'000	Net Fair Value Total \$'000
Financial assets				
Petty cash	70	70
Cash in Specific Purpose Accounts	4,419	4,419
Receivables	13,811	13,881
Total financial assets	18,300	18,300
Financial liabilities				
Payables	3,174	3,174
Total financial liabilities (recognised)	3,174	3,174

2022	Net Fair Value Level 1 \$'000	Net Fair Value Level 2 \$'000	Net Fair Value Level 3 \$'000	Net Fair Value Total \$'000
Financial assets				
Petty cash	70	70
Cash in Special Deposits and Trust Fund	16,657	16,657
Receivables	5,468	5,468
Total financial assets	22,195	22,195
Financial liabilities				
Payables	2,155	2,155
Total financial liabilities (recognised)	2,155	2,155

The recognised fair values of financial assets and financial liabilities are classified according to the fair value hierarchy that reflects the significance of the inputs used in making these measurements. The Department uses various methods in estimating the fair value of a financial instrument. The methods comprise:

- Level 1 the fair value is calculated using quoted prices in active markets.
- Level 2 the fair value is estimated using inputs other than quoted prices include in Level 1 that are observable for the asset or liability, either directly (as prices) or indirectly (derived from prices).
- Level 3 the fair value is estimated using inputs for the asset or liability that are not based on observable market data.

NOTE 15 Notes to Administered Statements

For significant Accounting policies in relation to material variances please refer to Note 4.

Budget information refers to original estimates as disclosed in the 2022–23 Budget Papers and is not subject to audit.

Variances are considered material where the variance exceeds the greater of 10 per cent of Budget estimate and \$500,000

15.1 Explanations of Material Variances between Budget and Actual outcomes – Schedule of Administered Income and Expenses

	Notes	Budget \$'000	Actual \$'000	Variance \$'000	Variance %
Appropriation revenue – operating	a)	7,953	7,953	100
Grants and subsidies	b)	7,953	7,953	100

Notes to Statement of Comprehensive Income variances

Variations are primarily due to:

- The variance in Appropriation revenue – operating represents the transfer of responsibility for the *Tasmanian Community Fund Act 2005* to the Department following the administrative restructure during 2022–23.
- The variance in Grants and subsidies represents the transfer of responsibility for the *Tasmanian Community Fund Act 2005* to the Department following the administrative restructure during 2022–23.

15.2 Administered Revenue From Government

For significant Accounting Policies relating to Administered Revenue from Government please refer to note 6.1.

	2023 Budget \$'000	2023 Actual \$'000	2022 Actual \$'000
Continuing operations			
Appropriation revenue - operating			
Items Reserved by Law – <i>Tasmanian Community Fund Act 2005</i>	7,953
	7,953
Total revenue from Government from continuing operations	7,953
Total revenue from Government	7,953

15.3 Administered Grants and Subsidies

For significant Accounting Policies relating to Grants and subsidies please refer to note 8.4.

	2023 \$'000	2022 \$'000
Grant to Tasmanian Community Fund	7,953
Total	7,953

The Department pays an annual grant to the Tasmanian Community Fund as required by section 5 of the *Tasmanian Community Fund Act 2005*.

NOTE 16 Transactions and Balances Relating to a Trustee or Agency Arrangement

Transactions relating to activities undertaken by the Department in a trust or fiduciary (agency) capacity do not form part of the Department's activities. Trustee and agency arrangements, and transactions/balances relating to those activities, are neither controlled nor administered.

Fees, commissions earned and expenses incurred in the course of rendering services as a trustee or through an agency arrangement are recognised as controlled transactions.

	Opening Balance \$'000	Net Transactions during 2022-23 \$'000	Closing Balance \$'000
T423 Tasmanian Community Fund	...	17,242	17,242
S523 Brand Tasmania	221	597	818

NOTE 17 Events Occurring After Balance Date

There have been no events subsequent to balance date which would have a material effect on the Department's Financial Statements as at 30 June 2023.

NOTE 18 Other Significant Accounting Policies and Judgements

18.1 Objectives and funding

The Department of Premier and Cabinet is a central agency of the Tasmanian Government. The Department provides a broad range of services to Cabinet, other Members of Parliament, Government agencies and the community. The Department works closely with the State Sector, the community, local government, the Australian Government and other state and territory governments. The Department also provides administrative support to the Office of the Governor. In addition, it provides a legislative drafting service to Government through the Office of Parliamentary Counsel.

The Department has an important role in the development of whole of government policy and co ordination of issues management.

It supports the administration of the *State Service Act 2000*, and the Head of the State Service to undertake the functions and powers of the Employer. In addition, it assists Government by providing impartial and high quality advice on matters of State and national significance and collaborates with all agencies across Government and Local Government to provide considered, balanced and timely strategic advice on areas such as economic, social and strategic policy and intergovernmental relations.

Under the *Emergency Management Act 2006*, the Department is the responsible agency for recovery in relation to an emergency and is responsible for policy advice, public information and communication, management of interoperability and critical infrastructure requirements, such as information technology services and call centres.

Through the Community Partnerships and Priorities division, the Department partners with communities to strengthen cultural, economic, and social outcomes for the whole Tasmanian community. This division provides high quality policy advice to the Tasmanian Government in relation to the Ministerial portfolios of Aboriginal Affairs, Community services and development, disability services, women, the prevention of family and sexual violence, child and youth wellbeing, and veterans and general community participation for diverse communities such as older Tasmanians, multicultural Tasmanians, volunteers, and LGBTIQ+ Tasmanians. Deliver a wide range of grants and funding to services that provide help, essential support, and opportunities for Tasmanians, and represent community interests to Government.

The Department delivers the Government's planning reform agenda through the State Planning Office, which develops planning regulations and policies, and provides advice to the Tasmanian Government and Councils.

Through Service Tasmania the Department provides a central point of contact for government services and transactions to the Tasmanian people working closely with State Government agencies as well as forming partnerships with Australian Government and Local Government organisations to deliver their services throughout Tasmania. In addition, the Department provides fit for purpose digital policy and technology solutions to the Tasmanian Government and its agencies to achieve priority objectives and core business outcomes.

The Department is a Tasmanian Government not-for-profit entity that is predominantly funded through Parliamentary appropriations. It provides the following services on a fee for service basis:

- Training;
- Telecommunications and provision of digital services; and
- Transactional processing through Service Tasmania shops.

The Financial Statements encompass all funds through which the Department controls resources to carry out its functions.

18.2 Basis of accounting

The Financial Statements are a general purpose financial report and have been prepared in accordance with:

- Australian Accounting Standards and interpretations issued by the Australian Accounting Standards Board; and
- The Treasurer's Instructions issued under the provisions of the *Financial Management Act 2016*.

The Financial Statements were signed by the Secretary on 29 September 2023.

Compliance with the Australian Accounting Standards (AAS) may not result in compliance with International Financial Reporting Standards (IFRS), as the AAS includes requirements and options available to not-for-profit organisations that are inconsistent with IFRS. The Department is considered to be not-for-profit and has adopted some accounting policies under AAS that do not comply with IFRS.

The Financial Statements have been prepared on an accrual basis and, except where stated, are in accordance with the historical cost convention. The accounting policies are generally consistent with the previous year except for those changes outlined in note 18.5

The Financial Statements have been prepared on the basis that the Department is a going concern. The continued existence of the Department in its present form, undertaking its current activities, is dependent on Government policy and on continuing appropriations by Parliament for the Department's administration and activities.

The Department has made no assumptions concerning the future that may cause a material adjustment to the carrying amounts of assets and liabilities within the next reporting period.

18.3 Reporting entity

The Financial Statements include all the controlled activities of the Department. The Financial Statements consolidate material transactions and balances of the Department and entities included in its output groups. Material transactions and balances between the Department and such entities have been eliminated.

18.4 Functional and presentation currency

These Financial Statements are presented in Australian dollars, which is the Department's functional currency.

18.5 Changes in accounting policies

a) Impact of COVID-19 on Financial Reporting for 2022–23

The Department's Financial Statements have been materially impacted by the Tasmanian Government's response to the COVID-19 pandemic. These impacts include:

- COVID-19 Public Health Hotline; and
- Pandemic Leave Disaster Payments to the Australian Government.

The Department has voluntarily chosen to show Other revenue received for these impacts separately in the Financial Statements as COVID-19 recoveries due to the material impact.

Comparative figures have been adjusted to reflect this voluntary change as a result of the COVID-19 pandemic.

b) Impact of new and revised Accounting Standards yet to be applied

The following applicable Standards have been issued by the AASB and are yet to be applied:

- AASB 2022-10 Amendments to Australian Accounting Standards – Fair Value Measurement for Not-for-Profit Public Sector Entities – This Standard amends AASB 13 Fair Value Measurement to:
 - specify that the entity is required to consider whether the asset's highest and best use differs from its current use only when, at the measurement date, it is:
 - classified as held for sale or held for distribution to owners in accordance with AASB 5 Noncurrent Assets Held for Sale and Discontinued Operations; or
 - highly probable that the asset will be used for an alternative purpose to its current use;
 - clarify that the asset's use is 'financially feasible' if market participants would be willing to invest in the asset's service capacity, considering both the capability of the asset to be used to provide needed goods or services to beneficiaries and the resulting cost of those goods or services;
 - specify that, if both the market selling price of a comparable asset and some market participant data required to measure the fair value of the asset are not observable, an entity uses its own assumptions as a starting point in developing unobservable inputs and adjusts those assumptions to the extent that reasonably available information indicates that other market participants (including, but not limited to, other not-for-profit public sector entities) would use different data; and
 - provide guidance on how the cost approach is to be applied to measure the asset's fair value, including guidance on the nature of costs to include in the replacement cost of a reference asset and on the identification of economic obsolescence.

The impact of AASB 2022–10 has not yet been assessed by the Department but is expected to be minimal. This Standard will impact the Department's 2024–25 financial statements.

- AASB 17 Insurance Contracts – This standard establishes principles for the recognition, measurement, presentation and disclosure of insurance contracts issued. It also requires similar principles to be applied to reinsurance contracts held and investment contracts with discretionary participation features issued. The objective is to ensure that entities provide relevant information in a way that faithfully represents those contracts. This information gives a basis for users of financial statements to assess the effect that contracts within the scope of AASB 17 have on the financial position, financial performance and cash flows of the entity. The implementation of AASB 17 is not expected to have a material impact on the statements of the Department. AASB 2022-9 sets the application date as 1 July 2026 with any impact to be observed in the Department's 2026–27 financial statements.

18.6 Foreign currency

Transactions denominated in a foreign currency are converted at the exchange rate at the date of the transaction. Foreign currency receivables and payables are translated at the exchange rates current as at balance date.

18.7 Comparative figures

Comparative figures have been adjusted to reflect any changes in accounting policy or the adoption of new standards. Details of the impact of changes in accounting policy on comparative figures are at Note 16.5.

18.8 Rounding

All amounts in the Financial Statements have been rounded to the nearest thousand dollars unless otherwise stated. As a consequence, rounded figures may not add to totals. Amounts less than \$500 are rounded to zero and are indicated by the symbol "...".

18.9 Departmental taxation

The Department is exempt from all forms of taxation except Fringe Benefits Tax and the Goods and Services Tax.

18.10 Goods and services tax

Revenue, expenses and assets are recognised net of the amount of Goods and Services Tax, except where the GST incurred is not recoverable from the Australian Taxation Office (ATO). Receivables and payables are stated inclusive of GST. The net amount recoverable or payable to the ATO is recognised as an asset or liability within the Statement of Financial Position.

In the Statement of Cash Flows, the GST component of cash flows arising from operating, investing or financing activities which is recoverable from, or payable to, the Australian Tax Office is, in accordance with the Australian Accounting Standards, classified as operating cash flows.

Appendix B: Legislation administered

Legislation administered by DPAC in 2022–23, as at 30 June 2023, is listed below. All legislation, including any amending Acts, is available at the Tasmanian Legislation website www.legislation.tas.gov.au.

Premier
<i>Administrative Arrangements Act 1990</i>
<i>Administrative Arrangements (Miscellaneous Amendments) Act 1990</i>
<i>Anglican Church of Australia (All Saints Church) Act 1989</i>
<i>Anglican Church of Australia Constitution Act 1973</i>
<i>Anglican Church of Australia (Stanley Parsonage) Act 1984</i>
<i>Australia Acts (Request) Act 1985</i>
<i>Australia Acts (Request) Act 1999</i>
<i>Baptist Union Incorporation Act 1902</i>
<i>Churches of Christ, Scientist, Incorporation Act 1980</i>
<i>Churches of Christ Tasmania Act 1978</i>
<i>Church of England (Rectory of St. James the Apostle) Act 1980</i>
<i>Coastal and Other Waters (Application of State Laws) Act 1982</i>
<i>Constitution Act 1934</i>
<i>Constitutional Powers (Coastal Waters) Act 1979</i>
<i>Constitution (Doubts Removal) Act 2009</i>
<i>Constitution (State Employees) Act 1944</i>
<i>Constitution (Validation of Taxing Acts) Act 1991</i>
<i>COVID-19 Disease Emergency (Miscellaneous Provisions) Act 2020</i>
<i>COVID-19 Disease Emergency (Miscellaneous Provisions) Act (No. 2) 2020</i>
<i>Crown Servants' Reinstatement Act 1970</i>
<i>Daylight Saving Act 2007</i>
<i>Glebe Lands Act 1865</i>
<i>Governor of Tasmania Act 1982</i>
except in so far as it relates to the superannuation entitlements of the Governor (see Department of Treasury and Finance under the Treasurer)
<i>Hobart Hebrew Congregation Act 1958</i>
<i>Jim Bacon Foundation (Winding-up) Act 2013</i>
<i>Legislation Publication Act 1996</i>
<i>National Broadband Network (Tasmania) Act 2010</i>
<i>Parliamentary (Disclosure of Interests) Act 1996</i>
<i>Parliamentary Privilege Acts 1858, 1885, 1898 and 1957</i>
<i>Parliamentary Salaries, Superannuation and Allowances Act 2012</i>
except in so far as it relates to the superannuation entitlements of members of Parliament (see Department of Treasury and Finance under the Treasurer)

Parliament House Act 1962

Police Service Act 2003

in so far as it relates to matters relating to the appointment to, and employment in, the office of Commissioner of Police (otherwise see Department of Police, Fire and Emergency Management under the Minister for Police, Fire and Emergency Management)

Presbyterian Church Acts 1896 and 1908

Presbyterian Church of Australia Acts 1901 and 1971

Public Accounts Committee Act 1970

Public Works Committee Act 1914

except in so far as it relates to the conditions precedent to commencing public works (see Department of Treasury and Finance under the Treasurer)

Roman Catholic Church Property Act 1932

Standard Time Act 1895

State Coastal Policy Validation Act 2003

State Policies and Projects Act 1993

except Part 4 and the making of regulations under section 46, in so far as those regulations relate to Part 4 (see Department of Premier and Cabinet under the Minister for Planning)

State Policies and Projects (Validation of Actions) Act 2001

State Service Act 2000

State Service (Savings and Transitional Provisions) Act 2000

Statutory Authorities Act 1962

Subordinate Legislation Committee Act 1969

Succession to the Crown (Request) Act 2013

Tasmanian Early Years Foundation (Winding-up) Act 2016

Tsuneichi Fujii Fellowship Trust (Winding-up) Act 2008

Uniting Church in Australia Act 1977

BRAND TASMANIA

Brand Tasmania Act 2018

Minister for Aboriginal Affairs

Aboriginal Heritage Act 1975

Aboriginal Land Council Elections Act 2004

Aboriginal Lands Act 1995

Native Title (Tasmania) Act 1994

Stolen Generations of Aboriginal Children Act 2006

Minister for Community Services and Development

Carer Recognition Act 2023

Pensioners (Heating Allowances) Act 1971

Tasmanian Community Fund Act 2005

Minister for Disability Services

Disability Services Act 2011

Guide Dogs and Hearing Dogs Act 1967

Minister for Local Government

Burial and Cremation Act 2019

Dog Control Act 2000

Local Government Act 1993

Local Government (Savings and Transitional) Act 1993

Ockerby Gardens Helipad Act 1999

Minister for Parks

Brickmakers Point Landslip Act 2021

Minister for Planning

Approvals (Deadlines) Act 1993

Housing Land Supply Act 2018

Land Use Planning and Approvals Act 1993

Local Government (Building and Miscellaneous Provisions) Act 1993

except Part 7 (see Department of Justice under the Minister for Workplace Safety and Consumer Affairs)

Local Government (Subdivision Approval Validation) Act 1995

Major Infrastructure Development Approvals Act 1999

Public Land (Administration and Forests) Act 1991

Part 2 (otherwise see Department of Natural Resources and Environment Tasmania under the Minister for Resources)

State Policies and Projects Act 1993

Part 4 and the making of regulations under section 46, in so far as those regulations relate to Part 4 (otherwise see Department of Premier and Cabinet under the Premier)

Sullivans Cove Waterfront Authority (Repeal) Act 2011

Minister for State Development, Construction and Housing

Community Housing Providers National Law (Tasmania) Act 2013

Fire Damage Relief Act 1967

in so far as it relates to the erection of residential premises for renting to eligible persons under the Homes Tasmania Act 2022 (otherwise see Department of State Growth under the Minister for State Development, Construction and Housing)

Homes Tasmania Act 2022

except in so far as it relates to the lending of funds for home ownership (see Department of Treasury and Finance under the Treasurer)

Minister for Veterans' Affairs

Anzac Day Observance Act 1929

Anzac Day Trust Winding-up Act 2020

Ex-Servicemen's Badges Act 1967

Appendix C: Publications and websites

Departmental Publications

The following publications were produced by the various operating units of the Department of Premier and Cabinet during 2022–23 and are available from the DPAC website: www.dpac.tas.gov.au.

Or by contacting:

Communications Unit Level 6, 15 Murray Street
Hobart Tasmania 7000

Telephone: (03) 6270 5667

Email: communications@dpac.tas.gov.au

Title	Business Unit	Date
Future of Local Government Review Newsletter 3	Office of Local Government	July 2022
Future of Local Government Review Newsletter 4	Office of Local Government	July 2022
Future of Local Government Review Stage 1 Interim Report	Office of Local Government	July 2022
Dispute resolution policy – draft prescribed information	Office of Local Government	August 2022
Draft Local Government Amendment (Code of Conduct) Bill 2022	Office of Local Government	August 2022
Draft Local Government Amendment (Code of Conduct) Bill 2022 and related matters - Information Sheet	Office of Local Government	August 2022
Plain English outline of proposed changes - Local Government Amendment (Code of Conduct) Bill 2022	Office of Local Government	August 2022
Future of Local Government Review Newsletter 5	Office of Local Government	September 2022
Councillor allowances information sheet – 2022	Office of Local Government	October 2022
Department of Premier and Cabinet Annual Report 2021–22	People, Performance and Governance Division	October 2022
Department of Premier and Cabinet - Routine Disclosures	Ministerial and Executive Services	October 2022
Future of Local Government Review Newsletter 6	Office of Local Government	October 2022
Future of Local Government Review Stage 1 Interim Report Engagement Overview	Office of Local Government	October 2022
Future of Local Government Review Stage 1 Interim Report Public Submissions Analysis	Office of Local Government	October 2022
Future of Local Government Review Stage 1 Interim Report Council and Peak Organisation Submissions Analysis	Office of Local Government	October 2022
Ministerial and Parliamentary Support – Routine Disclosure	Ministerial and Executive Services	October 2022
Regional Planning Framework - Discussion Paper	State Planning Office	November 2022
Tasmanian State Service Annual Report 2021–22	State Service Management Office	October 2022
Tasmania's Protective Security Policy Framework	Resilience and Recovery Tasmania	November 2022
Equal means Equal: Tasmanian Women's Strategy 2022–2027	Community Partnerships and Priorities	December 2022

Title	Business Unit	Date
Future of Local Government Review Newsletter 7	Office of Local Government	December 2022
Future of Local Government Review Stage 2 Options Paper	Office of Local Government	December 2022
Future of Local Government Review Stage 2 Options Paper Appendix – Reform Options	Office of Local Government	December 2022
Future of Local Government Review Stage 2 Options Paper Community Update	Office of Local Government	December 2022
Future of Local Government Review Newsletter 8	Office of Local Government	January 2023
2023-2024 Seniors Card Directory	Community Partnerships and Priorities	January 2023
Department of Premier and Cabinet Strategic Plan 2023–2026	People, Performance and Governance Division	February 2023
Draft Tasmanian Planning Policies - Report on Consultation	State Planning Office	February 2023
Final Consultation Report for the Development of Tasmania's Community-wide Framework	Literacy Advisory Panel	February 2023
Functional and Capability Analysis of Tasmanian Local Councils	Office of Local Government	February 2023
Future of Local Government Review Survey of Tasmanian's Aged 16 – 44 Report	Office of Local Government	February 2023
Board Reflections – Engagement with Aboriginal Communities and Younger Tasmanians	Office of Local Government	March 2023
Future of Local Government Review Newsletter 9	Office of Local Government	March 2023
Future of Local Government Review Stage 2 Interim Report	Office of Local Government	March 2023
Future of Local Government Review Stage 2 Summary Report	Office of Local Government	March 2023
Future of Local Government Review Targeted Aboriginal Communities Engagement Report	Office of Local Government	March 2023
Local Government Elections – 2022 Consultation Report	Office of Local Government	March 2023
Review of Council Strategic Asset Management Plans and Practices	Office of Local Government	March 2023
Tasmanian Honour Roll of Women 2023	Community Partnerships and Priorities	March 2023
Child and Youth Wellbeing Strategy – “It takes a Tasmanian Village” Meta data and methods of the First 1,000 days data snapshot	Community Partnerships and Priorities	April 2023
Department of Premier and Cabinet - Routine Disclosures	Ministerial and Executive Services	April 2023
Findings Snapshot – The Future of Local Government Review Tasmanian Residents State-wide Phone Survey	Office of Local Government	April 2023
Ministerial and Parliamentary Support – Routine Disclosure	Ministerial and Executive Services	April 2023
The Future of Local Government Review Tasmanian Residents State-wide Phone Survey	Office of Local Government	April 2023
Aboriginal Cultural Leave and Aboriginal Family Relationships – What you need to know – Fact Sheet	State Service Management Office	May 2023
Closing the Gap Annual Report 2021–2022	Community Partnerships and Priorities	May 2023
Disability Leave – What you need to know – Fact Sheet	State Service Management Office	May 2023
Family and Flexible Leave – What you need to know – Fact Sheet	State Service Management Office	May 2023
Final Report to Government: Lifting Literacy	Literacy Advisory Panel	May 2023
Future of Local Government Review – Central and Midlands Community Catchment Information Pack	Office of Local Government	May 2023
Future of Local Government Review – Cradle Coast Community Catchment Information Pack	Office of Local Government	May 2023
Future of Local Government Review – Eastern Shore Community Catchment Information Pack	Office of Local Government	May 2023
Future of Local Government Review Newsletter 10	Office of Local Government	May 2023
Future of Local Government Review – North-East Community Catchment Information Pack	Office of Local Government	May 2023

Title	Business Unit	Date
Future of Local Government Review – South-East Community Catchment Information Pack	Office of Local Government	May 2023
Future of Local Government Review – Southern Shore Community Catchment Information Pack	Office of Local Government	May 2023
Future of Local Government Review – Tamar Valley Community Catchment Information Pack	Office of Local Government	May 2023
Future of Local Government Review – Western Community Catchment Information Pack	Office of Local Government	May 2023
Future of Local Government Review – Western Shore Community Catchment Information Pack	Office of Local Government	May 2023
Gender Affirmation Leave – What you need to know – Fact Sheet	State Service Management Office	May 2023
Tasmanian Gender Budget Snapshot 2023–2024	Community Partnerships and Priorities	May 2023
The Tasmanian State Service Aboriginal Cultural Leave Guide – For Agency managers and Aboriginal employees	State Service Management Office	May 2023
Tasmanian State Service Disability Leave Guide	State Service Management Office	May 2023
Tasmanian State Service Gender Affirmation Guide (including Gender Affirmation Leave)	State Service Management Office	May 2023
Information Pack existing council data definitions	Office of Local Government	May 2023
Information Pack methods and technical background	Office of Local Government	May 2023
Information Pack Supporting Discussion – Shared Service Models	Office of Local Government	May 2023
Information Pack Supporting Discussion – State and Local Government Partnership Opportunities	Office of Local Government	May 2023
Information Pack Supporting Discussion – Supporting strong and empowered local communities	Office of Local Government	May 2023
Future of Local Government Review Newsletter 11	Office of Local Government	June 2023
Local Government Elections 2022 – Consultation Report	Local Government	June 2023
Restrictive Practices Authorisation Pathway: What We Heard Closure Report	Community Partnerships and Priorities	June 2023
Restrictive Practices Authorisation Pathway: What We Heard Closure Report	Community Partnerships and Priorities	June 2023
Tasmanian Carer Action Plan Progress Report 1 – January to December 2022	Community Partnerships and Priorities	June 2023
Tasmanian Veterans' Employment Strategy 2023–2027	Community Partnerships and Priorities	June 2023

Website

The following websites, including two intranet sites, were hosted or maintained by DPAC during 2022–23:

Website name	URL	As of 30 June 2023
Aboriginal Heritage Tasmania	www.aboriginalheritage.tas.gov.au	
Centenary of ANZAC	www.centenaryofanzac.tas.gov.au	
Child and Youth Wellbeing Strategy	www.wellbeing.tas.gov.au	
Coronavirus information	www.coronavirus.tas.gov.au	Transferred to Department of Police Fire and Emergency Management and subsequently Department of Health
DPAC intranet (ipac)		
DPAC public site	www.dpac.tas.gov.au	
Elder Abuse	www.elderabuse.tas.gov.au	
Emerging Community Leaders	www.emergingcommunityleaders.org	
Future of Local Government	www.futurelocal.tas.gov.au	
Jobs: Careers with the Tasmanian Government	www.jobs.tas.gov.au	
Know Your Odds	www.knowyourodds.net.au	
Ministerial Intranet (imin)		
Multicultural Access Point	www.multicultural.tas.gov.au	
Our Digital Future	www.digital.tas.gov.au	
Planning in Tasmania	www.planningreform.tas.gov.au	
Premier's website	www.premier.tas.gov.au	
Register of Lobbyists	www.lobbyists.dpac.tas.gov.au	Transferred to the Integrity Commission
Safe From Violence	www.safefromviolence.tas.gov.au	
Seniors Card Program	www.seniors.tas.gov.au	
Service Tasmania	www.service.tas.gov.au	
Tas.gov.au	www.tas.gov.au	
TasALERT	www.alert.tas.gov.au	
Tasmanian Climate Change Office	www.climatechange.tas.gov.au	
Tasmanian Community Fund	www.tascomfund.org	
Tasmanian Government Communications	www.communications.tas.gov.au	
Tasmanian Government Concessions	www.concessions.tas.gov.au	
Tasmanian Government Gazette	www.gazette.tas.gov.au	
Tasmanian Government Legislation	www.thelaw.tas.gov.au	
Tasmanian Government Radio Network	www.tasgrn.tas.gov.au	Transferred to Department of Police Fire and Emergency Management
Tasmanian Training Consortium	www.ttc.tas.gov.au	
The Tasmanian Companion Card	www.companioncard.tas.gov.au	
Travel Vouchers Tasmania	www.travelvoucherstasmania.tas.gov.au	Transferred to Department of State Growth (decommissioned)
Veteran Wellbeing Voucher Program	www.veterans.tas.gov.au	
Women in Tasmania	www.women.tas.gov.au	



Appendix D: Procurement Statistics

DPAC ensures that its procurement activities are undertaken in accordance with the mandatory requirements of the Treasurer's Instructions relating to procurement including providing Tasmanian businesses with opportunities to compete for agency business. DPAC adheres to the Government's Buy Local Policy through supporting Tasmanian businesses whenever they offer best value for money for the Government. Details of procurement activities undertaken by DPAC in 2022–23 and awarded contracts with a value of \$50,000 or over (excluding GST) are contained in the following tables:

- Table 1 provides a summary of all contracts and procurement processes with a value of \$50,000 or over (excluding GST)
- Table 2 provides information on all contracts (excluding consultancy contracts) with a value of \$50,000 or over (excluding GST)
- Table 3 provides information on consultancy contracts with a value of \$50,000 or over (excluding GST)
- Table 4 provides a summary of exemptions to disaggregate approved by the Accountable Authority in accordance with Treasurer's Instruction PF-2
- Table 5 provides a summary of direct / limited engagements approved by the Accountable Authority

Approved exemption to disaggregate

Treasurer's Instruction PF-2 provides that the Accountable Authority may approve an exemption from the requirement to disaggregate 'substantial procurement opportunities' (a procurement process with an estimated combined contract value of \$250,000 or more) where the benefits of aggregation clearly outweigh any potential negative impact on local suppliers or the local economy. Contracts awarded in accordance with this provision in 2022–23 are shown in Table 4.

Approved direct / limited sourcing

Treasurer's Instruction PP-2 provides that the Accountable Authority may approve direct / limited sourcing from contractors in certain circumstances. Contracts awarded in accordance with these provisions in 2022–23 are shown in Table 5.

Approved contract extensions

Treasurer’s Instruction PP-6 provides that a Head of Agency may approve the extension of a contract for a period of no longer than one year in exceptional circumstances and despite there being no specific provision within the contract providing for such an extension.

During 2022–23, one approval was granted in accordance with Treasurer’s Instructions PP-6.

Name of Supplier	Date of approval by Accountable Authority
Gerathy & Madison Strategic Communication	3 April 2023

Procurement from businesses that provide employment to persons with disabilities

Treasurer’s Instruction PP-2 provides that agencies may directly procure from a business that “predominately exists to provide the services of persons with a disability” without the need to conduct a full quotation or tender process. No contracts were awarded in accordance with these provisions in 2022–23.

Confidentiality in Government Contracts

Treasurer’s Instruction C-1 Disclosure and Confidentiality in Government Contracting requires that the Accountable Authority approve any confidentiality provisions to be included in contracts prior to them being executed.

During 2022–23, the Accountable Authority approved two exemptions from the requirements of TI C-1:

Name of Supplier	Date of approval by Accountable Authority
Mandiant Inc	26 June 2023
Tenable Network Security	8 May 2023

Table 1: Summary of procurement activity (including consultancies) in 2022–23

Contracts, tenders and / or quotation processes of \$50,000 or over (GST exclusive)	2022–23
Total number of contracts awarded	68
Total number of contracts awarded to Tasmanian businesses	44
Total value of contracts awarded (including options to extend)	\$13,771,485
Total value of contracts awarded to Tasmanian businesses (including options to extend)	\$10,657,869
Total number of tenders called and written quotation processes undertaken	14
Total number of bids and/or written quotations received	103
Total number of bids and/or written quotations received from Tasmanian businesses	70

Table 2: Contracts awarded in 2022–23 with a value of \$50,000 or over (GST exclusive)
(Excluding consultancy contracts)

Contractor	Location	Description	Period (incl. options to extend)	Total Value (\$) (inc. options)
Watermark Search International	Melbourne, VIC	Executive Search Department of Natural Resources and Environment Tasmania	10/02/2023 one-off purchase	\$55,000
BizData Pty Ltd	Melbourne, VIC	BizData - Looome Standard Software	01/09/2022 to 31/08/2025	\$60,000
GMC Enterprises Pty Ltd	Hobart, TAS	Web Project Manager	14/04/2023 to 30/06/2023	\$66,825
MPH Builders Pty Ltd	Prospect, TAS	Minor office fit out works for office in Invermay	23/02/2023 to 7/04/2023	\$69,680
Learn Studios Pty Ltd	Brighton, VIC	Development of eLearning Modules for Learning Management Systems	24/01/2023 to 31/12/2023	\$70,000
APNIC Pty Ltd	South Brisbane, QLD	Asia Pacific Network Information Centre Membership Annual Renewal	1/03/2023 to 29/02/2028	\$73,051
Jacobs Group (Australia) Pty. Ltd.	Hobart, TAS	Digital Recording of Aboriginal Heritage in the Western Tasmania Aboriginal Cultural Landscape (WTACL)	20/12/2022 to 20/12/2023	\$74,935
Data#3 Ltd	Hobart, TAS	Configuration Services for Microsoft Sentinel	26/09/2022 to 27/03/2023	\$76,383
Intuit Technologies Pty Ltd	Hobart, TAS	Microsoft Defender Configuration	22/03/2023 to 30/06/2023	\$78,800
CBIT Digital Forensics Services	Fyshwick, ACT	Magnet Axiom Cyber Software	30/08/2022 to 29/08/2024	\$78,917
Our Community Pty Ltd	West Melbourne, VIC	Grants Management System	15/09/2022 to 14/09/2024	\$79,400
Bentley Workspace Pty Ltd	Hobart, TAS	Minor works - Sorell Electorate Office	13/10-2022 to 25/11/2022	\$84,200
Kwela Solutions Pty Ltd	Surry Hills, NSW	Risk and Safety System (Folio)	5/12/2022 to 4/12/2024	\$90,000
LA Manaena & N.M Stafford trading as Leader Lab Global	Dee Why, NSW	Leadership Training and Facilitation	15/06/2023 to 30/05/2024	\$90,000
Nimbus Cloud Trading Co Pty Ltd	Melbourne, VIC	Service Tasmania – Workforce Management Platform	1/12/2022 to 31/05/2025	\$98,600
Logicalis Australia Pty Ltd	Richmond, VIC	Citrix LTSR Implementation on Azure	11/05/2023 to 07/01/2024	\$99,000
Intuit Technologies Pty Ltd	Battery Point, TAS	Microsoft Cloud Support	17/08/2022 to 17/08/2023	\$99,000
Ignite Project Services	Lindisfarne, TAS	ICT Enterprise Architectural Services	3/10/2022 to 14/07/2023	\$99,600
Relocateit Pty Ltd trading as 2PM Services	Hobart, TAS	Learning and Development Services - Cyber Security Awareness	31/10/2022 to 28/02/2023	\$99,600
Projex Furniture	Derwent Park, TAS	Supply of Ergonomic Chairs	05/04/2023 to 30/06/2023	\$99,790
Service Quality Pty Ltd	Sydney, NSW	LANDesk Virtual Administration	7/11/2022 to 6/11/2023	\$99,990
Telstra Corporation Ltd	Melbourne, VIC	Forefront Identity Manager (FIM) to Microsoft Identity Manager (MIM) Migration Services	17/03/2023 to 16/07/2023	\$99,999

Contractor	Location	Description	Period (incl. options to extend)	Total Value (\$) (inc. options)
CyberCX Pty Ltd	Melbourne, VIC	Cyber Security Incident Response – Exercise	23/06/2023 to 30/06/2024	\$99,999
CyberCX Pty Ltd	Melbourne, VIC	Cyber Security Incident Response – First Responders Operating Manual	3/03/2023 to 30/06/2024	\$99,999
CyberCX Pty Ltd	Melbourne, VIC	Whole-of-government Services - Threat and Risk Assessments	01/12/2022 to 01/06/2024	\$99,999
CyberCX Pty Ltd	Melbourne, VIC	Cyber Incident Response Services	08/04/2023 to 21/07/2023	\$100,000
Seer Data and Analytics Pty Ltd	Sydney, NSW	Community Partnerships and Priorities - Data sharing	01/09/2022 to 01/09/2024	\$132,000
Tascon Constructions Pty Ltd	Moonah, TAS	Brand Tasmania - Minor Office Fit-out Works	19/07/2022 to 23/08/2022	\$148,200
Sprout Labs Pty Ltd	Hobart, TAS	iLearn - Learning Management	01/07/2022-30/06/2027	\$170,000
Hansen Yuncken Pty Ltd	Hobart, TAS	Minor Office Works - Level 4, Executive Building	28/04/2023 to 30/06/2023	\$224,420
Data#3 Limited	Toowong, QLD	Technology Support Services for Corporate Applications	13/06/2023 to 12/12/2024	\$249,872
Oakham, Nicholas James	Broadmarsh, TAS	Project Management Services to support Department of Health - Digital Health Transformation	8/08/2022 to 4/08/2023	\$249,999
FortyTwo24 Pty Ltd	Moonah, Tas	Vulnerability Management Service	22/05/2023 to 21/05/2026	\$350,000
iiNet Limited	Macquarie Park, NSW	Networking Tasmania (NT) III - Corporate Internet Services - iiNet Limited	1/10/2022 to 30/12/2023	\$491,194
Ionata Digital Pty Ltd	Hobart, TAS	TasALERT Application Development and ongoing support	23/05/2023 to 22/05/2026	\$650,850
Ignite Project Services Pty Ltd	Lindisfarne, TAS	Tasmanian State Service (TSS) Human Resource Information System (HRIS) - Solution Validation	9/01/2023 to 20/08/2023	\$789,419
Engage Squared Pty Ltd	Melbourne, VIC	eCabinet System	08/05/2023 to 08/05/2029	\$1,181,610
Winc Australia Pty Ltd	Derwent Park, TAS	Office Stationery Supplies and Consumables	01/01/2023 to 31/12/2028	\$1,200,000
Intuit Technologies Pty Ltd	Battery Point, TAS	myServiceTas Digital Services Portal – Stage 1	01/12/2022 to 02/12/2027	\$2,616,071

Table 3: Consultancy contracts awarded in 2022–23 with a value of \$50,000 or over (GST exclusive)

Contractor	Location	Description	Period (incl. options to extend)	Total Value (\$) (inc. options)
WLF Accounting & Advisory	Hobart, TAS	Review of the Tasmanian State Service – Service Tasmania Cost Model	07/02/2023 to 30/06/2023	\$50,000
Rachel Hill (Business name Hill Consulting)	Taroona, TAS	Graduate Candidate Management	22/06/2023 to 30/09/2023	\$54,400
CGI Technologies and Solutions Australia Pty Limited	Sydney, NSW	Data & Internet Threat & Risk Assessment Review	01/06/2023 to 31/07/2024	\$55,652
Kathryn Thomas and Associates Pty Ltd	Sandy Bay, Tas	Review of Tasmanian State Service Agency Workforce Strategy for State Service Management Office	19/04/2023 to 30/06/2023	\$56,000
Trewenack-Lee Consulting Pty Ltd (trading as BBB Advisory)	North Eagle Farm, QLD	Review of Tasmanian Government Contact Centres	08/02/2023 to 12/05/2023	\$60,000
Sustainable Solutions Advisory Pty Ltd	Huntleys Point, NSW	Development of Wellbeing and Strategic Regional Partnerships Framework and Sustainability Vision and Strategy	01/01/2023 to 30/12/2023	\$60,000
SGS Economics and Planning Pty Ltd	Melbourne, VIC	Strategic Capacity and Capability Analysis - Future of Local Government Review	06/09/2022 to 31/10/2022	\$62,612
Telstra Corporation Ltd	Melbourne, VIC	Forefront Identity Management Discovery Services	26/09/2022 to 28/02/2023	\$67,200
Mercer Consulting (Australia) Pty Ltd	Melbourne, VIC	SES Remuneration Framework Review	06/03/2023 to 30/06/2023	\$72,000
RM Consulting Group Pty Ltd	Launceston Tas	Supply of drought risk, resilience and adaptive capacity reports for the north, northwest and southern regions of Tasmania	30/07/2023 to 8/09/2023	\$74,340
KPMG	Hobart, TAS	Corporate Overhead Methodology and Model and Cost of Corporate Support Analysis	10/10/2022 to 31/10/2022	\$75,000
The Project Lab Pty Ltd	Hobart, TAS	Citizen ID Business Case	25/05/2023 to 31/08/2023	\$75,000
Compelling Economics Pty Ltd	Bendigo, VIC	Southern (Regional Areas) Residential Demand and Supply Study 2022–23	09/02/2023 to 21/07/2023	\$76,850
University of Tasmania	Sandy Bay, TAS	Facilitation of stakeholder engagement for Stage 2 Future of Local Government Review	06/09/2022 to 30/11/2022	\$82,279
SGS Economics and Planning Pty Ltd	Melbourne, VIC	Functional Activity and Cost Efficiency Analysis for Future of Local Government Review	06/09/2022 to 30/06/2023	\$84,370
Mercer Consulting (Australia) Pty Ltd	Melbourne, VIC	Review of Heads of Agency Remuneration and Classification	19/04/2023 to 30/06/2023	\$94,000
University of Tasmania	Sandy Bay, TAS	Community Engagement for the Wellbeing Framework and Sustainability Strategy	20/03/2023 to 30/06/2023	\$99,434
University of Newcastle	Callagan, NSW	Community Sentiment Quantitative and Qualitative Research – Future of Local Government Review	25/01/2023 to 31/03/2023	\$99,500
Deloitte	Hobart, TAS	Tasmanian Government Cyber Security Strategy	26/09/2022 to 12/12/2022	\$99,800

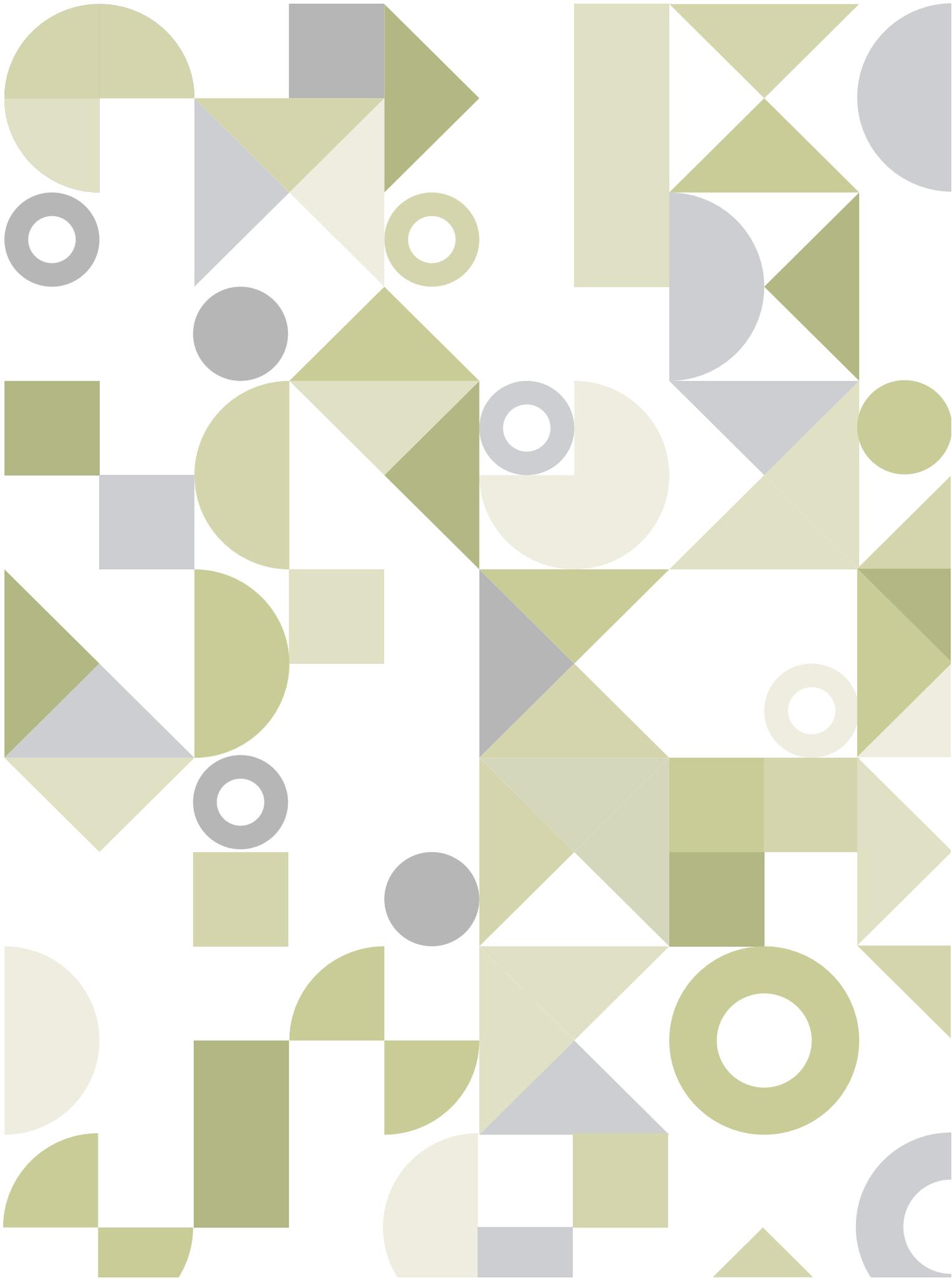
Contractor	Location	Description	Period (incl. options to extend)	Total Value (\$) (inc. options)
GMC Enterprises Pty Ltd	Hobart, TAS	Project Practice and Service Stream Alignment	1/12/2022 to 1/12/2023	\$99,999
GMC Enterprises Pty Ltd	Hobart, TAS	Service Tasmania Business Analyst	9/01/2023 to 31/08/2023	\$99,999
Lisa Jane Schimanski	Old Beach, Tas	Change Management Services - Neighbourhood Houses	27/04/2023 to 31/01/2024	\$107,443
Impact Economics	Melbourne, VIC	Gender Budget Statement 2023-24	15/02/2023 to 24/05/2023	\$136,440
Info-Tech Research Group Pty Ltd	Sydney, NSW	ICT Research and Advisory Services	30/06/2023 to 30/06/2024	\$143,700
KPMG	Hobart, TAS	Development of roadmap and business case for the transformation of Tasmanian Services	16/11/2022 to 31/12/2022	\$168,064
University of Newcastle	Callagan, NSW	Supply of research and analytical support services for future of Local Government Review	8/12/2022 to 30/09/2023	\$200,000
University of Tasmania	Sandy Bay, TAS			
CGI Technologies and Solutions Australia Pty Ltd	Sydney, NSW	Whole-of-Government Network Security Framework - Consultancy Services	12/12/2022 to 17/05/2023	\$241,001
University of Tasmania	Sandy Bay, Tas	Research on Population Outcomes for Tasmanian Population Strategy and Equal means Equal	15/06/2023 to 30/06/2023	\$480,000

Table 4: Exemptions to disaggregate approved in 2022–23

Contractor description	Date of approval
Engage Squared Pty Ltd	22 September 2022

Table 5: Direct / limited sourcing engagements with contracts executed in 2022–23

Contractor description	Date of approval
iiNet Limited	19 July 2022
University of Tasmania	29 July 2022
Oakham, Nicholas James	5 August 2022
Seer Data and Analytics Pty Ltd	1 September 2022
Sprout Labs Pty Ltd	7 October 2022
Impact Economics	8 December 2022
Hansen Yuncken Pty Ltd	3 March 2023
Ionata Digital Pty Ltd	2 April 2023
FortyTwo24 Pty Ltd	6 April 2023
CyberCX Pty Ltd	18 April 2023
University of Tasmania	5 May 2023



Contact Us

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Office	Address	Telephone	Email
Cabinet and Executive Council Office	Level 4, Executive Building, 15 Murray Street, Hobart TAS 7000	6232 7726	cabinet.office@dpac.tas.gov.au
Communications Unit	Level 6, Executive Building, 15 Murray Street, Hobart TAS 7000	6270 5667	communications@dpac.tas.gov.au
Community Partnerships and Priorities	Level 4, Executive Building, 15 Murray Street Hobart TAS 7000	6232 7556	cpp@dpac.tas.gov.au
Aboriginal Heritage Tasmania (Prospect)	Ground Floor, Prospect Government Offices, 171 Westbury Road, Prospect TAS 7250	1300 487 045	aboriginalheritage@dpac.tas.gov.au
Aboriginal Heritage Tasmania (Hobart)	Level 6, Lands Building 134 Macquarie Street Hobart TAS 7000	1300 487 045	aboriginalheritage@dpac.tas.gov.au
Community and Disability Services (Launceston)	Ground Floor, 11 Cameron Street Launceston TAS 7250	6232 7556	cpp@dpac.tas.gov.au
Community and Disability Services (Burnie)	Reece House, 48 Cattley Street, Burnie TAS 7320	6232 7556	cpp@dpac.tas.gov.au
Digital Strategy and Services	Ground Floor, 21 Kirksway Place, Battery Point TAS 7000	6166 3111	digital@dpac.tas.gov.au
Executive Services	Level 7, Executive Building, 15 Murray Street, Hobart TAS 7000	6232 7018	executive.services@dpac.tas.gov.au

Office	Address	Telephone	Email
Office of Local Government	Level 5, Executive Building, 15 Murray Street, Hobart TAS 7000	6232 7022	localgovernment@dpac.tas.gov.au
Office of Parliamentary Counsel	Level 4, Executive Building, 15 Murray Street, Hobart TAS 7000	6232 7270	opc.enquiries@dpac.tas.gov.au
Policy and Intergovernmental	Level 7, Executive Building, 15 Murray Street, Hobart TAS 7000	6232 7550	policy@dpac.tas.gov.au
Resilience and Recovery Tasmania	Level 7, Executive Building, 15 Murray Street, Hobart TAS 7000	6232 7979	sem@dpac.tas.gov.au recovery@dpac.tas.gov.au
Service Tasmania	Ground Floor, 21 Kirksway Place, Battery Point TAS 7004	1300 135 513	servicetasadmin@service.tas.gov.au
State Planning Office	Level 7, Executive Building, 15 Murray Street, Hobart TAS 7000	1300 703 977	stateplanning@dpac.tas.gov.au
State Service Management Office	Level 5, Executive Building, 15 Murray Street, Hobart TAS 7000	6232 7040	ssmo@dpac.tas.gov.au
State Planning Office	Level 7, Executive Building, 15 Murray Street, Hobart TAS 7000	1300 703 977	stateplanning@dpac.tas.gov.au
Tasmanian Government Courier (Hobart)	Basement, Franklin Square Hobart TAS 7000	6165 7800	couriers@dpac.tas.gov.au
Tasmanian Government Courier (Launceston)	Ground Floor, 53 St John Street, Launceston TAS 7250	6777 1019	couriers@dpac.tas.gov.au
Tasmanian Training Consortium	Level 5, Executive Building, 15 Murray Street, Hobart TAS 7000	6232 7511	ttc@dpac.tas.gov.au



Tasmanian
Government

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