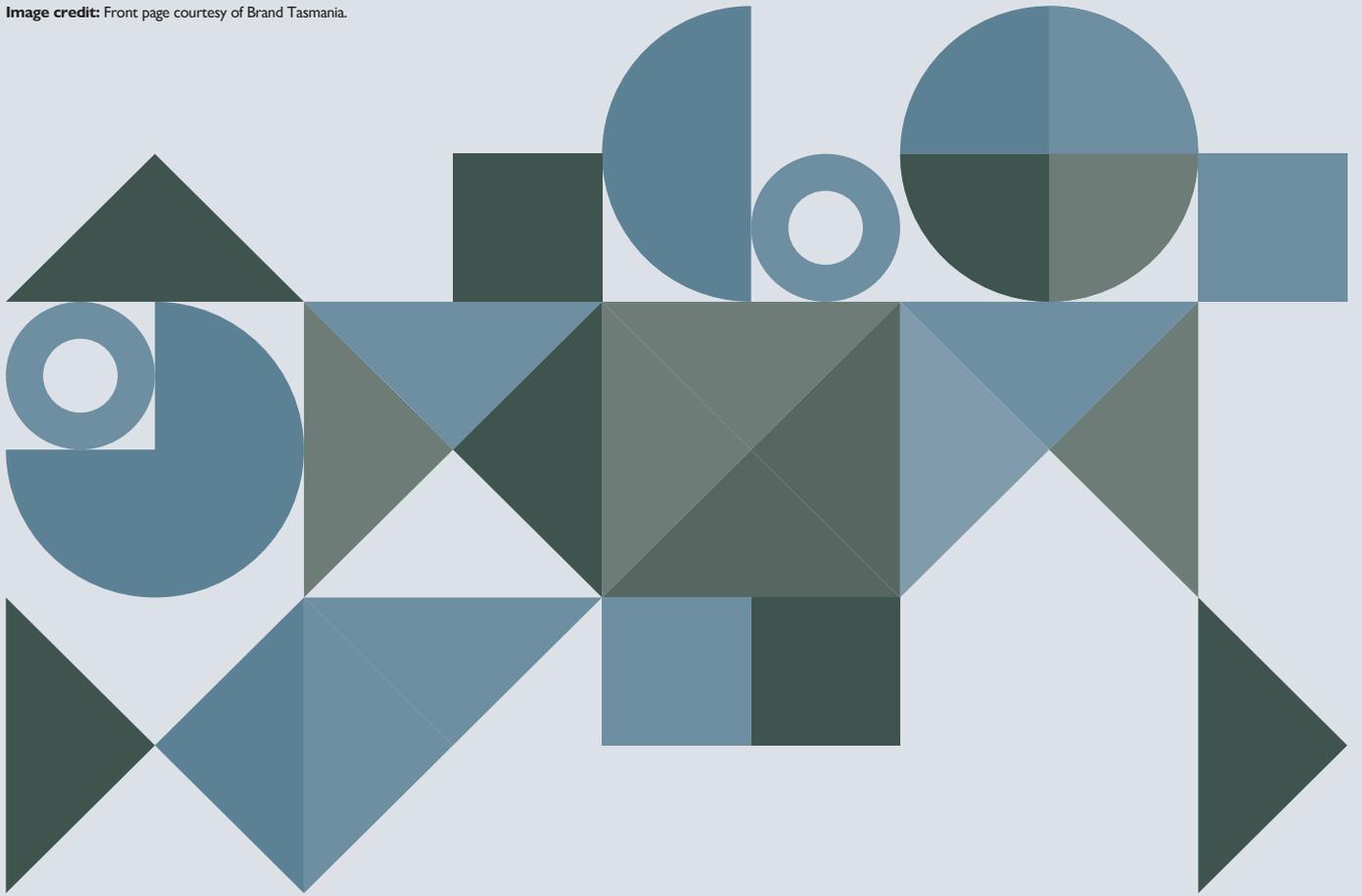


Department of Premier and Cabinet

Annual Report 2021–22

Image credit: Front page courtesy of Brand Tasmania.



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

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Aboriginal Acknowledgement

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 climate change.

It includes the highlights of the year, an overview of our operations, major initiatives, and performance during 2021–22.

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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



Hon Madeleine Ogilvie MP
Minister for Science
and Technology

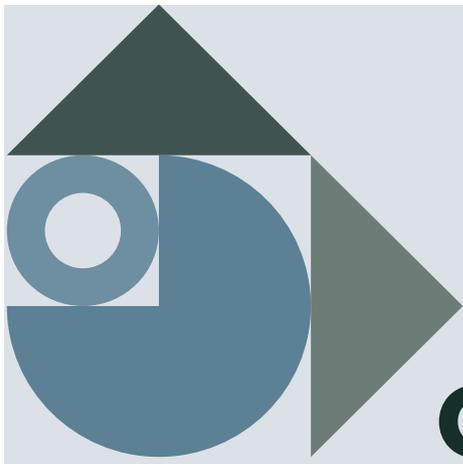
Dear Premier and Ministers

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 2022.

Yours sincerely



Jenny Gale
Secretary
Department of Premier and Cabinet
07 October 2022



Our Year in Review

Throughout 2021–22, the Department of Premier and Cabinet (DPAC) managed a number of critical challenges across the Agency and the Tasmanian State Service more broadly. These included coordinating DPAC's response to the Commission of Inquiry into the Tasmanian Government's response to child sexual abuse in institutional settings; the ongoing management of the COVID-19 pandemic across government; leading the implementation of the State Service Review recommendations; supporting the government in advancing the Pathway to Truth Telling and Treaty recommendations, and a number of departmental changes.

In response to the first few weeks of the Commission of Inquiry hearings, on 24 May 2022 the Premier gave a statement committing the Government to a number of actions that would be implemented ahead of the Commission's recommendations, due in May 2023. As part of this statement, the Premier also announced Keeping Children Safer as the Government's foremost priority. Whilst the Keeping Children Safer actions are being centrally coordinated and monitored by DPAC, the Premier has allocated accountability for the implementation of all relevant actions to lead agency Secretaries – either as a sole agency or in collaboration with others. There are currently 29 interim response actions in progress.

In 2021–22, the Department continued to support the Government's response to the ongoing impacts of the COVID-19 pandemic, as well as leading recovery activities through the coordination of the Premier's Economic and Social Recovery Advisory Council (PESRAC). This included supporting National Cabinet. Due to the unpredictability of COVID-19, National Cabinet has met on more occasions since its 2020 inception, than the previous Council of Australian Government (COAG) did over its entire 18 years of operation.

In mid-2021, the independent review of the Tasmanian State Service (the review) undertaken by Dr Ian Watt, was completed and a final report was provided to the Premier. This report included 77 recommendations organised into a 'Roadmap for Reform' across five key domains: Principles and Values, Leadership, Capability, Workforce and Service Delivery. The Tasmanian Government committed to implementing all 77 recommendations through a five-year reform program to ensure that the State Service is fit-for-purpose for Tasmania today – and into the future.

DPAC has commenced implementation of the recommendations from the review. One of the recommendations was that a Secretaries Board be established to set the overall direction for the Tasmanian State Service, drive collaboration, prioritise collective resource use to achieve cross-boundary solutions, and give priority to the creation and maintenance of a 'one-TSS' shared culture. The Board has responsibility for the stewardship of the TSS and for developing and implementing strategies to improve it. Together Board members tackle the challenges and opportunities faced collectively by the Service. The Secretaries Board was instituted early in 2022 and is chaired by the DPAC Secretary.

DPAC is coordinating implementation of the TSS Review recommendations across government, working closely with agencies, the Secretaries' Board and its Subcommittees. Planning is well underway and progress has been made on a range of structural, legislative, and administrative changes intended to transform current systems, services, and practices to improve the State Service.

On Thursday, 25 November 2021, Premier Peter Gutwein MP, tabled the Pathway to Truth-Telling and Treaty Report. The report was prepared by Professor Kate Warner and Professor Tim McCormack, and explores options for an agreed way forward towards reconciliation, as well as the view of our First Nations people on a truth-telling process and pathway to Treaty. DPAC is supporting the Government's response to the report, including organising a Gathering of Aboriginal people to agree on the way forward and the formation of an Aboriginal Advisory body to guide the next steps.

On 30 October 2021, the Tasmanian Climate Change Office (TCCO) relocated to Renewables, Climate and Future Industries Tasmania (ReCFIT). Prior to its relocation, TCCO published the third independent review of the *Climate Change (State Action) Act 2008* and the Tasmanian Government response; the final report of the 2021 update of Tasmania's Emissions Pathway Review, along with the final report of the 2021 Economic Impact Analysis - Emissions Pathway Review. In August 2021, the TCCO supported the Premier to launch the second Electric Vehicle ChargeSmart Grants program. This Program offered individual grants to be put toward the cost of purchasing and installing electric vehicle chargers for public use. The TCCO also released the final Report Card on the conclusion of Climate Action 21 - Tasmania's Climate Change Action Plan 2017–2021 and released two summaries of consultation feedback for the review of the Act and Tasmania's next climate change action plan.

In December 2021, another change was made to departmental structures, when the State Planning Office (SPO) (formally the Planning Policy Unit), moved from the Department of Justice to DPAC. This relocation has resulted in clearer separation between the SPO and the Tasmanian Planning Commission, providing clarity around each area's respective roles. The move recognises the Government's planning reform agenda, facilitates reach across all portfolios, and enables a whole-of-Government perspective and inter-Agency engagement. The SPO has commenced the statutory 5-year review of the State Planning Policies, along with a major review of the Planning in Tasmania website to improve access to planning information.

In February 2022, the Tasmanian Government announced a commitment to review departmental structures to improve service outcomes for Tasmanians. Accordingly, all business units within the Department of Communities Tasmania (DCT) are to be realigned to other departments across the TSS. These areas will transition to other agencies within the State Service through a staged approach between 1 July to 30 September 2022. Subject to the passage of legislation for a new Housing Authority, the Department of Communities Tasmania will cease to exist after this date. Aboriginal Heritage Tasmania will also transition from the Department of Natural Resources Environment Tasmania, to establish a whole-of-government Aboriginal Affairs branch including the Office of Aboriginal Affairs, within DPAC.

The transition project is overseen by a Heads of Agency Steering Committee chaired by the Secretary, Department of Premier and Cabinet. DPAC's Deputy Secretary Government Services, has been appointed as Program Director for the Communities Tasmania Transition Project.

DPAC completed a number of statutory orders under the *State Service Act 2000* and the *Administrative Arrangements Act 1990* to implement changes to Ministerial portfolios, administrative arrangements, and the structure of various government departments. These changes included the creation of Renewables, Climate and Future Industries Tasmania; the change of name of the Department of Primary Industries Parks, Water and the Environment (DPIPWE) to the Department of Natural Resources and Environment Tasmania; the establishment of the Environment Protection Authority as a new Government Agency; the amalgamation of forest policy, the Forest Practices Authority and Private Forests Tasmania with the Department of Natural Resources and Environment Tasmania; as well as the above-mentioned move of the State Planning Office from the Department of Justice to the Department of Premier and Cabinet. In addition, administrative arrangements and restructuring orders were made in relation to the amalgamation of the sport and recreation parts of the Department of Communities Tasmania with the Department of State Growth.

DPAC's organisational culture was identified as a priority for 2021 and input was sought via an independent consultancy service. The findings informed the development of the DPAC Culture: Continuing our Culture Journey – 2022 Action Plan, which includes immediate and ongoing actions to support a healthy and productive DPAC culture.

Key activities of the WHS Management Committee included ongoing management of the risks associated with COVID-19 in the workplace and improvement of the Work Health and Safety Management System (WHSMS). The committee also implemented a range of programs and activities to help employees stay healthy and achieve a better work life balance.

The Office of Local Government introduced compulsory voting in Local Government elections in Tasmania following the successful passing of a Bill through both houses of Parliament. This reform will increase the level of engagement between the Tasmanian public and local government.

DPAC coordinated the Tasmanian Government exhibit at the Hobart Show in October 2021 providing an informative opportunity for people to engage with 11 different government areas. The exhibit attracted approximately 3,000 people across the four days of the event.

A campaign featuring 19 Tasmanian Australian of the Year alumni, was developed to promote nominations for the 2023 Australian of the Year Awards. DPAC continued to coordinate the Australia Day Program in Tasmania, including the Australian of the Year Awards, and provided support to local Councils to deliver events.

The State Service Management Office's (SSMO) highly regarded Manager Essentials Program was awarded the Bronze Award at the UK Learning and Performance Institute's (LPI) 2022 bringing international recognition to the program.

The Tasmanian Training Consortium continued to provide a range of courses for the Tasmanian public sector by expanding its service model to include online delivery. A total of 62 courses were delivered to 1,001 registered participants during the year.

DPAC's Information Technology Services and Digital Strategy and Services (DSS) worked in partnership to deliver a great outcome for State Growth and Tourism Tasmania – with the digital Tasmania Travel Voucher Activity scheme.

The team continued work on the Tasmanian Government's four-year, \$4.9 million Cyber Security Uplift Program to improve Government's ability to protect Tasmanians from cyber security threats. In 2021-22 the program entered its second year and successfully introduced support for Tasmanians affected by identity theft and services to improve the government's incident response, through ID Care. Upskilling of cyber security professionals across government also commenced, along with initiating a cyber security awareness program for all TSS employees.

2021–22 saw much activity in Service Tasmania, as the unit worked to deliver several initiatives aligning with Service Tasmania’s 2020–25 Strategic Plan. In late 2021, the first mobile pop-up shops were successfully piloted, delivering almost the full range of services to 10 regional towns across the state. Service Tasmania partnered with the Services Australia’s mobile centre which provides Centrelink, Medicare, and other federal government services to regional communities. Then in February 2022, a new service centre opened in New Norfolk. The state-of-the-art building provides customers with a contemporary experience.

A new Service Tasmania website will be launched in mid-2022 to complement the existing service channels. The website is the first major deliverable of the Government’s commitment to develop a digital Service Tasmania portal providing Tasmanians with a secure and easy-to-use access point for Government services.

All Tasmanian government departments have committed to the Our Watch Workplace Equality and Respect Standards. To demonstrate DPAC’s commitment to the Standards, the Agency Executive Committee crafted a statement of intent which establishes the expectation that gender equality is prioritised in all current and future departmental planning, policy, service delivery and practice. DPAC strongly supports these standards and has an ongoing commitment to ensure staff feel respected and valued, and operate within an environment of workplace equality.

The Women Supporting Women in Leadership (WSW) cross-agency program offers women within the state service networking, professional learning and development opportunities, and practical strategies to overcome perceived or real barriers to career progression. 2021–22 saw a number of successful networking and professional development events held including a two-day forum in November 2021 featuring Grace Tame, Australian of the Year as key-note speaker.

The Department also recognised and participated in important events such as the International Day for the Elimination of Violence Against Women, NAIDOC Week, National Sorry Day, and International Day Against LGBTQIA+ Discrimination to encourage employees to engage in important discussions on diversity and inclusion.

DPAC hosted a total of seven official visits from countries that share strong economic, trade and cultural priorities with Tasmania, including Japan, Sweden, Indonesia, United States of America, Finland, France, and Austria.

In late 2021, 11 DPAC staff were celebrated for their achievement of 25 years of service with the Tasmanian Government, through DPAC’s annual Long Service Recognition Program.



Secretary's Report

The thirtieth of June 2022 not only brought the 2021–22 financial year to a close, it also marked the cessation of the COVID-19 Public Health Emergency declaration for Tasmania. When this occurred, I was prompted to reflect on the contribution of the Department of Premier and Cabinet (DPAC) since the pandemic unfolded in February 2020. I cannot recall a time that has required so much of our employees. There have been some incredible efforts to support other agencies and our community through the pandemic, particularly in the planning and preparation to re-open our border in early 2022.

During 2021–22, in an environment overlaid by the ongoing and changing impacts of COVID-19, I am proud that DPAC continued to meet the needs of the Tasmanian Government and the community it serves.

In March 2021, a Commission of Inquiry (the Commission) was established into the Tasmanian Government's responses to child sexual abuse in Institutional Settings. In my role as Secretary of the Department of Premier and Cabinet and as Head of the State Service, I provided statements, and briefed the Commission in its first week of hearings in May 2022. This important work continues and the Department is committed to being transparent and collaborative in supporting the critical work of the Commission and any recommendations made.

The report from the Tasmanian State Service Review was delivered in mid-2021, including 77 recommendations to ensure that the State Service is fit-for-purpose for Tasmania today – and into the future. Following the Government's acceptance of all recommendations, DPAC commenced implementation as part of a five-year program. One such recommendation was the establishment of the Secretaries Board to provide a stewardship role across the State Service. The Board was established in early in 2022, I hold the role of Chair and membership comprises of every departmental Secretary. My colleagues and I meet monthly to drive collaboration across our agencies, to look for solutions to complex challenges and to seek to embed a culture of 'one Tasmanian State Service'.

Following the decision to move all areas within the Department of Communities Tasmania to other areas within the TSS, a Transition Project governance structure was established. DPAC appointed a senior Deputy Secretary as Program Director for the Communities Tasmania Transition Project, reporting back to the Heads of Agency Steering Committee. Transition Working Groups were also established to work through these complex changes.

Several other moves occurred to better align purpose and function within the State Service, in an effort to further improve delivery of services to the community. The State Planning Office (SPO) moved to DPAC in December 2021 recognising the Government's planning reform agenda and to facilitate a whole-of-government perspective. The Tasmanian Climate Change Office (TCCO) moved to the newly created Renewables, Climate and Future Industries Tasmania (ReCFIT) within the Department of Treasury and Finance in October 2021.

Prior to its relocation to ReCFIT, the Tasmanian Climate Change Office (TCCO) implemented a nation-leading framework and a target of net zero emissions, or lower, from 2030. This will be the most ambitious legislated emissions reduction target in the nation, and one of the most ambitious in the world. The TCCO also launched the second Electric Vehicle ChargeSmart Grants Program, providing \$773,000 for electric vehicle fast and destination charging stations (particularly in regional areas and key tourism destinations), to encourage electric vehicle uptake in Tasmania.

Given the ongoing nature of the pandemic, the need for public health orders often arose urgently and in response to evolving circumstances. DPAC, as the responsibility entity, continues to lead the recovery from COVID-19, working across Government in collaboration with other agencies. DPAC's recovery team has also had responsibility for the recovery efforts following the Hillcrest Primary School tragedy, primarily through supporting the Hillcrest Affected Area Recovery Committee (HAARC).

In what has been a period of change for Government with several Ministerial changes and, in April 2022, the resignation of the then Premier, DPAC has undertaken the machinery of government changes in a timely manner to ensure the continuity of government and services

In an important step forward for democracy in Tasmania, the Office of Local Government has prepared for the compulsory voting in Local Government elections, following the successful passing of a Bill through both houses of Parliament.

In my report last year, I wrote about the Service Tasmania Strategic Plan 2020–25. This past 12 months saw several key initiatives delivered, including the pilot of a travelling, pop-up shop. DPAC's Information Technology Services and Digital Strategy and Services (DSS) worked in partnership to deliver a great outcome for State Growth and Tourism Tasmania – with the digital Tasmania Travel Voucher Activity scheme.

In November 2021, I joined with other Heads of Agencies in recording a video message to show our support of the International Day for the Elimination of Violence Against Women. The video gave staff across the State Service the chance to hear from us about how each Agency is engaging with Our Watch, and working to ensure equality in the workplace. Our commitment to Our Watch is important, and together we have the power to continue our ongoing work to end violence against women in Tasmania.

Throughout 2021–22, we continued to progress initiatives to build a culture of respect and inclusiveness.

These initiatives support other work being undertaken to build safe and inclusive workplaces, as outlined in the DPAC People and Culture Strategy 2020–22.

In mid 2021 we sought DPAC employees' views about our culture. Through a series of culture workshops we listened and worked with our staff to define the elements of their ideal positive organisational culture and identified the actions required to achieve this. Following the conclusion of the workshops, I had the chance to get out and meet with staff, as I presented the findings at a series of 'Town Hall' events in October and November. This also provided attendees with the opportunity to have input into possible future actions. An Action Plan was developed and, in early 2022, work commenced on a series of projects to achieve an enviable culture.

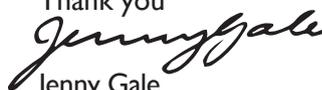
As a great example of inter-agency collaboration we worked with DCT to launch the State's first whole of government Child and Youth Wellbeing Strategy, focusing on the first 1,000 days. We are very proud of this work and its potential to improve the outcomes for Tasmania's children and young people. Another example of great collaboration across the state service was supporting the Premier in 23 National Cabinet meetings over the last 12 months.

I was delighted to hear of the State Service Management Office's success at the UK Learning and Performance Institute's 2022 Learning Awards. Their Manager Essentials Program was awarded Bronze by a group of independent judges in the People Development Program (Public Sector) category from hundreds of entries worldwide.

Post 30 June 2022, DPAC received a number of new business units from the Department of Communities Tasmania and a new division Community Partnership and Priorities has been established whose activity will be reported in our next Annual Report.

In reflecting upon the past year, I am grateful to all of my DPAC colleagues across the Agency for their resilience and ongoing commitment to supporting government and delivering essential services to the Tasmanian community. I am proud to be leading a team of dedicated people who continue to be agile, responsive, and flexible, in what has been another challenging twelve months. I look forward to the coming year in which DPAC, as the central government agency, will continue to put the best interests of Tasmanians at the heart of everything we do.

Thank you



Jenny Gale
Secretary
Department of Premier and Cabinet



Our Department

The Department of Premier and Cabinet (DPAC) is the 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 public sector, the community, local government, the Australian Government and other state and territory governments.

Further information regarding the DPAC divisions can be found on our website www.dpac.tas.gov.au.

Our Purpose

To lead the State Service in supporting government to achieve the best possible outcomes for the Tasmanian community.

Our Vision

A highly valued partner that puts the best interests of Tasmania at the heart of everything we do.

Our Values

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:

- provide public policy services
- deliver government information and services
- manage intergovernmental relations
- lead and coordinate whole-of-government initiatives
- lead recovery from emergencies
- support the machinery of government
- administer statutory responsibilities
- support the Tasmanian State Service (TSS)

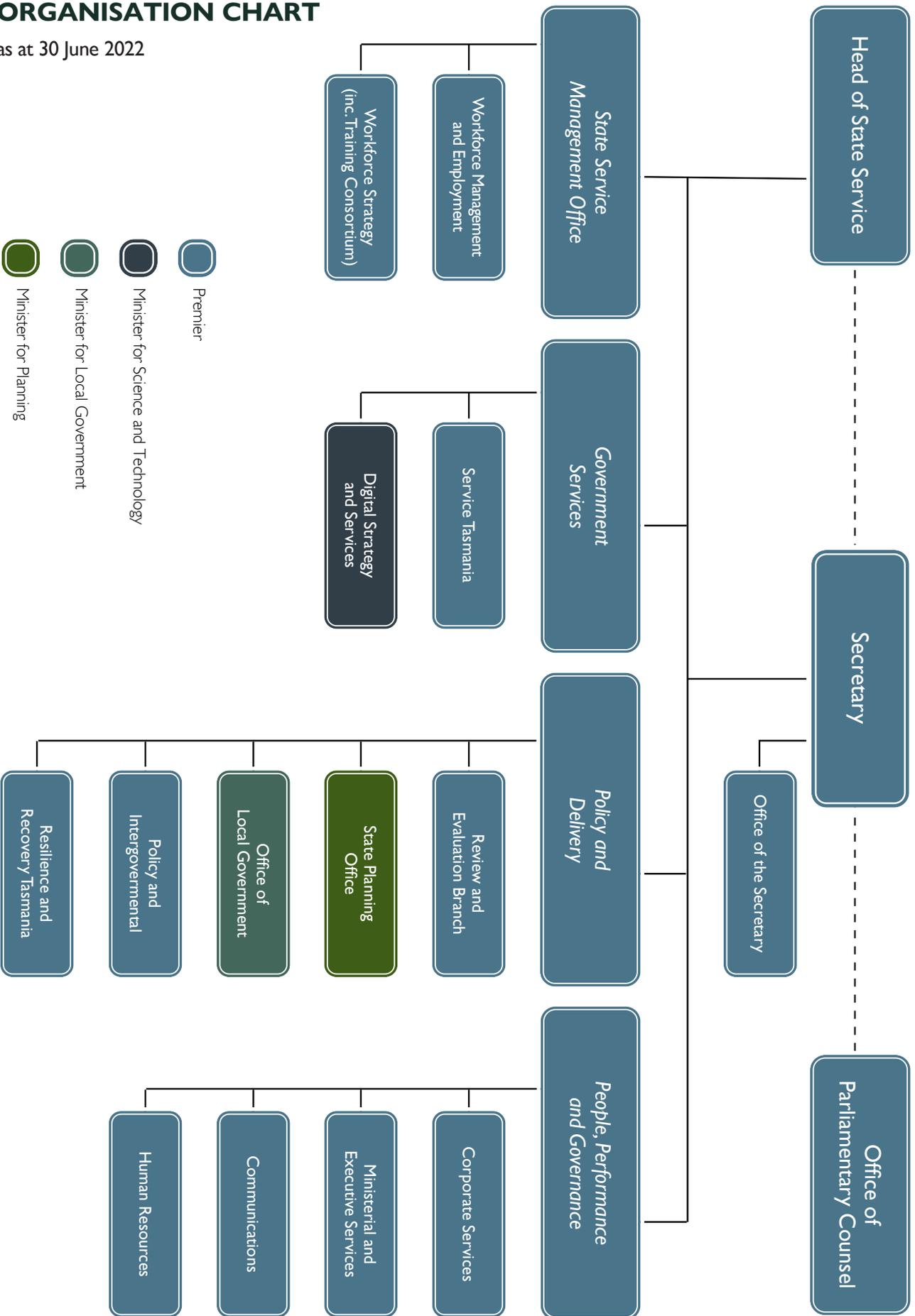
Governance

The Department is led by the Agency Executive Committee which provides advice to the Secretary. Its focus is on strategic matters and monitoring financial and organisational performance, risk, and compliance standards. The Secretary chairs the Committee, which meets weekly.

The DPAC Leadership Group (DLG) is comprised of the Agency Executive and their direct reports, including senior leaders from across all Divisions. The DLG is chaired on rotation by members and meets monthly throughout the year. The forum provides an opportunity for senior leaders to collaborate on whole of agency projects such as strategic planning, cultural work, and leadership development. The Executive provide direction to DLG Project Teams, and these groups report periodically to the Executive Committee on progress. This model drives a whole of agency approach to our most strategic issues and often generates innovative solutions to complex challenges.

ORGANISATION CHART

as at 30 June 2022



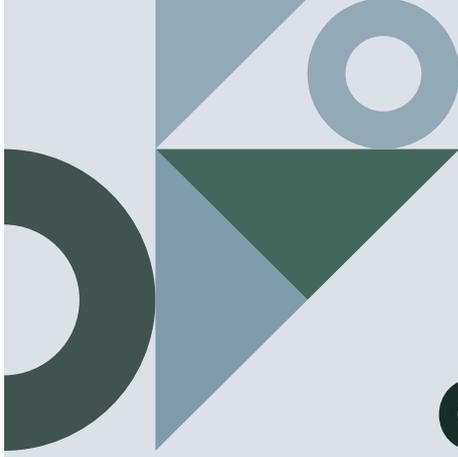
MINISTERIAL RESPONSIBILITIES AND OUTPUT GROUP STRUCTURE

On 30 June 2022, the ministerial and output group structure 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 Branch Resilience and Recovery Tasmania. Office of Review and Evaluation
1.2 Climate Change ¹	Peter Gutwein MP Minister for Climate Change Guy Barnett MP Minister for Energy and Emissions Reduction	Tasmanian Climate Change Office
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 courier	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

Output group / Output	Responsible Minister	Responsible Department Division/Unit
5. Security and emergency management		
5.1 Security and emergency management	Jeremy Rockliff MP Premier	Resilience and Recovery Tasmania.
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
90. COVID19 Response and Recovery		
90.2 Essential Communications	Jeremy Rockliff MP Premier	Resilience and Recovery Tasmania
90.4 Regionallybased Model for Coordinating the Recovery from COVID19	Jeremy Rockliff MP Premier	Resilience and Recovery Tasmania

1. The Climate Change portfolio transferred to the ReCFIT from 1 November 2021.



Our Divisions

In response to the changing needs of the Department, several structural changes were made to better support business needs during the 2021–22 financial year. The Office of the Secretary was established to provide executive support to the Secretary and Head of the State Service, manage the Ministerial and Departmental workflow for DPAC, provide strategic support to key Governance bodies and manage key projects and programs.

Elsewhere, the Strategic Projects and Programs Unit was disbanded, with the project functions being absorbed into other areas of business in the Department and a dedicated Communications Unit being formed. The Communications Unit provides specialist communications advice and support including strategic and whole-of-government communications; marketing, graphic design, print and electronic publishing; media management; and event management. In the first half of 2022, the Workplace Health and Safety (WHS) Unit was moved from Human Resources to the Properties and Procurement Unit.

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

Government Services

Service Tasmania

Service Tasmania's goal is to ensure Tasmanians have easy access to the services and advice they need for every stage of their life. The division works closely with government agencies to deliver a large range of services and works in partnership with Commonwealth and local government organisations to deliver their services locally through Service Tasmania.

It provides convenient access to a wide range of government services:

- face-to-face at Service Tasmania's 27 Service Centres
- over the phone through the Government Contact Centre
- digitally through service.tas.gov.au, Twitter and Facebook

These various access points are particularly beneficial in supporting customers in rural and remote Tasmanian communities.

Digital Services and Strategy

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 focuses on creating value and efficiencies for government.

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

Policy and delivery

Office of Review and Evaluation

The Office of Review and Evaluation was established to promote evidence-based decision-making across the Tasmanian Government. The Branch's initial task was supporting the delivery of the Tasmanian State Service Review. Its ongoing role includes developing, promoting, and implementing a service-wide review and evaluation framework.

Office of Security and Emergency Management (Resilience Tasmania)

The Office of Security and Emergency Management (OSEM) 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.

OSEM works closely with emergency services, government agencies, local government, non-government organisations and the community to develop and implement comprehensive and integrated strategies for emergency prevention, preparedness, response, and recovery, to continually enhance the State's resilience to all hazards.

OSEM contributes to national policy development by:

- representing the Tasmanian Government on state and national emergency management and recovery forums
- assisting with the implementation of national reforms in the areas of national security, resilience, natural disasters, and recovery

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 to:

- provide expert policy advice on local government matters
- facilitate collaborative action by the State Government and local government, including by supporting the Premier's Local Government Council
- administer, and ensure the sector's compliance with, relevant regulatory requirements
- enhance local government performance by supporting good governance and ensuring transparent performance monitoring
- develop and maintain a learning and development framework for elected and non-elected officials
- support 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 key role of the Policy and Intergovernmental Branch is to assist 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 issues that involve several 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.

COVID-19 Recovery Branch (Recovery Tasmania)

The COVID-19 Recovery Branch (CRB) was established to coordinate and support Tasmania's recovery efforts in response to COVID-19. The branch is responsible for advising Government on Tasmania's recovery from COVID-19, including the State's recovery trajectory, short-term recovery measures for future Tasmanian lockdowns, and national recovery priorities through National Cabinet. The branch works closely with government agencies, local government, non-government organisations and the community to identify, develop and implement strategies for Tasmania's recovery from COVID-19.

CRB oversees the delivery of 64 recommendations from the PESRAC's interim report and 52 recommendations from its final report. CRB's responsibilities include providing regular advice to Government on the status of recommendations and working with agencies to implement individual recommendations, particularly where they have whole-of-government implications.

The branch is also leading implementation of recommendation 63 from the interim report, and recommendation 35 from the final report – community-led and place-based recovery. As part of this work, the CRB has established three COVID-19 regional recovery committees in the north, north-west, and south of the State. These committees have community, government, and industry membership and have been tasked with identifying the impacts of COVID-19 in each region, recommending recovery measures to government, and helping to enable locally led recovery activities.

State Planning Office

The State Planning Office (SPO) (formally the Planning Policy Unit), moved from the Department of Justice to the Department of Premier and Cabinet on 15 December 2021. The SPO leads future legislative and policy reforms and maintains the state-wide content of the Tasmanian Planning Scheme.

The SPO is responsible for conducting the statutory 5-year review of the State Planning Policies (SPPs) and preparing a suite of Tasmanian Planning Policies. The SPO has an ongoing partnership with the Hobart City Council to develop a Precincts Plan for the inner part of the capital city and it also works 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*.

Tasmanian Climate Change Office

The Tasmanian Climate Change Office (TCCO) was a division of the Department until 30 October 2021, when it was relocated to Renewables, Climate and Future Industries Tasmania (ReCFIT), in the Department of Treasury and Finance. The TCCO advises government on climate change matters, and monitors, analyses and reports on Tasmania's greenhouse gas emissions. Whilst the division was within DPAC, TCCO coordinated the Tasmanian Government's climate change action. The Tasmanian Government's climate change action is guided by the *Climate Change (State Action) Act 2008*, which provides the Climate Change (Greenhouse Gas Emissions) Regulations 2012. The Act is legally required to be reviewed every four years and TCCO is responsible for conducting this review.

The Tasmanian Government's actions on climate change from October 2021 onwards will be reported by ReCFIT.

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 development. SSMO supports the Minister administering the *State Service Act 2000* and the Head of the State Service (HoSS) to undertake the employer functions and powers.

This office comprises two units that provide policy and services as outlined below:

Workforce Management and Employment

State Service governance and regulatory employment framework; developing sustainable and flexible industrial instruments; enabling Senior Executive Service as a leadership talent pool; employee work health safety and wellbeing.

Workforce Strategy

Whole of Government workforce analysis and planning; delivery of management and leadership programs; whole of Government workforce development delivered through the Tasmanian Training Consortium such as Tas GRADs; and driving programs promoting diversity and inclusion in the TSS.

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 ministerial and parliamentary support. The team is responsible for advising on all human resource issues, HR policies and guidelines, work health, safety and wellbeing, 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

The Human Resources team also creates and implements programs and policies in collaboration with the SSMO to increase organisational effectiveness.

Communications Unit

The Communications Unit provides specialist communications advice and services to a broad range of stakeholders including DPAC, across the Tasmanian Government, 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

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

- managing key critical issues
- 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 correspondence, which is handled by our Departmental Liaison Officers in the Premier's Office
- managing the Ministerial Transport Service, which is the team of drivers who provide a statewide professional transport service to the Premier, Cabinet members and other approved clients

Cabinet Office

The Cabinet Office acts according to policies established by the Cabinet and procedures set out in the Cabinet Office Handbook. Its role 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

Executive Services

Executive Services provides:

- support for the preparation, scrutiny and processing of documents and workflow for the Premier and DPAC ministers
- key advice for and through the Secretary, DPAC and deputy secretaries
- advice to the Premier's Office, ministerial offices, and departments on machinery of government and other administrative law matters

Executive Services also facilitates the work of the Protocol Team, which 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

Information and Technology Services

The Information and Technology Services team services the department, along with ministerial and parliamentary staff, through the provision of:

- end devices (eg computers, laptops, and file servers)
- telephone, mobile computing, and cloud services
- corporate, business and web applications support
- records and information management support
- network, cybersecurity, and infrastructure services

Financial Management Services Branch

The Financial Management Services Branch 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

Properties and Procurement Branch

The Properties and Procurement Branch manages works and services for buildings occupied by DPAC and ministerial and regional office staff.

Properties and Procurement oversees DPAC's:

- building leases and rental arrangements, accommodation planning, capital improvements, office fit outs and refurbishments
- vehicle fleet, including cars provided under employment contracts, G-plated vehicles, and parking arrangements
- high-level advisory services in relation to procurement, contracting, grants management and insurable interests through the Tasmanian Risk Management Fund, and
- risk management functions

Office of the Secretary

The Office of the Secretary (OTS) provides high-level advice and support to the Secretary and the Head of the State Service. Divided into two streams, Workflow and Secretary support, OTS provides the day-to-day interface between DPAC's Secretary, Ministers and Premier and provides strategic advice on, and management of, ministerial and departmental correspondence.

The OTS is also called on to manage programs of work on behalf of the Secretary and Head of the State Service that require cross-agency or whole-of-government action. The Unit manages executive support to the whole of government Secretaries Board.



Our People and Policies

DPAC continued to provide the best possible support to the Tasmanian Government and community in a continually challenging environment throughout 2021–22. As the environment continued to influence the way we operate, we supported our workforce in creating a valuable employee experience during times of opportunity and change.

We strategically prioritise the investment and development of our people, our culture, and behaviours in our workforce. We take an innovative approach to our policy development and advice to provide value to our partners and the community we serve.

People and Culture Strategy

The DPAC People and Culture Strategy 2020–2022 is a critical enabler for delivering the DPAC Strategic Plan 2019–22. The individual and collective efforts of our people have supported us in working towards our strategic priorities:

- attracting a pool of talented candidates who add to our diverse workforce and reflect the Tasmanian community we serve
- valuing and encouraging diverse opinions and views because this leads to better decision making
- working with our employees so they understand what is expected from them and which aspects of their role are the most important, including identifying how the delivery of their role contributes to team and organisational goals and how their performance will be evaluated
- developing a learning culture that prioritises people's learning and development, including career aspirations, and builds the future capabilities needed to deliver the department's strategic priorities
- uniting our department behind our strategic objectives, including increasing the visibility of our leaders, working to grow leaders at all levels to lead effectively through change and involving all staff in managing change
- building a culture where outstanding performance, in line with our departmental values and behaviours, is recognised and rewarded, and where we continue to learn from the things we could have done better
- DPAC plays a key role in ensuring State Servants have access to diverse and varied career experiences; being employed at DPAC represents an opportunity to gain experience in the central agency of the Tasmanian Government. At DPAC, employees get experience in unique, whole of service issues, such as employment arrangements, machinery of government changes, digital and cybersecurity, and whole of government policy development; this experience, and 'umbrella view', is often cited as an important stepping-stone in the careers of our current and future State Service leaders

We have a strong foundation on which to build a consistently high-performing workforce. We also know that we still have room for improvement. The People and Culture Strategy is focused on continuing to build a great place to work.

Staffing Information - DPAC

Paid headcount and paid full-time equivalent

As at 30 June 2022, DPAC had 566 employees – 449.0 paid full-time equivalents (FTEs), including Tasmanian State Service and casual employees but excluding employees on unpaid leave.

Table 1.1 – Paid headcount and paid FTEs by division as at 30 June 2022

Divisions	Headcounts			FTEs		
	Female	Male	Total	Female	Male	Total
Digital Strategy and Services	27	34	61	25.2	32.4	57.6
Office of Local Government	5	9	14	5.0	9.0	14.0
Office of Parliamentary Counsel	9	3	12	8.7	2.5	11.2
Office of Review and Evaluation	2	2	4	2.0	1.8	3.8
Office of the Secretary	9	3	12	7.9	3.0	10.9
People, Performance and Governance	62	43	105	55.3	38.7	94.0
Policy and Intergovernmental	17	5	22	15.7	5.0	20.7
Resilience and Recovery Tasmania ¹	68	37	105	36.6	18.4	55.0
Service Tasmania	157	36	193	115.1	33.7	148.8
State Planning Office	9	5	14	7.8	4.9	12.7
State Service Management Office	21	3	24	17.4	2.9	20.3
Total	386	180	566	296.7	152.3	449.0

¹ Includes the COVID-19 Contact Centre.

Paid headcount and FTE change

The department's paid headcount increased by 79 employees from 487 at 30 June 2021 to 566 at 30 June 2022. Paid FTEs also increased by 56.4 from 392.6 to 449.0 during the same period. The main reasons for this are:

- expansion of operations at the COVID-19 Contact Centre, which increased by 37 Paid Headcount, and 13.5 Paid FTE
- the State Planning Office joined DPAC on 26 October 2021, bringing an additional 11 Paid Headcount, and 9.9 Paid FTE
- excluding the COVID-19 Contact Centre and State Planning Office, the remainder of DPAC increased by 33.0 Paid FTEs, as vacant positions were filled

Staff Movements - DPAC

Table 1.2 – Staff Movements – DPAC 2021–22

Staff Movements	Male	Female	Total
Commencements			
Permanent	16	40	56
Fixed term	21	48	69
SES	2	0	2
Casual	49	81	130
Total commencements	88	169	257
Separations			
Resignations, retirements, and contract expiries	36	66	102
Transfers to other agencies	9	27	36
Targeted negotiated voluntary redundancies	0	2	2
Workforce renewal incentive payments	0	1	1
All SES separations	1	1	2
Total Separations	46	97	143

Employee Statistics - DPAC

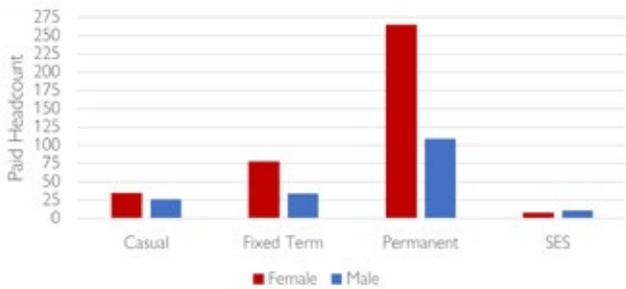
Gender by employment type, working arrangements, salary classification and age

Gender by employment type

The majority (66 per cent) of DPAC employees at 30 June 2022 were permanent, a slight decrease from 70 per cent at 30 June 2021.

The gender profile of the Senior Executive Service (SES) in DPAC was 42 per cent female and 58 per cent male.

Chart 1.1 – Gender by employment type by paid headcount, 30 June 2022

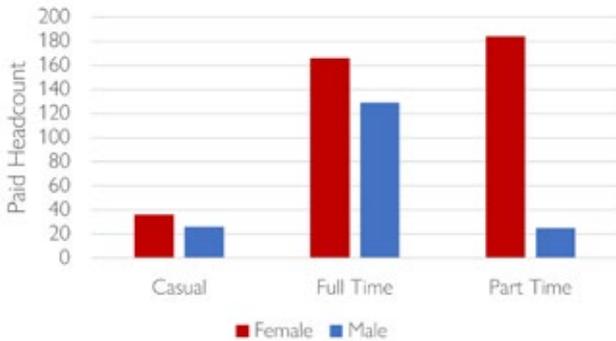


Gender by working arrangements

The majority of DPAC employees at 30 June 2022 were female (68 per cent), with numbers remaining relatively consistent over the past few years.

Part-time employment has decreased from 45 per cent at 30 June 2021 to 37 per cent at 30 June 2022. The majority (88 per cent) of these employees were female.

Chart 1.2 – Gender by working arrangements by paid headcount, 30 June 2022

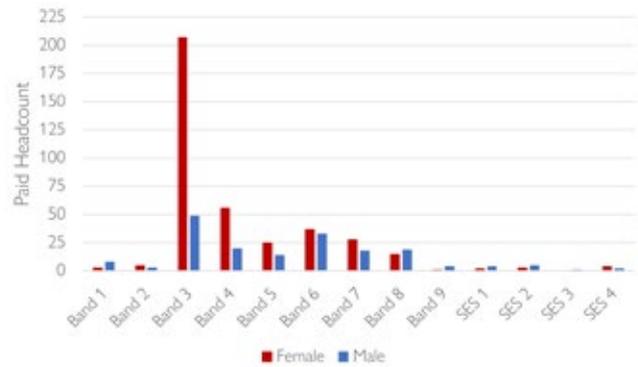


Gender by Salary Classification

The largest group of employees within the department are classified at Band 3 (45 per cent). This is mainly due to the number of employees undertaking Band 3 customer service roles within Service Tasmania or the COVID-19 Contact Centre, which accounts for 85 per cent of all Band 3 positions. Females occupy most Band 3 roles (88 per cent) within the agency.

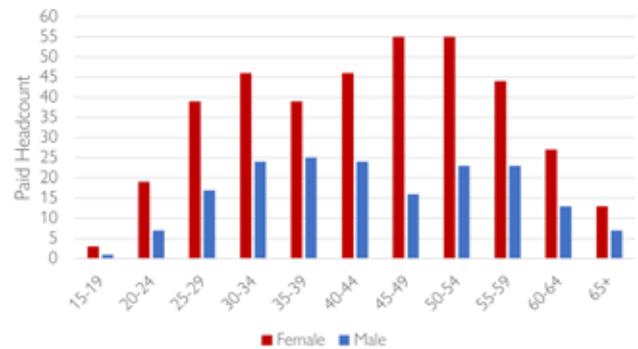
The average full-time salary for females was \$85,944, compared to \$99,136 for males at 30 June 2022.

Chart 1.3 – Gender by salary classification by paid headcount, 30 June 2022



Gender by age

Chart 1.4 – Gender by Australian Bureau of Statistics age group by paid headcount, 30 June 2022



Staffing Information – Ministerial and Parliamentary Support (MPS)

Paid headcount and paid FTE

As at 30 June 2022, Ministerial and Parliamentary Support (MPS) had 154 appointees (141.5 Paid FTEs). This includes Crown Prerogative appointees; employees seconded from the Tasmanian State Service and ministerial drivers and excludes appointees on unpaid leave.

Table 1.3 – Paid headcount and paid FTE by group, 30 June 2022

Offices	Headcount			FTEs		
	Female	Male	Total	Female	Male	Total
Government ministerial and electorate offices ¹	68	50	118	66.5	48.4	114.9
Labor opposition office and electorate offices	18	9	27	13.3	6.3	19.6
Tasmanian Greens and Independent electorate offices	4	5	9	2.2	4.8	7.0
Total	90	64	154	82.0	59.5	141.5

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 2021–22

Staff Movements	Male	Female	Total
Commencements			
Crown Prerogative appointments	23	21	44
Secondment arrangements	3	7	10
Total commencements	26	28	54
Separations			
Resignations, retirements and contract expiries	20	22	42
Transfers to other State Service agencies	7	7	14
Total separations	27	29	56

Employee Statistics – MPS

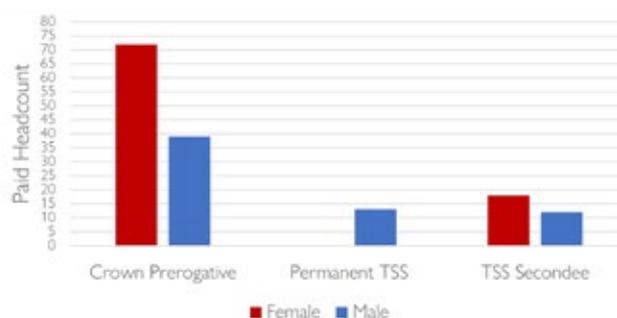
Gender by Employment Type, Working Arrangements, Salary Range and Age

Gender by Employment Type

The majority (72 per cent) of MPS staff are Crown Prerogative appointees (non-state servants). All ministerial drivers are permanent Tasmanian State Servants.

Females represent 58 per cent of all MPS staff.

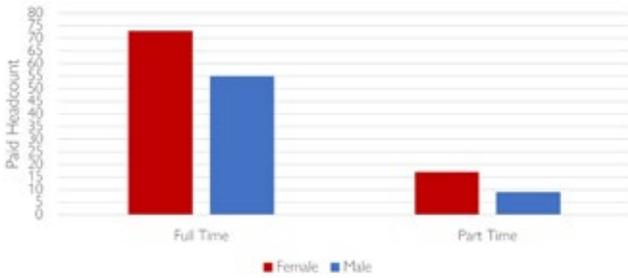
Chart 1.5 – Gender by Employment Type by Paid Headcount, 30 June 2022



Gender by Working Arrangements

Part-time employment represents 17 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 2022

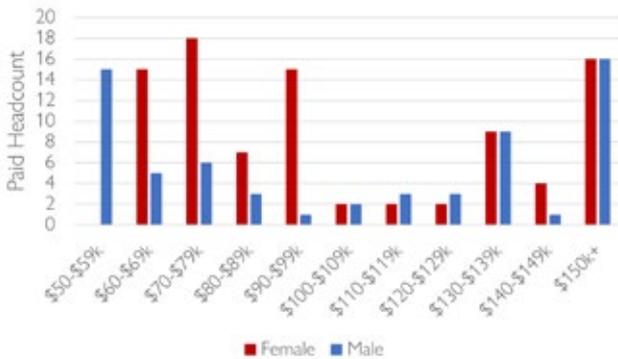


Gender by Salary Range

The salary profile for MPS is atypical, with the majority of male appointees within the salary ranges \$59,000 - \$69,999 or \$150,000+. The majority of females fall within the salary ranges \$60,000 - \$79,999 or \$90,000 - \$99,999.

The average salary for males is \$114,553 and the average salary for females is \$111,005.

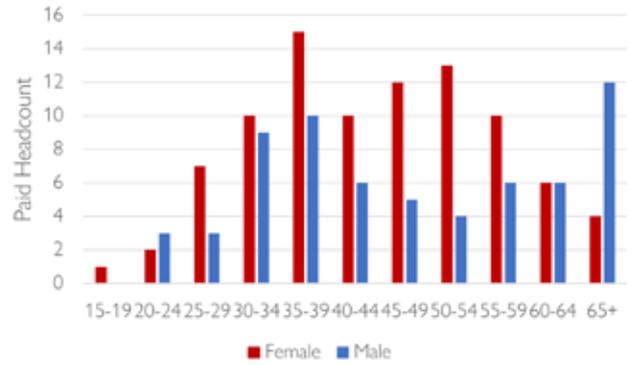
Chart 1.7 – Gender by Salary Range by Paid Headcount, 30 June 2022



Gender by Age

The majority of MPS male appointees are aged between 35–39 years, or greater than 65 years, compared to females, who are evenly divided between 30 and 60 years.

Chart 1.8 – Gender by ABS Age Group by Paid Headcount, 30 June 2022



Human Resources Activities

Workplace Culture

DPAC’s organisational culture was identified as a priority focus area in 2021 and input was sought via an independent consultancy service. The findings informed the development of the DPAC Culture: Continuing our Culture Journey – 2022 Action Plan, including immediate and ongoing actions to support a healthy and productive organisational culture:

- living our values into our day-to-day work by embedding into agency activities and demonstrating the desired behaviours and mindsets
- reframing accountability in relation to behaviour and work
- feedback mechanisms, clear communication channels and developing programs to empower our workforce
- addressing workload challenges by reducing bureaucracy, considering risk, and making process changes to enable a more trusting culture
- leading with kindness and respect by fostering engagement and being present across the Department, along with consideration being given to adding ‘Respect’ as a fifth value late in 2022
- leading the culture journey in a rigorous and employee-centric way, driven by continuous learning and improvement

Visible leadership forms an essential part of fulfilling our priorities. We will continue to develop our leadership capabilities at all levels to nurture leaders and promote a culture of accountability, visibility, transparency, and collaborative working.

Diversity, Inclusion and Wellbeing

Ongoing initiatives were continued throughout 2021–22 to uphold our vision to build a culture of respect and inclusiveness which reflects the diverse community we serve. These initiatives support other work being undertaken to build safe and inclusive workplaces, as outlined in the DPAC People and Culture Strategy 2020–22.

We continued to build on and enhance our current accessibility practices, mental health awareness, workplace behaviours and other employee supports with the objective to:

- promote awareness and the benefits of having a diverse and inclusive culture
- embed practices for an inclusive workplace culture
- develop inclusive practices and procedures with a focus on diversity
- build a safe and healthy work environment free from bullying and harassment

In 2021, we re-established the Workplace Contact Officer network, a voluntary group of staff that has been trained to be a point of contact for employees experiencing harassment, discrimination, bullying or victimisation. The network contributes to the Department's commitment to a respectful and equal opportunity workplace – one that strives towards everyone having the right to be treated with respect and responsibility to act respectfully towards colleagues.

Workplace Equality and Respect

The DPAC Workplace Equality and Respect Action Plan – Phase 2 (WERS Action Plan) has been developed to identify and deliver gender equality and prevention of discrimination in the workplace to ensure alignment with the Workplace Equality and Respect Standards. The WERS Action Plan supports all members of our DPAC community to feel safe, respected and empowered to readily participate in all aspects of the workplace free from discrimination and harassment.

The WERS Action Plan has strong ties to existing organisational activities that challenge inequality and discrimination and is aligned to our strategic direction of creating a workplace that is innovative and enhances the social and economic futures of individuals, government and communities.

Accessibility Action Plan

DPAC is committed to ensuring that our services, facilities, information, and employment are inclusive and accessible. In 2021–22, DPAC continued the implementation of the Accessibility Action Plan 2018–21, including:

- continuing to use and monitor the Emergency Management Framework for Vulnerable People to assist in the development and maintenance of emergency management arrangements
- commitment to meeting Web Content accessibility. DPAC's templates and websites are compliant with website Content Accessibility Guidelines (WCAG) 2AA
- inclusion of a mandatory Disability Confident Workforces e-learning module and training on the creation of accessible documents in new employee induction
- continuing to conduct mental health awareness campaigns to reduce stigma and increase support for mental health in the workplace
- digital transformation projects to drive inclusive practices and enable accessibility across the Department
- regular promotion of diversity and inclusion initiatives through internal communication channels
- continuing to encourage access to services to enable people to live healthy, productive, independent, and dignified lives, including service animals being welcomed onto our premises and Service Tasmania operating a newer service model with a concierge available at some sites to greet customers and help with any needs that a person identifies

The DPAC Accessibility Action Plan 2022–23 is currently in development. We continued to be guided by the Accessibility Action Plan 2018–21 in working towards an accessible and inclusive workplace, pending the release of an updated Accessible Island: Tasmania's Disability Framework for Action which will inform the development of the next DPAC Accessibility Action Plan. As an employer, we continue to strive to build a workforce that represents the broader Tasmanian community. We will reduce barriers to employment within DPAC, so people with disability can access employment and career development opportunities.

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 will provide valuable data and allow the Agency to address trends and plan for the safety and wellbeing of all DPAC employees in real time. Our Agency WHS Management Committee develops an annual WHS plan with direct links to the Agency COVID safety plan.

The key elements of the activities in 2021–22 included:

- ongoing assessment and management of the risks associated with COVID-19 in the workplace
- improvement of the Work Health and Safety Management System (WHSMS)
- manager / supervisor training with all Service Tasmania Team Leaders
- Remote Working Policy revised as part of the COVID-19 response including working from home and family friendly initiatives
- a range of programs and activities to assist employees stay healthy and achieve a better work life balance

- QR codes for contractor management induction
- improved incident reporting format to enable breakdown of incident and hazards
- delivery of a simplified flu vaccination program with greater uptake
- WHS Officer training developed by the Office of the Solicitor General, in collaboration with a number of other agencies
- WHS Unit has moved from HR to Properties, Procurement and Risk to align risk and safety.

WorkSafe Month in October 2021 was promoted within DPAC to ensure safety, health and wellbeing was a top priority in the workplace.

WHS Performance Measures

The Department is committed to supporting an environment and culture that provides for the health, safety, and wellbeing of all its workers, by complying with the requirements of the *Work Health and Safety Act 2012* and the *Work Health and Safety Regulations 2012*. Our goal is to be recognised throughout the State Service as an exemplar with regard to work health, safety, and wellbeing.

The following measures report the Department's status in achieving this goal.

Table 1.5 DPAC Performance Measures

DPAC Performance Measures	2018–19	2019–20	2020–21	2021–22
Number of incidents reported	43	51	58	67
Number of hazards reported ¹	3	1	15	4
Number of workers' compensation claims	7	5	7	1
Number of serious claims (1 or more weeks off work)	2	4	6	1
Number of First Aid Officers	18	18	18	18
Number of completed WHS training ²	371	281	150	310
Number of employees participating in flu vaccine program	299	101	186	294

1 The number of hazards reported in 2020–21 includes customer breaches of COVID protocols in Service Tasmania shop locations.

2 WHS training is mandatory for all employees to complete each calendar year. The WHS training completed includes new employees across the agency. 2021 refresher training for employees is yet to be scheduled.

Table 1.6 MPS Performance Measures

MPS Performance Measures	2018–19	2019–20	2020–21	2021–22
Number of incidents reported	2	1	5	4
Number of hazards reported	0	0	0	0
Number of workers' compensation claims	0	1	2	0
Number of First Aid Officers	5	5	5	5
Number of employees participating in flu vaccine program ¹	70	-	39	60

1 The number of employees participating in flu vaccine program in 2019–20 was not recorded separately. Refer to Table 1.5 DPAC Performance Measures above for participation across the agency.

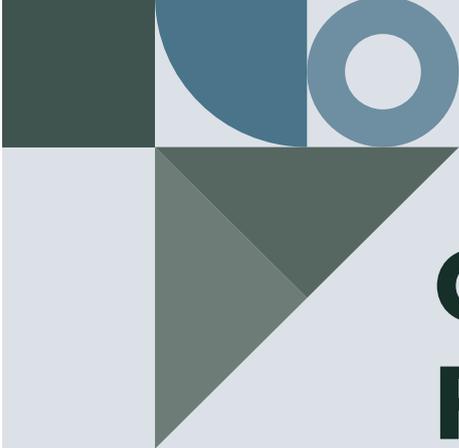
SUPERANNUATION CERTIFICATE

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 2022



Our Strategic Priorities

During the past year, the DPAC Strategic Plan 2019–22 has continued to help guide us 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.

To provide more detail two strategic snapshots were released covering 1 January 2022 to 31 December 2022.

We continued a focus on and investment in our people and our workplace culture.

We have identified three guiding principles to direct the work of the Department in a continually changing environment.

These guiding principles are:

- High performing people and culture
- Fresh thinking, sound advice
- Effective partnerships

In year three of our plan, we focused on doing a small number of activities well.

The Plan reflects the continually changing environment that DPAC, and the State Service more generally, is working in. With changes to Department occurring later in 2022 as a result of the DTC Transition Project, the current plan will be extended until December 2022, to provide time to include our new divisions in the development of our future strategic direction.

Focus on our People

A focus on our people and culture has never been more important.

Renewing our commitment to Our Watch and the Workplace Equality and Respect Standards (WERS)

- In October 2021, to underscore the government's commitment to the standards, we introduced a revised governance structure for the WERS Interagency Committee, providing a decision-making layer of governance between the Officer Working Group and Heads of Agency; and chaired by the Deputy Secretary of the Department's People, Performance and Governance Division.
- We led a service-wide commitment to the implementation of the Our Watch Workplace Equality and Respect Standards through agencies and extended our collaboration across government.

Learning from and taking action to improve DPAC's culture so it's an even better place to work.

- We continued with the body of work we commenced in 2020, to understand and improve DPAC's culture following a time of great change.
- Working with an external consultant, we consulted widely with our staff and identified areas for improvement.
- In the second half of 2022, we will implement programs we have developed to celebrate our successes, make business improvements to reduce time and double handling, and to improve our Performance Management Program to be easier to access, more meaningful and connected to our agency goals.
- We have also undertaken extensive work to understand our values and are working towards adding a fifth value – Respect - before the end of the year.

Workplace wellbeing, health and safety

- In the 2021–22 financial year we commenced work on a new work health and safety management system, which is scheduled for implementation in the second half of 2022. This system will provide valuable data and will enable us to address trends and plan in real time for the safety and well-being of all our people. We have developed a new incident reporting system to expand the reporting and data collection of incident statistics.
- Supporting good mental health remains at the forefront of our safety culture, and this year we sought out interested staff to be trained as Workplace Contact Officers (WCO). The WCO network is a voluntary group of staff who have trained as a 'point of contact' for employees who may be experiencing harassment, discrimination, bullying and/or victimisation in the workplace.

- Our ongoing wellbeing will also be supported through better educating our staff. Mental Health First Aid training, which will work in conjunction with the Contact Officer program, was also offered to staff. Interest was high for both opportunities and training will begin later this year.

Focus on the Community

A strong outward focus to best meet the Tasmanian community's needs.

Through 2021 and 2022 DPAC Government Services continued to coordinate key actions aligned with the Tasmanian Government's digital transformation strategy – Our Digital Future, with a focus on contemporary citizen-centric service delivery and the development of digital culture and capability across the Tasmanian Government.

Contemporary, citizen-centric service delivery

- To help make it 'easy for Tasmanians to find and access services they need at every stage of their life' we are investing in new digital approaches and establishing a Customer Experience Program to drive key initiatives.
- The Tasmanian Government committed \$4.3 million over four years as part of the 2021–22 Budget, for Service Tasmania to begin the development of a digital service portal to provide Tasmanians with a secure and easy-to-use access point for government services. In late 2021, Service Tasmania with support from DSS commenced work on the first two outputs of a customer experience program aimed at improving the accessibility and availability of services through digital channels.
- In 2021–22 work has been undertaken to develop a new Service Tasmania website. The website will be launched in mid-2022 and will provide customers with access to information on over 470 services available across Tasmanian Government.
- Work has also commenced on the initial stage of a Service Tasmania digital portal 'myServiceTas',

to be launched in 2023. This will allow Tasmanians to create a secure account to access their digital services. The first stage of the portal will allow customers to undertake a range of transport transactions, such as checking or renewing your driver license and registering a vehicle. The portal aims to provide Tasmanians with a secure and easy-to-use access point for Government services through a single login.

- We have been building a framework to commence delivering government services around 'Life Events' such as birth, moving, emergencies, death and others. These structure services around the individual, rather than government agency silos. Two pilot life events; 'Moving to Tasmania' and 'What to do when someone dies' will be launched on the new Service Tasmania website in mid-2022. In time, these life events will be used to support customers across all our service channels, not only digitally.

Reviewing new service approaches

- We are reviewing and redefining the flexible service models piloted in our redeveloped Hobart and Launceston Service Tasmania service centres over the past two years.
- These developments include customers being served by a 'concierge' on entry for simpler interactions, or to be assisted through digital service options where available, potentially avoiding the need to visit the counter. The concierge service model is now being redeveloped with an aim to be scalable and repeatable across further urban service centres, whilst also expanding on the digital support capabilities available at Service Tasmania. The model will also outline the resourcing and rostering requirements for providing ongoing dedicated front of house services and seek to standardise operating procedures across sites. The redefined service model is due for consideration end of September 2022.

- Based on the learnings from the Hobart and Launceston service centre redevelopments, concept designs are currently being drawn up to introduce flexible service options into the Glenorchy site. Initial designs are due for consideration end of August 2022.

Contemporary Frameworks

- We commenced a comprehensive review into the Future of Local Government in Tasmania through the Local Government Board in January 2022. Planned legislative reform will not be introduced until a clear reform pathway emerges from the current Review.
- In August 2021, in collaboration with the Department of Communities, we launched the State's first comprehensive, whole-of-government Child and Youth Wellbeing Strategy "It Takes a Tasmanian Village". The strategy was developed to provide a long-term direction for government to improve the wellbeing outcomes for Tasmanian children and young people.
- We are now working towards introducing our first state-wide Wellbeing Framework, building upon the work completed for the Child and Youth Wellbeing Strategy to support the development of the holistic Wellbeing Framework as the lead agency.

COVID-19 Response and Recovery

- DPAC is responsible for emergency recovery through the State Recovery Advisor.
- As the pandemic continues, we have been leading the Government response and recovery program and implementing strategies and initiatives to support Tasmania's recovery from the COVID-19 pandemic.
- 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.

- We are responsible for delivering a range of immediate and short-term recommendations, in addition to a number of medium to longer term recovery measures.
- The challenges to the COVID Recovery continue and will continue over the next 5 years.
- Further information on status of these recommendations is on page 41.

Review of the Tasmanian State Service

- We commenced our work to implement recommendations from the Independent Review of the Tasmanian State Service. Government has committed to implementing all 77 recommendations through a five-year reform program focused on ensuring that the State Service is fit-for-purpose for Tasmania today and into the future.
- The Secretaries Board was established in early-2022 as a new structure for working together across agencies, chaired by DPAC Secretary.
- DPAC is coordinating implementation of State Service Review recommendations across government, working closely with agencies, the Secretaries Board and its three Subcommittees. Progress and planning are underway for a range of structural, legislative, and administrative changes intended to transform current systems, services, and practices to improve the State Service.

Transparency and Accountability

- We continue to support Government's commitment to improve openness and accountability of government decision-making.
- Work has commenced to procure and implement an improved eCabinet service for the management of Tasmanian Cabinet papers, allowing digital process lifecycle, real-time business intelligence, and collaboration on decision making.

Right to Information reform

- We are committed to improving openness and accountability of government decision-making and are steadily improving access to published government information, increasing transparency of government activity, and continuing to build a culture that reduces red tape. This includes planning to implement the \$500,000 Governments enhancement of a Right to Information (RTI) uplift and the provision of centralised training which will build skilled RTI practitioners and will reduce key person dependencies in agencies. This will deliver improved processes and systems for RTI.

Partnerships

DPAC's Vision sets our goal that as a highly valued partner we put the best interests of Tasmania at the heart of everything we do. As the central government agency, our role in any partnership, can include policy advice, a coordination function, and ensuring a whole-of-government approach is taken. In 2021–22, we supported (and continue to support) the following major projects and reforms either as the lead agency, or supporting agency:

- The Electoral Act Review
- The Commission of Inquiry into allegations of child sexual abuse in government institutions
- The Education Regulation Review
- The recommendations of the Royal Commissions into Aged Care and National Natural Disasters
- Pathway to Truth-Telling and Treaty
- Right to Information reform
- Development of a community-wide framework to achieve Literate Tasmania
- Future of Local Government Review
- Wellbeing Framework



Our Performance Measures

The Department has reviewed its KPIs to ensure they drive performance measures.

As highlighted in last year's report an internal working group was established to review and refresh the existing KPIs of the Department. The aim is to ensure our KPIs going forward align with DPAC's Strategic Plan and reflect the vision for the Department. As a result an updated set of performance measures was reported in the Annual Report for 2020–21.

The performance measures for the Department are classified as a measure of efficiency, effectiveness, economy or activity. The key focus is on outcomes for the Department, its stakeholders, and the community.

As this set of KPIs was developed for measurement from 2020–21 onwards, actual results are not available for 2019–20 and some measures for 2020–21.

Eff = Efficiency

Eco = Economy

Ess = Effectiveness

Act = Activity

Nm = Not measured

Output ¹	Minister	Performance Measure	Unit of Measure	Measure Type	2022-23 Target	2021-22 Target	2019-20 Actual	2020-21 Actual
1.1 – Strategic Policy and Advice	Premier	Policy, project and program advice and implementation meets the expectations of stakeholders	%	Ess	90	85	Nm	80
1.1 – Strategic Policy and Advice ^{2,3}	Premier	The Premier and the Cabinet receive high quality, rigorous and timely policy advice	Number	Ess	100	85	Nm	100
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	Nm	Satisfactory
2.1 – Management of Executive Government Processes	Premier	Right to Information Requests responded to within statutory timeframes	%	Eff	100	100	100	100
2.1 – Management of Executive Government Processes	Premier	Documents provided to Cabinet within agreed timeframes	%	Eff	100	100	Nm	95
2.1 – Management of Executive Government Processes	Premier	Draft responses to routine Ministerial correspondence actioned within 10 days of receipt	%	Eff	90	90	Nm	82
2.2 – Principal and Subordinate Legislation	Premier	Proportion of key clients that are satisfied that the legislation drafted for the client met the relevant, and implementable policy intentions in a legally effective manner	%	Ess	99	99	99	99
2.2 – Principal and Subordinate Legislation	Premier	Percentage of achievable legislative timings met to enable the legislative priorities, and other critical legal or political obligations, of the Government, as a whole to be met	%	Eff	100	95	Nm	100

Output	Minister	Performance Measure	Unit of Measure	Measure Type	2022-23 Target	2021-22 Target	2019-20 Actual	2020-21 Actual
2.3 – Tasmanian Government Courier ⁴	Premier	Client satisfaction	%	Eff	95	95	Nm	Nm
2.4 – 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	Nm	98
2.4 – 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	100	100	Nm	94
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	Nm	100
3.2 – Management and Ongoing Development of Service Tasmania ⁵	Premier	Online Transactions – Customer Satisfaction	%	Ess	80	80	Nm	54
3.2 – Management and Ongoing Development of Service Tasmania	Premier	Service Centres – Customer Satisfaction	%	Ess	90	90	95	75
3.2 – Management and Ongoing Development of Service Tasmania	Premier	Contact Centre – Customer Satisfaction	%	Ess	90	80	69	95
3.3. – Delivery of IT Services	Premier	Service level agreement performance and compliance	%	Ess	>90	>90	87	89
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 ⁶	Premier	Customer satisfaction	%	Ess	>90	>90	83	Nm

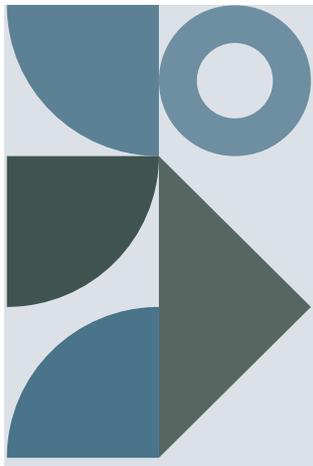
Output	Minister	Performance Measure	Unit of Measure	Measure Type	2022-23 Target	2021-22 Target	2019-20 Actual	2020-21 Actual
4.1 – State Service Employment and Management ⁷	Premier	Percentage of assessment/ approvals completed within 15 working days	%	Eff	75	Nm	Nm	Nm
4.1 – State Service Employment and Management ⁸	Premier	Number of public data releases	Number	Eff	5	4	5	5
4.1 – State Service Employment and Management ⁸	Premier	Percentage of planned projects (key policies, tools and frameworks) developed during the reporting period	%	Eff	95	100	Nm	95

Output	Minister	Performance Measure	Unit of Measure	Measure Type	2022-23 Target	2021-22 Target	2019-20 Actual	2020-21 Actual
4.2 – Diversity and Inclusion ⁹	Premier	Enabling the Aboriginal Employment Strategy - participation rate of Senior Leaders in scheduled Cultural Respect Training	%	Act	20	9	Nm	6
4.3 – Youth recruitment – number of Appointments ¹⁰	Premier	Graduates	Number	Act	24	20	17	31
4.3 – Youth recruitment – number of Appointments ^{8,11}	Premier	School Based Trainees	Number	Act	12	11	9	Nm
5.1 – Security and Emergency Management ^{8,12}	Premier	Response time to Local Government or State agencies in terms of grant activation	Business Days	Eff	<5	2.00	1.22	1.25
5.1 – Security and Emergency Management ¹³	Premier	Policy, project and program advice and implementation meets the expectations of stakeholders	%	Ess	>80	>80	Nm	Nm

Output	Minister	Performance Measure	Unit of Measure	Measure Type	2022–23 Target	2021–22 Target	2019–20 Actual	2020–21 Actual
5.1 – Security and Emergency Management ^{8,14}	Premier	Low ineligibility rate in the Tasmanian Government's Disaster Recovery Funding Arrangements claim	%	Ess	<5	0.49	2.27	1.04
6.1 – Local Government	Local Government	Proportion of Councils that comply with the statutory requirements for Strategic Planning Documentation	%	Ess	80	70	Nm	59
6.1 – Local Government	Local Government	Business days taken to complete a preliminary assessment of a complaint and provide advice to the complaint	Days	Eff	35	40	Nm	52

Notes:

1. During 2020–21, a review of Performance Information of the Department was undertaken, and a new set of performance measures were developed to better reflect the Department's Strategic Plan and Vision. Due to this change, actual results are not available for 2019–20.
2. Cabinet advisories that were submitted outside of the due date were provided the following day. All advisories were provided in time for Cabinet consideration. A significant contributing factor to timeliness was the heavy workload for the Division in supporting the Government's response to COVID-19, particularly support for National Cabinet.
3. The 2021–22 Target has been revised to better reflect year to date performance and likely 2021–22 outcomes.
4. During 2021–22 the Department has undertaken a review of its performance information relating to the Tasmanian Government Courier Service and changed its methodology to better reflect and report on the operations of the service. Due to this change the actual results are not available for 2019–20 or 2020–21.
5. The customer survey collection method for this group of measures was changed in 2020–21. This has resulted in some targets being adjusted to reflect the new methodology.
6. The 2020–21 Actual result is not available due to the survey that informs this measure not being conducted during 2020–21 as a number of key services for Digital Strategy Services being changed during 2020–21.
7. This Performance Measure replaces the previously reported measure 'Number of assessments/approvals made under delegation from the HoSS as Employer'. A better measure to reflect the effectiveness of SSMO in this area is to measure the timing of assessments and approvals completed.
8. 2021–22 Targets have been revised to better reflect year to date performance and likely 2021–22 outcomes.
9. Since launching the Cultural Respect training in 2020–21, 14 sessions have been delivered for 269 participants.
10. This reflects the graduate intake to the Tasmanian State Service central graduate pool recruitment program and excludes any separate agency recruitment programs.
11. The 2020–21 School Based Trainee recruitment program was disrupted due to the COVID-19 pandemic.
12. This Performance Measure refers to the average number of full business days or part thereof between a request from a Local Government or State 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.
13. A survey methodology is being developed to facilitate reporting on this Performance Measure beginning in 2021–22.
14. This Performance Measure refers to the ineligibility rate for the most recently acquitted claim. This is typically for two financial years before the year of reporting (i.e. the 2020–21 Actual refers to the acquittal of the 2018–19 claim).



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

Recommendation Status

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.

DPAC was responsible for delivering 19 recommendations from PESRAC's Interim Report on immediate and short-term recovery measures. All recommendations have been completed or absorbed into the department's ongoing activity. Read the PESRAC Interim Report – Implementation Summary (June 2022) on Tasmania's coronavirus website: www.coronavirus.tas.gov.au/families-community/recovery.

DPAC, including the Head of the State Service, is responsible for delivering 20 recommendations from PESRAC's Final Report on medium to long term recovery measures. Eight have been completed, closed or absorbed into ongoing activity. Work to deliver the remaining 12 recommendations is underway. Further information on status of these recommendations is in the table below.

PESRAC Final Report recommendations

Rec F-01	Status: Underway
<p>Protecting sustainability, community values and Tasmanians' well-being must continue to be at the forefront of regulatory activity.</p> <p>Feedback from the Tasmanian community and major investors to PESRAC was about ensuring approvals and development decisions are dealt with quickly and efficiently. This has been a major focus for the Government for some time, with two Building and Construction Regulatory Reform packages being implemented over the past year. These reforms are about addressing sources of frustration for businesses and ensuring that approvals and government decisions affecting businesses run as smoothly as possible.</p> <p>The Government's focus on regulatory reform, including making it easier to do business in Tasmania, is complemented by the comprehensive work underway through the development of the Sustainability Strategy and more recent work on development of a Wellbeing Framework for Tasmania. This will ensure a continued focus across government activity on social, economic, environmental and governance values and interests.</p>	
Rec F-06 and F-44	Status: Ongoing
<p>6: Agency heads should drive, and be held accountable for, a public sector wide culture that proactively engages with major investment proponents</p> <p>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.</p> <p>Broad expectations in relation to response and recovery from COVID-19, including delivery of PESRAC recommendations, were set out in Ministerial Charter Letters and Heads of Agency performance agreements. Heads of Agency hold monthly meetings to discuss collective stewardship and advancement of Government priorities.</p>	
F-07	Status: Complete
<p>The Australian and State Governments should reinvigorate the Joint Commonwealth and Tasmanian Economic Council.</p> <p>The former Premier wrote to the former Prime Minister to formally request that the Joint Commonwealth and Tasmanian Economic Council (JCTEC) be reinvigorated. The former Prime Minister replied to indicate that this work is now integrated in the current federal relations architecture.</p>	
F-08	Status: Underway
<p>Regional land use strategies should be comprehensively updated.</p> <p>The 3 regional land use strategies will be updated for approval by the Minister for Planning under the <i>Land Use Planning and Approvals Act 1993</i>. The roadmap for the second phase of land use planning reform will deliver a regional land use planning framework project that is followed by comprehensive reviews of each of the regional land use strategies. This is a significant project to be funded over a 2–3-year period.</p>	

F-29	Status: Complete
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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.

Broad guidance for people travelling interstate about the circumstances under which Tasmanians were required to quarantine was published on the Tasmanian Government coronavirus website over the last two years. The advice was updated as required as the situation evolved. Tasmania's borders reopened on 15 December 2021 and there are no longer requirements to quarantine as a result of interstate travel.

F-34	Status: Underway
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The State Government should:

- as a priority, improve digital inclusion across Tasmanian communities by:
 - 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.

This recommendation is being implemented through work on the Our Digital Future strategy. This strategy articulates the government's long-term commitment to developing the foundations needed to support digital inclusion and community wellbeing, a vibrant digital economy and workforce, and an integrated range of government services that are easy to access and use by all Tasmanians. Improving Tasmania's digital inclusion and literacy is fundamental to this strategy.

F-35	Status: Underway
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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.

Three COVID-19 Regional Recovery Committees have been 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 first met in August 2021 and have 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. DPAC is currently liaising with lead agencies to assess and progress the proposals.

Recs F-38 – 42**Status: Underway**

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

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

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.

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

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 process to ensure a whole-of-government approach to the development of the Sustainability Strategy. The Strategy will bring together the work already being done across government and the Government's election commitments including work underway on the Climate Change Act, the Tasmanian Renewable Energy Target, the Waste Action Plan, improving gender quality and literacy and numeracy levels. Focus-group workshops were held in Hobart, Launceston and Burnie in April 2022, as part of the initial phase of consultation and information gathering. The University of Tasmania has been engaged to undertake research of sustainable development models and frameworks internationally, which will be combined with the outcomes of the workshops to develop options for a potential model for Tasmania.

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.

DPAC will lead a whole-of-government approach to systematically reviewing existing funding models for community service organisations and establishing the recommended principles for future arrangements. This work was recently acknowledged in the Community Service Plan and will include a high-level jurisdictional analysis of other funding models for community service organisations.

Recs F-47-50	Status: Closed
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- 47: The Tasmanian Parliament should sponsor a process to drive structural reform of Tasmania’s local government sector.
- 48: Parliament should own the local government reform process, including by:
- setting the terms of reference for the process;
 - setting a timeframe of about 18 months for completion; and
 - committing to implementing the recommendations without material modification.
- 49: The process should be undertaken by an expert panel and supported by an appropriately resourced secretariat.
- 50: The process must be designed to deliver a reform outcome capable of being implemented and include detailed recommendations on implementation and transitional arrangements.

The Government was not able to secure the support from the Labor Opposition, Greens and other non-Government members on the Parliamentary-sponsored local government review process recommended by PESRAC. This effectively ended the formal progression of recommendations 47–50. In its place, the Government has commissioned the Local Government Board to undertake a Review into the Future of Local Government in Tasmania. The objective of the Review is to create a more robust and capable system of local government. The Board will make recommendations on the future role, functions and design of local government and the structural, legislative, and financial reforms required to meet this objective. The Review formally commenced in January 2022 with the Board’s final report due by 30 June 2023.

Rec F-51	Status: Underway
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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 leading a whole of government process to identify and review existing work across government that addresses high consequence risks. The 2021 Tasmanian State Disaster Risk Assessment has been completed by the State Emergency Service. The amplifying effect of climate change will be considered after the completion of a state-wide climate risk assessment by the Renewables, Climate and Future Industries Tasmania, Climate Change Branch. Recommendation 1 from the State Service Review to undertake a full horizon scanning process every two years as part of the process of updating the disaster risk assessment, is being considered within the context of this PESRAC recommendation.

Rec F-52	Status: Underway
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Surge capacity arrangements need to be identified and tested as part of disaster planning

DPAC is currently undertaking a project to identify and review the existing state and national surge capacity arrangements. A surge capacity planning guideline is being developed to support improved disaster planning and testing of surge capacity arrangements across government. Work is ongoing to implement a structure to implement improved surge capacity planning and testing and embed a process for continual improvement into this work.



Our Finances

Our financial statements for 2021–22 were submitted to the Auditor-General on 12 August 2022.

Following the audit undertaken by the Tasmanian Audit Office, our financial statements were certified on 16 September 2022.

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

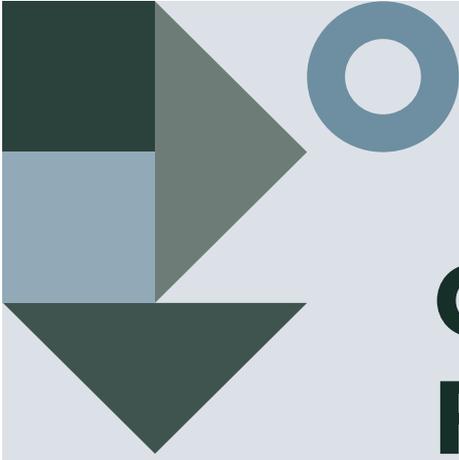
Financial Performance

The comprehensive result on the Statement of Comprehensive income is a surplus of \$3.640 million.

The following is a snapshot of the financial performance of DPAC during 2021–22:

- DPAC provided \$89.642 million in COVID-19 response initiatives including \$75.571 million for the purchase of rapid antigen tests, \$10.369 million for the operation of the COVID-19 Public Health Hotline and the Public Information Unit and \$3.702 million for the Tasmanian Government's contribution towards the extension of pandemic leave disaster payments to temporary visa holders residing in Tasmania.
- DPAC undertook purchases of plant, equipment and leasehold improvements of \$1.281 million to construct a secure facility for National meetings undertaken via online platforms and to upgrade Service Tasmania shops (including various security upgrades).
- DPAC provided the Department of Communities Tasmania (\$0.960 million), Department of Education (\$0.450 million), Brand Tasmania (\$0.060 million) and Department of Health (\$0.056 million) for Actions to support the Tasmanian Government's Child and Youth Wellbeing Strategy.
- DPAC completed an administrative restructure to:
 - transfer the Tasmanian Climate Change Office to the Department of Treasury and Finance. The net assets relinquished by the Department upon the restructure were \$0.307 million.
 - receive the State Planning Office from the Department of Justice. The net liabilities assumed by the Department upon restructure were \$0.182 million.
- the below table shows the Department's budgeted and actual revenue and expenditure for the 2021–22 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	24,821	27,024	24,813	26,404
Output Group 1: Support for Executive Decision Making	18,060	6,925	18,102	6,999
Output Group 2: Government Processes and Services	14,849	12,740	14,911	12,536
Output Group 3: Electronic Services for Government Agencies	45,474	48,227	44,739	47,679
Output Group 4: State Service Management	6,174	5,731	5,954	5,166
Output Group 5: Security and Emergency Management	3,327	85,040	3,363	82,679
Output Group 6: Local Government	2,849	5,232	2,849	6,081
Output Group 90: COVID-19 Response	501	10,897	501	10,787
CIP: Capital Investment Program	1,467	582	250	429



Our Compliance Report

Asset Management

Strategic Asset Management Plan

The Department of Premier and Cabinet (DPAC) uses our 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.

Leases

By managing our portfolio of leasehold properties effectively, we aim to:

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

Grants, Contributions and Election Commitments

During 2021–22 we processed 151 grant and contribution payments, which came to a total of \$2,148,705. Table 2.1 summarises the payments.

Table 2.1 DPAC grant payments by program

Program	\$
Recreational Fishing and Camping Facility Grants	800,700
State Planning Office	690,000
Premier's Discretionary Fund	224,534
Local Government Grants	202,500
Resilience and Recovery Grants	120,000
COVID-19 Response and Recovery Measures	50,000
Other	37,771
Tasmanian Climate Change Office Grants	14,200
Australia Day Grants	9,000
Total	2,148,705

Appendix C provides details of grant recipients.

Energy Use and Emissions

Energy Use	2021–22		2020–21	
	Volume	Emission (t CO2e)	Volume	Emission (t CO2e)
Electricity (kWh)	1,972,704	315.6	1,788,892	304.1
Natural Gas (MJ)	254,077	13.1	224,041	11.5
Transport fuel (litres)	123,234	304.1	121,814	292.3
Emissions Total		632.8		607.9

Notes

- The data contained in the Table above provides a holistic carbon footprint of the Department's energy use and emissions activities. This replaces a previous Table that only displayed electricity consumption data for five of DPAC's major leased properties.
- t CO2e = Tonnes of carbon dioxide equivalent.
- Greenhouse gas emissions are calculated using emissions factors and methods from the National Greenhouse and Energy Reporting (Measurement) Determination 2008 and published in the National Greenhouse Accounts Factors for 2019 and 2020. Note that these emissions factors are calculated each year and the factor for scope 2 emissions from grid delivered electricity in Tasmania is slightly lower for 2022 than for 2021.
- Where data is available, fuel use is recorded as diesel, ethanol blend and unleaded petrol. Each fuel type has its own emissions factor calculation.
- The above figures do not include bottled LPG purchases or air travel.
- 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.

It should be noted that during the reporting period, although volume increased (10.08 per cent); impacted by a return to workplaces after COVID, an increase in staff numbers and a mix of aging technology and infrastructure; the comparative increase in emissions was significantly less (4.0 per cent).

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 to maximise efficiencies and reduce emissions
- changed vehicle replacement strategy to replace current G-plated vehicles with electric vehicles where it is operationally practical, with the first electric vehicle delivered in June 2022

Independent Scrutiny

We use internal and external reviews to measure our 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 the following performance audits of matters that involved DPAC:
 - COVID-19 – Response to social impacts: mental health and digital inclusion
 - COVID-19 Response to social impacts
 - Council General Manager recruitment, appointment and performance assessment

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.

Internal audit

No audits were completed during the 2021–22 period, however during this period DPAC appointed WLF Accounting and Advisory to replace KPMG as the Department's internal auditor.

The three-year audit plan was prepared which details the audits proposed for the 2023–25 period 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 2022, the Department administered 66 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	49
Brand Tasmania	1
Minister for Local Government	5
Minister for Parks	1
Minister for Planning	10

No acts administered by the Department were repealed during the year.

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 including Marine and Safety Tasmania, local government and Australian Government agencies for services delivered through Service Tasmania shops and/or the Government Contact Centre.

Procurement

We ensure that 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 2021–22, DPAC undertook 62 procurement processes including requests for tender, requests for quotation and direct / limited sourcing engagements that resulted in awarding contracts valued at \$50,000 or greater (excluding GST). 46 of these contracts were awarded to Tasmanian businesses.

The total value of contracts, valued at or over \$50,000, awarded was \$18,551,132 (excluding GST). The total value of these contracts awarded to Tasmanian businesses was \$13,278,421 (excluding GST), or approximately 72 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 2021–22 are provided in Appendix E.

Protecting Privacy

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

We also ensure that individuals have some control over their personal information.

When dealing with private information, we do 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 the *Public Interest Disclosures Act 2002*, section 86, we are required to report on any disclosures made about improper conduct by our public officers or by the Department.

During 2021–22:

- 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 www.dpac.tas.gov.au/public_interest_disclosures.

Publications

In 2021–22, DPAC business units produced 37 publications. These publications are available on our website: www.dpac.tas.gov.au, or by contacting:

People, Performance and Governance Division

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 D – Publications and Websites.

Related Trusts and Boards

We report 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 the DPAC.

There was no Local Government Board activity in 2021–22.

Right to Information

We are committed to ensuring we meet our 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 2021–22, 27 Right to Information applications for assessed disclosure were determined, which is the same number of applications determined in 2020–21.

Of the 27 applications determined in 2021–22:

- information was provided in full for 15 applications
- partial information was provided for 5 applications
- one application was transferred in full
- one application was refused
- no information was held for five applications
- one application was withdrawn
- one determination is subject to external review by the Ombudsman
- three applications received in the 2020–21 period were determined in 2021–22
- the assessment of five applications received in the 2021–22 period was not fully completed by 30 June 2022.

DPAC Right to Information Officers are delegated officers under the Act for the Department, Premier and other portfolio Ministers. Of the 27 applications determined in 2021–22, 16 were directed to the Premier and 11 were directed to the Department.

The Secretary of the Department of Justice provides an annual report on Right to Information statistics of all public authorities, including the Department of Premier and Cabinet. 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 (RAC)

The role of the Risk and Audit Committee 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 workplan is in place to guide the Committee's activities.

Personnel changes

The Committee members are scheduled to meet six times a year, however, the April 2022 meeting was cancelled, and a number of documents distributed out of session for the members to review and provide feedback.

During the financial year there were a number of changes to the Committee:

- Andrew Wilford – Acting Director Service Tasmania, and Adrian Periera – Independent Member, joined the Committee in August 2021 for a two-year term to replace members who had departed during the previous period.
- Rod Nockles, Deputy Secretary, replaced the previous Executive Officer.

The Chair Kathryn Westwood was re-appointed in February 2022 for a further two-year term.

Work Plan

RAC considered the following items within its Work Plan during the year:

Financial Reporting

- reviewed the Department's Financial Statements and the Management Representation Letter for the year ended 30 June 2021, finding the statements were consistent with the public sector's best practice accounting standards and appropriately represented the Department's financial position
- endorsed the Tasmanian Audit Office Client Strategy and monitored 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

- provided feedback on the Department's Risk Framework and Risk Policy and recommended approval to the Executive.
- obtained updates in relation to new and emerging risks that will or may have an impact on the Department
- noted the Department's ongoing response to COVID-19
- reviewed the proposed revised strategic risks
- received reports from on key risk areas, such as WHS and cybersecurity.
- reviewed and provided comment on the Department's Business Continuity Management

System of Internal Control

- reviewed the three-year strategic internal audit plan and recommended approval to the Executive.
- reviewed the annual internal audit work plan, in accordance with the Department'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 has developed a three-year Risk Roadmap and appointed specialist resources to guide the Department's risk management maturity journey. A Risk Framework and Risk Policy has been developed to set the principles and method for assessing risk consistently across the Department.

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.

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(l)(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:

2021	Salary \$'000	Other Benefits \$'000	Superannua- tion \$'000	Total \$'000
Mathew Healey Director, Local Government Division	175	19	23	217

State Recovery Arrangements

The Department of Premier and Cabinet is responsible for whole-of-government recovery planning, preparedness and coordination. The Deputy Secretary (Policy and Delivery) has been delegated statutory responsibilities as State Recovery Advisor under the *Emergency Management Act 2006* (s.24A), by the Secretary DPAC.

During 2021–22, the State Recovery Advisor has worked to give effect to Tasmania's recovery from COVID-19.

This included:

- providing advice on the impact of COVID-19 and necessary public health measures on the Tasmanian community and identify recovery activities to address these
- providing advice on the short, medium and long term COVID-19 Recovery Strategies
- coordinating and driving whole-of-government implementation of the recommendations from the PESRAC
- overseeing and Coordinating the Regional Recovery Committees.

The State Recovery Advisor has also been responsible for coordinating the State's recovery activities related to the tragedy at Hillcrest Primary School, including the establishment of, and support for, the Hillcrest Affected Area Recovery Committee.

In relation to disaster and emergency recovery more generally, the State Recovery Advisor is responsible for:

- ensuring recovery plans and arrangements are prepared and maintained
- advising government on recovery needs and issues.
- maintaining state level recovery plans and arrangements
- supporting the municipal and regional coordination of relief and recovery assistance during emergencies

This work is supported by the Office of Security and Emergency Management and the COVID-19 Recovery Branch.

In accordance with the Tasmanian Emergency Management Arrangements, the Department of Premier and Cabinet 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.

Regulator (Burial and Cremation)

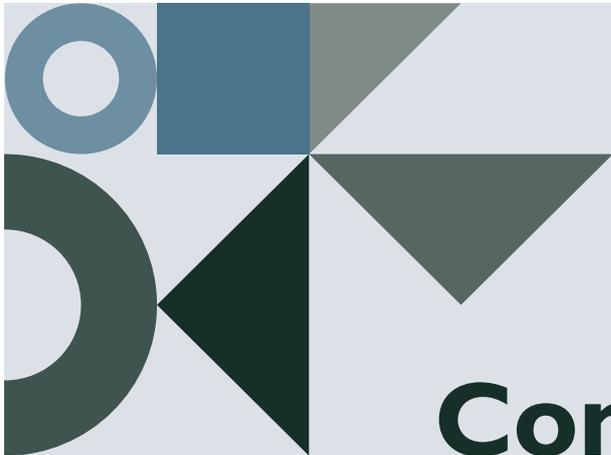
Under the *Burial and Cremation Act 2019*, the regulator has a range of powers and functions in relation to the establishment, management, closure, and transfer and sale of cemeteries. The regulator also has regulatory responsibility for crematoria, and regulated businesses (being businesses that handle, 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 2022, we managed 17 websites for DPAC, Department of Police, Fire and Emergency Management, State Growth and the Premier's Office.

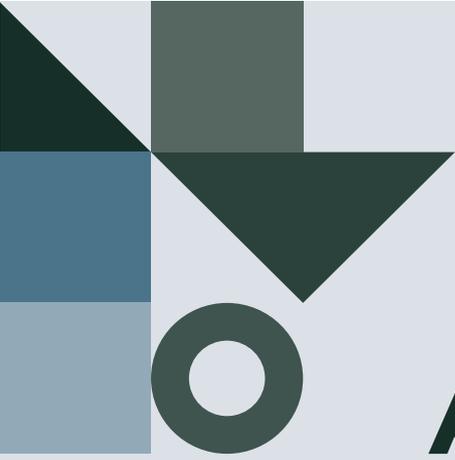
You can find a complete list of the websites we managed during 2021–22 in Appendix D – Publications and Websites.



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Abbreviations

AAP	Accessibility Action Plan	NTIII	Networking Tasmania III
AASB	Australian Accounting Standards Board	OLG	Office of Local Government
AC	Alternating Current	OPC	Office of Parliamentary Counsel
ANZSOG	Australia and New Zealand School of Government	OSEM	Office of Security and Emergency Management
BALT	Business Action Learning Tasmania	PESRAC	Premier's Economic and Social Recovery Council
CAF	Council for the Australian Federation	PHWAC	Premier's Health and Wellbeing Advisory Council
COAG	Council of Australian Governments	PLGC	Premier's Local Government Council
CRB	COVID-19 Recovery Branch	PMD	Performance Management and Development
CSIRO	Commonwealth Scientific and Industrial Research Organisation	PPG	People, Performance and Governance
CSR	Communities, Sport and Recreation	PIDA	Public Interest Disclosure Act
DC	Direct Current	RAC	Risk and Audit Committee
DLG	DPAC Leadership Group	ReCFIT	Renewables, Climate and Future Industries Tasmania
DPFEM	Department of Police, Fire and Emergency Management	RFT	Request for Tender
DPIPWE	Department of Primary Industries, Parks, Water and Environment	RTI	Right to Information
DSS	Digital Strategy and Services	SAMP	Strategic Asset Management Plan
EIAP	Empower Integration and Automation Program	SES	Senior Executive Service
ESU	Executive Services Unit	SPP	Strategic Projects and Programs
ED	Employment Direction	SSA	State Service Act
FMS	Financial Management Services	SSMO	State Service Management Office
FMA	Financial Management Act	SSMP	State Service Strategic Management Program
FTE	Full-time Equivalent	SSR	State Service Regulation
GBE	Government business enterprise	STEM	Science, Technology, Engineering and Maths
GCC	Government Contact Centre	TAMDR	Telephony and Mobile Data Reform
HR	Human Resources	TAO	Tasmanian Audit Office
ICA	Integrity Commission Act	TCCO	Tasmanian Climate Change Office
ICT	Information and communications technology	TEIS	Tasmanian Emergency Information Service
IPAA	Institute of Public Administration Australia	TFS	Tasmania Fire Service
ITS	Information and Technology Services	TI	Treasurer's Instructions
JARS	Joint Agency Reporting Service	TIFR	Treasurer's Instructions Financial Reporting
kWh	Kilowatt hour	TIFC	Treasurer's Instructions Financial Control
LGAT	Local Government Association of Tasmania	TNVR	Targeted and Negotiated Voluntary Redundancies
LGBTIQ	Lesbian, gay, bisexual, transgender, intersex, and questioning	TSS	Tasmanian State Service
LSL	Long Service Leave	TTC	Tasmanian Training Consortium
MES	Ministerial and Executive Services	UTAS	University of Tasmania
MPS	Ministerial and Parliamentary Support	WHS	Work Health and Safety
NDIS	National Disability Insurance Scheme	WHSMS	Work Health and Safety Management System
		WRIP	Workplace Renewal Incentive Program



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Appendices

Department of Premier and Cabinet

Appendix A: Financial Statements for the year ended 30 June 2022

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Independent Auditor's Report



Auditor's Report

To the Members of Parliament

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 2022 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 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 2022 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.

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

Independent Auditor's Report

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 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

Independent Auditor's Report

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.

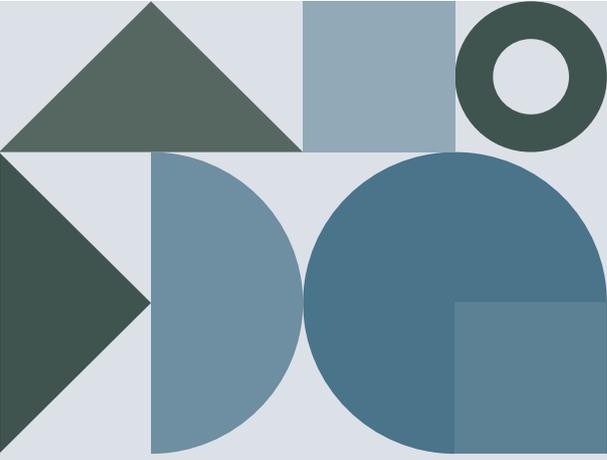
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

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.



Stephen Morrison
Assistant Auditor-General
Delegate of the Auditor-General
Tasmanian Audit Office

16 September 2022
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 2022 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

16 September 2022

Statement of Comprehensive Income for the year ended 30 June 2022

	Notes	2022 Budget \$'000	2022 Actual \$'000	2021 Actual \$'000
Income from continuing operations				
Revenue from Government				
Appropriation revenue - operating	5.1	79,613	78,952	75,116
Appropriation revenue - capital	5.1	1,288	403	250
Other revenue from Government	5.1	2,542	2,442	1,380
COVID-19 recoveries	5.2	87,604	5,034
Grants	5.3	199	1,009
Sales of goods and services	5.4	30,134	29,248	29,288
Other revenue	5.5	3,945	3,550	3,821
Total revenue from continuing operations		117,522	202,398	115,898
Net gain/(loss) on non-financial assets	6.1	(10)
Total income from continuing operations		117,522	202,398	115,888
Expenses from continuing operations				
Employee benefits	7.1	59,530	63,301	58,823
Superannuation	7.1	7,190	7,502	6,631
Depreciation	7.2	329	1,559	1,305
Amortisation	7.2	558	133	234
Supplies and consumables	7.3	38,534	117,416	36,908
Grants and subsidies	7.4	8,982	2,149	5,194
Finance costs	7.5	43	95	91
Transfers to the Public Account		16
Other transfer payments	7.6	5,801	2,928
Other expenses	7.7	316	803	358
Total expenses from continuing operations		115,482	198,758	112,489
Net result from continuing operations		2,040	3,640	3,398
Net result		2,040	3,640	3,398
Comprehensive result		2,040	3,640	3,398

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 3.1 of the accompanying notes.

Statement of Financial Position as at 30 June 2022

	Notes	2022 Budget \$'000	2022 Actual \$'000	2021 Actual \$'000
Assets				
Financial assets				
Cash and cash equivalents	12.1	13,094	16,727	14,198
Receivables	8.1	3,502	5,468	5,299
Non-financial assets				
Property, plant, equipment and leasehold improvements	8.2	2,055	3,082	2,378
Right-of-use assets	8.3	2,654	4,400	4,425
Intangibles	8.4	407	540	144
Other non-financial assets	8.5	2,351	1,563	1,804
Total assets		24,063	31,779	28,248
Liabilities				
Financial liabilities				
Payables	9.1	2,056	2,155	1,801
Non-financial liabilities				
Employee benefit liabilities	9.2	14,868	15,790	15,604
Lease liabilities	9.3	2,674	4,549	4,517
Contract liabilities	9.5	944	1,050	1,243
Total liabilities		20,542	23,545	23,165
Net assets (liabilities)		3,521	8,235	5,083
Equity				
Accumulated funds		3,521	8,235	5,083
Total equity		3,521	8,235	5,083

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 3.2 of the accompanying notes.

Statement of Cash Flows for the year ended 30 June 2022

	Notes	2022 Budget \$'000	2022 Actual \$'000	2021 Actual \$'000
Cash flows from operating activities				
Cash inflows				
Appropriation receipts - operating		82,155	81,394	76,496
Appropriation receipts - capital		1,288	403	250
COVID-19 recoveries		85,940	5,034
Grants - continuing operations		1,000	224
Sales of goods and services		30,195	33,795	32,863
GST receipts		4,772	12,439	3,954
Other cash receipts		3,945	3,459	3,949
Total cash inflows		122,355	218,430	122,770
Cash outflows				
Employee benefits		(59,403)	(63,316)	(57,904)
Superannuation		(7,192)	(7,391)	(6,527)
Finance costs		(43)	(95)	(89)
GST payments		(4,772)	(12,230)	(4,290)
Supplies and consumables		(38,543)	(121,015)	(41,228)
Transfers to Public Account		(16)
Grants and subsidies		(8,982)	(2,111)	(5,197)
Other cash payments		(314)	(5,795)	(2,924)
Other expense		(782)	(358)
Total cash outflows		(119,249)	(212,733)	(118,533)
Net cash from / (used by) operating activities	12.2	3,106	5,696	4,236
Cash flows from investing activities				
Cash outflows				
Cash outflow on administrative restructure		(441)
Payment for acquisition of non-financial assets		(1,487)	(1,810)	(1,110)
Total cash outflows		(1,487)	(2,250)	(1,110)
Net cash from / (used by) investing activities		(1,487)	(2,250)	(1,110)

	Notes	2022 Budget \$'000	2022 Actual \$'000	2021 Actual \$'000
Cash flows from financing activities				
Cash inflows				
Lease incentive - Right-of-use asset		15
Total cash inflows		15
Cash outflows				
Repayment of leases liabilities (excluding interest)		(594)	(917)	(933)
Total cash outflows		(594)	(917)	(933)
Net cash from / (used by) financing activities		(594)	(917)	(918)
Net increase / (decrease) in cash and cash equivalents held		1,025	2,529	2,208
Cash and cash equivalents at the beginning of the reporting period		12,069	14,198	11,991
Cash and cash equivalents at the end of the reporting period	12.1	13,094	16,727	14,198

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 3.3 of the accompanying notes.

Statement of Changes in Equity for the year ended 30 June 2022

	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	11.1	(182)	(182)
Administrative restructure - Distributions to owners	11.2	(307)	(307)
Total		(489)	(489)
Balance as at 30 June 2022		(489)	8,723	8,235

	Notes	Con-tributed Equity \$'000	Accu-mulated Funds \$'000	Total Equity \$'000
Balance as at 1 July 2020		1,685	1,685
Net result		3,398	3,398
Total Comprehensive result		3,398	3,398
Balance as at 30 June 2021		5,083	5,083

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 2022

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NOTE 1 Departmental Output Schedules

1.1 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

	2022 Budget \$'000	2022 Actual \$'000	2021 Actual \$'000
Income from continuing operations			
Revenue from appropriation ¹	23,956	25,685	24,842
Other revenue	865	1,339	1,918
Total revenue from continuing operations	24,821	27,024	26,760
Net gain/(loss) on non-financial assets	(10)
Total income from continuing operations	24,821	27,024	26,750
Expenses from continuing operations			
Salaries and wages	16,058	18,013	19,462
Superannuation	1,843	1,979	2,028
Other employee expenses	518	19	20
Depreciation ²	620	584
Amortisation ²	381
Advertising and promotion	93	60
Communications	301	110	113
Consultants	3
Information technology	221	245	249
Maintenance	265	33	22
Operating lease costs	978	305	332
Other employee related expenses	51	46
Other supplies and consumables	912	1,166	644
Property services	2,242	2,888	2,845
Travel and transport	993	690	658
Finance costs	38	61	64
Other expenses	63	128	120
Total expenses from continuing operations	24,813	26,404	27,247
Net result from continuing operations	8	620	(497)
Net result	8	620	(497)

	2022 Budget \$'000	2022 Actual \$'000	2021 Actual \$'000
Comprehensive result	8	620	(497)
Expense by output			
1.1 Support for Ministers and Parliament	19,413	20,201	21,362
1.2 Support for Members of the House of Assembly	5,400	6,203	5,885
Total	24,813	26,404	27,247
Net assets			
Total assets deployed for Output Group 01	(2,263)	4,098	3,933
Total liabilities incurred for Output Group 01	6,359	(8,407)	(8,724)
Net assets deployed for Output Group 01		(4,309)	(4,791)

Notes:

1. The increase in Revenue from Appropriation reflects a request for additional funding from the Treasurer's Reserve under section 21 of the *Financial Management Act 2016* to support additional operating and staffing costs for Ministerial offices.
2. The changes in depreciation and amortisation reflects the reclassification of Leasehold improvements and Rightof-use assets as depreciation rather than amortisation. See Note 16.5 (c) for details.

(II) DEPARTMENTAL OUTPUT GROUPS

Output Group 01 - Support for Executive Decision Making

	2022 Budget \$'000	2022 Actual \$'000	2021 Actual \$'000
Income from continuing operations			
Revenue from appropriation ¹	18,060	6,922	8,250
Other revenue	4	200
Total revenue from continuing operations	18,060	6,925	8,450
Expenses from continuing operations			
Salaries and wages ²	6,562	3,151	4,568
Superannuation ²	886	413	564
Other employee expenses	100	39	9
Depreciation	54	21	59
Amortisation	9
Advertising and promotion	15	80	4
Communications ²	104	70	150
Consultants ³	9	680	868
Information technology	72	211	278
Maintenance	5	2	9
Operating lease costs	143	3	21
Other employee related expenses	115	49
Other supplies and consumables ²	1,197	302	461
Property services	417	280	328
Travel and transport ²	94	28	27
Grants and transfer payments ⁴	8,421	52	1,022
Other transfer payments ⁵	1,526	100
Other expenses	23	25	27
Total expenses from continuing operations	18,102	6,999	8,555
Net result from continuing operations	(42)	(73)	(105)
Net result	(42)	(73)	(105)
Comprehensive result	(42)	(73)	(105)
Expense by output			
1.1 Strategic Policy & Advice ⁶	11,943	6,462	5,550
1.2 Climate Change ⁷	6,159	536	3,005
Total	18,102	6,999	8,555

Output Group 01 - Support for Executive Decision Making

	2022 Budget \$'000	2022 Actual \$'000	2021 Actual \$'000
Net assets			
Total assets deployed for Output Group 01	716	181	832
Total liabilities incurred for Output Group 01	981	(769)	(1,279)
Net assets deployed for Output Group 01		(588)	(448)

Notes:

1. The decrease in Revenue from appropriation compared to Budget is primarily due to the transfer of the Tasmanian Climate Change Office to the Department of Treasury and Finance (\$5.6 million), delays in the implementation of projects within the output including the implementation of the Child and Youth Wellbeing Strategy (\$3.4 million) and the Centre for Review and Evaluation initiative (\$700,000).
2. Various decreases in expenditure compared to Budget are primarily due to the transfer of the Tasmanian Climate Change Office to the Department of Treasury and Finance and delayed recruitment of employees for Policy and Evaluation Branch.
3. The increase in Consultants compared to Budget is primarily due to various consultancies undertaken to achieve required project outcomes.
4. The decrease in Grants compared to Budget reflects the transfer of the Tasmanian Climate Change Office to the Department of Treasury and Finance (\$3.7 million), delays with the implementation of the Child and Youth Wellbeing Strategy (\$3.1 million), and transfer payments to other Tasmanian Government agencies for the Child and Youth Wellbeing Strategy (\$1.6 million).
5. The increase in Other transfer payments reflects transfer payments to other Tasmanian Government agencies for the Child and Youth Wellbeing Strategy (\$1.6 million).
6. The decrease in the Strategic Policy and Advice output expenditure compared to Budget results from delays with the implementation of the Child and Youth Wellbeing Strategy (\$3.4 million) and Centre for Review and Evaluation initiative (\$700,000).
7. The decrease in the Climate Change output expenditure compared to Budget results from the transfer of the Tasmanian Climate Change Office to the Department of Treasury and Finance (\$5.6 million).

Output Group 02 - Government Processes and Services

	2022 Budget \$'000	2022 Actual \$'000	2021 Actual \$'000
Income from continuing operations			
Revenue from appropriation	12,077	12,230	11,553
Other revenue ¹	2,225	363	137
Grants	138	208
Sale of goods and services	547	10	8
Total revenue from continuing operations	14,849	12,740	11,906
Expenses from continuing operations			
Salaries and wages	7,685	7,157	7,067
Superannuation	981	929	849
Other employee expenses	222	26	14
Depreciation	68	126	90
Amortisation	28	128	213
Advertising and promotion	264	182	157
Board members fees ²	290
Communications	152	53	80
Consultants	86	22	14
Information technology ³	1,634	998	1,382
Maintenance	288	5	12
Operating lease costs	466	48	61
Other employee related expenses	35	25
Other supplies and consumables	1,840	977	1,159
Property services	477	1,056	1,068
Travel and transport	72	61	67
Grants and transfer payments	610	234	345
Finance costs	2	1	2
Other transfer payments	158	62
Transfers to the Public Account	16
Other expenses	36	49	47
Total expenses from continuing operations	14,911	12,536	12,730
Net result from continuing operations	(62)	203	(825)
Net result	(62)	203	(825)
Comprehensive result	(62)	203	(825)

Output Group 02 - Government Processes and Services

	2022 Budget \$'000	2022 Actual \$'000	2021 Actual \$'000
Expense by output			
2.1 Management of Executive Government Processes ⁴	8,195	6,524	6,525
2.2 Principal and Subordinate Legislation	3,445	2,590	3,602
2.3 Tasmanian Government Courier	729	778	711
2.4 Corporate Support to Parliamentary Offices and Office of the Governor	2,542	2,644	1,892
Total	14,911	12,536	12,730
Net assets			
Total assets deployed for Output Group 02	2,223	5,939	3,180
Total liabilities incurred for Output Group 02	2,421	(2,455)	(2,405)
Net assets deployed for Output Group 02		3,484	775

Notes:

1. The decrease in Other revenue 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.
2. The increase in Board Member Fees reflects the fees paid to Professor the Honourable Kate Warner AC and Professor Tim McCormack to provide the Government with the Pathway to Truth-Telling and Treaty report.
3. The decrease in Information Technology primarily reflects increased IT costs distributed to all Outputs rather than costed directly to Output Group 2 in 2021-22 and the transfer of the TasAlerts function from Output 2.1 Management of Executive Government Processes to Output 5.1 Security and Emergency Management.
4. The decrease in the Management of Executive Government Processes Output expenditure compared to Budget results from reduced supplies and consumables expenditure for this specific output.

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

	2022 Budget \$'000	2022 Actual \$'000	2021 Actual \$'000
Income from continuing operations			
Revenue from appropriation ¹	17,416	19,878	15,497
Other revenue	294	342
Sale of goods and services	28,058	28,055	28,535
Total revenue from continuing operations	45,474	48,227	44,375
Expenses from continuing operations			
Salaries and wages	20,414	20,327	17,670
Superannuation	2,548	2,539	2,119
Other employee expenses	503	87	55
Depreciation	189	751	529
Amortisation	149	3	6
Advertising and promotion	42	22	32
Board members fees	5
Communications	12,765	12,962	11,963
Consultants	408	100	9
Information technology ²	1,677	5,640	4,341
Maintenance	115	25	66
Operating lease costs	86	80	80
Other employee related expenses	65	34
Other supplies and consumables	2,709	2,822	1,623
Property services ³	2,671	1,543	1,593
Travel and transport	292	160	90
Grants and transfer payments	35
Finance costs	32	25
Other transfer payments	380	380
Other expenses	136	136	122
Total expenses from continuing operations	44,739	47,679	40,734
Net result from continuing operations	735	548	3,640
Net result	735	548	3,640
Comprehensive result	735	548	3,640

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

	2022 Budget \$'000	2022 Actual \$'000	2021 Actual \$'000
Expense by output			
3.1 Information, Technology and Digital Services Strategy and Policy Development	2,425	3,160	2,436
3.2 Management and Ongoing Development of Service Tasmania	19,008	19,825	15,827
3.3 Delivery of IT Services2	23,306	24,694	22,472
Total	44,739	47,679	40,734
Net assets			
Total assets deployed for Output Group 03	15,133	16,807	17,767
Total liabilities incurred for Output Group 03	7,886	(8,700)	(8,356)
Net assets deployed for Output Group 03		8,107	9,411

Notes:

1. The increase in Revenue from appropriation compared to Budget is primarily due to the Department's voluntary change in accounting methodology in relation to the distribution of overheads. Further information on this change is available at Note 16.5.
2. The increase in Information Technology compared to Budget is primarily due to the reversal of prepayments related to 2020-21 on the Delivery of IT services.
3. The decrease in Property services compared to Budget is due to the implementation of AASB16 Leases with budget reflecting rent payments before the implementation for Service Tasmania Shops.

Output Group 04 - State Service Management

	2022 Budget \$'000	2022 Actual \$'000	2021 Actual \$'000
Income from continuing operations			
Revenue from appropriation	3,880	3,443	3,514
Other revenue ¹	765	1,107	381
Sale of goods and services ²	1,529	1,180	739
Total revenue from continuing operations	6,174	5,731	4,634
Expenses from continuing operations			
Salaries and wages	3,234	2,698	2,761
Superannuation	421	340	332
Other employee expenses	204	14	375
Depreciation	15	11	24
Amortisation	3
Advertising and promotion	16	14	5
Communications	25	3	9
Consultants	29	136	80
Information technology ³	114	731	176
Maintenance	2	3	6
Operating lease costs	23	16	20
Other employee related expenses	16	18
Other supplies and consumables	1,427	902	639
Property services	226	192	193
Travel and transport	35	22	19
Grants and transfer payments	166	50
Finance costs	3
Other expenses	14	18	20
Total expenses from continuing operations	5,954	5,166	4,681
Net result from continuing operations	220	565	(47)
Net result	220	565	(47)
Comprehensive result	220	565	(47)
Expense by output			
4.1 State Service Employment and Management	5,954	5,166	4,681
Total	5,954	5,166	4,681
Net assets			
Total assets deployed for Output Group 04	1,584	1,551	1,045
Total liabilities incurred for Output Group 04	1,011	(1,414)	(1,396)
Net assets deployed for Output Group 04		137	(351)

Notes:

1. Reflects increased reimbursements for Whole-of-Agency programs such as advertising on the Tasmanian Government Jobs and third-party career websites and the final revenue collection for the Employee Assistance Program which is now invoiced directly to Agencies by the supplier.
2. The decrease in Sales of goods and services compared to budget reflects reduced training services revenue which has been impacted by additional revenue received in advance compared to 2020-21.
3. The increase in information technology costs relates to increased Whole-of-Government Jobs Advertising services.

Output Group 05 - Security and Emergency Management

	2022 Budget \$'000	2022 Actual \$'000	2021 Actual \$'000
Income from continuing operations			
Revenue from appropriation ¹	3,327	7,414	3,718
COVID-19 recoveries ²	77,235
Other revenue	390	378
Total revenue from continuing operations	3,327	85,040	4,096
Expenses from continuing operations			
Salaries and wages	1,855	1,802	876
Superannuation	241	234	96
Other employee expenses	22	60	2
Depreciation	7	11
Amortisation	2
Advertising and promotion	29	72
Communications	21	7	9
Consultants	169	63
Information technology	20	299	8
Maintenance	1	1	2
Operating lease costs	17	2
Other employee related expenses	13	18
Other supplies and consumables ³	1,150	75,710	87
Property services	6	32	82
Travel and transport	41	10	5
Grants and transfer payments	120	215
Other transfer payments ⁴	3,738	1,750
Other expenses	6	430	10
Total expenses from continuing operations	3,363	82,679	3,309
Net result from continuing operations	(36)	2,361	787
Net result	(36)	2,361	787
Comprehensive result	(36)	2,361	787
Expense by output			
5.1 Security and Emergency Management	3,363	82,679	3,309
Total	3,363	82,679	3,309
Net assets			
Total assets deployed for Output Group 05	32	3,031	428
Total liabilities incurred for Output Group 05	1,104	(556)	(318)
Net assets deployed for Output Group 05		2,474	110

Notes:

1. The increase in Revenue from Appropriation reflects a request for additional funding from the Treasurer's Reserve under section 21 of the Financial Management Act 2016 to reimburse the Australian Government for the extension of pandemic leave disaster payments to temporary visa holders residing in Tasmania (\$3.7 million).
2. The increase in COVID-19 Recoveries reflects the reimbursement to the Department for the bulk purchase of rapid antigen tests to support the Tasmanian Government's response to the COVID-19 pandemic (\$75.6 million) and the reimbursement of costs related to the Reception of Australian Citizens and Approved Foreign Nationals Evacuated from Overseas.
3. The increase in Other supplies and consumables compared to Budget reflects the bulk purchase of rapid antigen tests to support the Tasmanian Government's response to the COVID-19 pandemic (\$75.6 million).
4. The increase in Other transfer payments compared to Budget reflects reimbursement to the Australian Government relating to the extension of pandemic leave disaster payments to temporary visa holders residing in Tasmania (\$3.7 million).

Output Group 06 - Local Government

	2022 Budget \$'000	2022 Actual \$'000	2021 Actual \$'000
Income from continuing operations			
Revenue from appropriation ¹	2,759	5,115	1,904
Other revenue	90	53	120
Grants	61	802
Sale of goods and services	3	5
Total revenue from continuing operations	2,849	5,232	2,831
Expenses from continuing operations			
Salaries and wages ²	1,720	2,758	1,441
Superannuation	219	340	176
Other employee expenses	36	8	1
Depreciation	3	23	8
Amortisation	1	1
Advertising and promotion	12	25	1
Board members fees	33	71
Communications	14	4	3
Consultants ³	36	647	96
Information technology	31	199	6
Maintenance	1	3	2
Operating lease costs	58	10	10
Other employee related expenses	19	2
Other supplies and consumables	512	122	78
Property services	138	173	152
Travel and transport	34	9	6
Grants and transfer payments ⁴	1,693	802
Other expenses	35	14	10
Total expenses from continuing operations	2,849	6,081	2,868
Net result from continuing operations	(848)	(37)
Net result	(848)	(37)
Comprehensive result	(848)	(37)
Expense by output			
6.1 Local Government ³	2,849	3,864	2,868
6.2 State Planning Office ¹	2,216
Total	2,849	6,081	2,868
Net assets			
Total assets deployed for Output Group 06	39	(805)	(94)
Total liabilities incurred for Output Group 06	434	(869)	(405)
Net assets deployed for Output Group 06		(1,674)	(499)

Notes:

1. The increase in Revenue from Appropriation compared to Budget reflects the transfer of State Planning Office from the Department of Justice on 1 January 2022 (\$2.2 million).
2. The increase in Salaries and Wages compared to Budget reflects the transfer of State Planning Office from the Department of Justice on 1 January 2022 (\$1.1 million).
3. The increase in Consultants compared to Budget is primarily due to the engagement of consultants for the delivery of the Future of Local Government Review.
4. The increase in Grants and transfer payment reflects higher than budgeted expenditure for Recreational Fishing and Camping Facilities (\$801,000), grants to Local Government and Local Government Authorities for drafting of planning provisions and demand and supply studies (\$690,000) and grants to the Local Government Association of Tasmania to assist with the Future of Local Government Review and advertising for upcoming Local Government elections (\$175,000).

Output group 07 - Strategic Growth¹

	2022 Budget \$'000	2022 Actual \$'000	2021 Actual \$'000
Income from continuing operations			
Revenue from appropriation	965
Other revenue	18
Total revenue from continuing operations	983
Expenses from continuing operations			
Salaries and wages	14
Superannuation	1
Grants and transfer payments	923
Total expenses from continuing operations	939
Net result from continuing operations	44
Net result	44
Comprehensive result	44
Expense by output			
7.1 Strategic Growth	939
Total	939
Net assets			
Total assets deployed for Output Group 07	0	47
Total liabilities incurred for Output Group 07	0	2
Net assets deployed for Output Group 07		48

Note:

1. Output Group 7 – Strategic Growth transferred to the Department of State Growth from 1 July 2021.

Output Group 89 – Public Building Maintenance Program¹

	2022 Budget \$'000	2022 Actual \$'000	2021 Actual \$'000
Income from continuing operations			
Other revenue	327
Total revenue from continuing operations	327
Expenses from continuing operations			
Salaries and wages	2
Advertising and promotion	16
Maintenance	15
Other supplies and consumables	5
Travel and transport	1
Total expenses from continuing operations	40
Net result from continuing operations	288
Net result	288
Comprehensive result	288
Expense by output			
89.1 Public Building Maintenance Program	40
Total	40
Net assets			
Total assets deployed for Output Group 89		288
Total liabilities incurred for Output Group 89	
Net assets deployed for Output Group 89		288

Note:

- The Department did not receive a Budget allocation for the Public Building Maintenance Program in 2021–22.

Output Group 90 - COVID-19 Response and Recovery

	2022 Budget \$'000	2022 Actual \$'000	2021 Actual \$'000
Income from continuing operations			
Revenue from appropriation ¹	501	528	6,253
COVID-19 recoveries ²	10,369	5,034
Total revenue from continuing operations	501	10,897	11,287
Expenses from continuing operations			
Salaries and wages ³	393	7,008	4,449
Superannuation	51	715	465
Other employee expenses	4	14	33
Advertising and promotion ⁴	14	1,864
Board members fees	5	290
Communications	64	15
Consultants	101
Information technology ³	735	520
Maintenance	13	6
Operating lease costs	1	6
Other employee related expenses	22	7
Other supplies and consumables ³	50	1,306	345
Property services	781	809
Travel and transport	5	10
Grants and transfer payments ¹	1,888
Other transfer payments	636
Other expenses	3	3	2
Total expenses from continuing operations	501	10,787	11,344
Net result from continuing operations	111	(57)
Net result	111	(57)
Comprehensive result	111	(57)

Output Group 90 - COVID-19 Response and Recovery

	2022 Budget \$'000	2022 Actual \$'000	2021 Actual \$'000
Expense by output			
90.1 State Sector – Casual Workers Support	680
90.2 Essential Communications ³	10,250	8,548
90.4 Regionally-based Model for Coordinating the Recovery from COVID-19	501	537	268
90.6 Glenorchy Jobs Hub	683
90.7 Sorell Employment Hub Extension	710
90.8 Hamlet	235
90.9 Troublesmiths	220
Total	501	10,787	11,344
Net assets			
Total assets deployed for Output Group 90	237	(1)
Total liabilities incurred for Output Group 90	115	(374)	(283)
Net assets deployed for Output Group 90		(374)	(284)

Notes:

1. The decrease in Revenue from Appropriation and Grants and transfer payments compared to the 2021 Actual reflects the transfer to the Department of State Growth of support measures related to COVID-19.
2. COVID-19 Recoveries reflects reimbursements to the Department for the operation of the Public Health Hotline and the COVID-19 Public Information Unit.
3. The increase in expenditure items reflects the unbudgeted operating costs of the Public Health Hotline.
4. The decrease in Advertising and promotion compared to the 2021 Actual reflects the transfer of the COVID19 Public Information Unit to the Department of Police, Fire and Emergency Management in April 2021.

Capital Investment Program

	2022 Budget \$'000	2022 Actual \$'000	2021 Actual \$'000
Continuing Operations			
Revenue and other income from transactions			
Appropriation revenue - capital ¹	1,467	582	250
Total revenue and other income from transactions	1,467	582	250
Expenses from transactions			
Salaries and wages ²	133	2
Grants ²	250
Supplies and consumables ²	295	40
Other expenses	1
Total expenses from transactions	250	429	42
Net result from transactions (net operating balance)	1,217	153	208
Net result	1,217	153	208
Comprehensive result	1,217	153	208
Expense by project			
Service Tasmania Shops Capital Investment	250	97	42
Cyber Security	332
Total	250	429	42
Net assets			
Total assets deployed for Capital Investment Program		978	824
Total liabilities incurred for Capital Investment Program	
Net assets deployed for Capital Investment Program		978	824

Notes:

1. The decrease in Appropriation revenue – capital is due to delays in the Cyber Security initiative. The Treasurer approved the outstanding 2021–22 funding to be rolled into 2022–23 as per section 23 of the *Financial Management Act 2016*.
2. The variances between Budget and Actuals for Grants, Salaries and wages and Supplies and consumables reflects the Budget being incorrectly classified as Grants.

1.2 Reconciliation of total Output Groups comprehensive result to Statement of Comprehensive Income

	2022 Budget \$'000	2022 Actual \$'000	2021 Actual \$'000
Total comprehensive result of Output Groups	2,040	3,640	3,398
Comprehensive result	2,040	3,640	3,398

1.3 Reconciliation of total Output Groups net assets to Statement of Financial Position

	2022 Actual \$'000	2021 Actual \$'000
Total net assets deployed for Output Groups	8,235	5,083
Reconciliation to net assets		
Assets unallocated to Output Groups	0
Liabilities unallocated to Output Groups	0
Net Assets	8,235	5,083

NOTE 2 Expenditure under Australian Government Funding Arrangements

	State Funded		Australian Government Funding	
	2022 Actual \$'000	2021 Actual \$'000	2022 Actual \$'000	2021 Actual \$'000
National Partnership Program				
Direct funding				
Environment				
Recreational Fishing and Camping Facilities	862	802
Total	862	802

NOTE 3 Explanations of Material Variances between Budget and Actual Outcomes

Budget information refers to original estimates as disclosed in the 2021-22 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.

3.1 Statement of Comprehensive Income

	Notes	Budget \$'000	Actual \$'000	Variance \$'000	Variance %
Appropriation revenue - capital	a)	1,288	403	(885)	(69)
COVID-19 recoveries	b)	87,604	87,604	100
Depreciation	c)	329	1,559	1,230	374
Supplies and consumables	d)	38,534	117,416	78,882	205
Grants and subsidies	e)	8,982	2,149	(6,833)	(76)
Other transfer payments	f)	5,801	5,801	100

Notes to Statement of Comprehensive Income variances

Variations are primarily due to:

- The lower than budgeted Appropriation revenue - capital actual is due to delays in the Cyber Security initiative. The Treasurer approved the outstanding 2021-22 funding to be rolled into 2022-23 as per section 23 of the *Financial Management Act 2016*.
- COVID-19 recoveries reflects reimbursement of funds for COVID-19 related costs incurred by the Department in 2021-22 including the bulk purchase of rapid antigen tests to support the Tasmanian Government's response to the COVID-19 pandemic, and the operation of the COVID19 Public Health Hotline.
- The increase in depreciation reflects the reclassification of Leasehold improvement and Right-of-use assets as depreciation rather than amortisation. See note 16.5(c) for further information.
- The increase in Supplies and consumables expenditure for 2021-22 primarily reflects the bulk purchase of rapid antigen tests to support the Tasmanian Government's Response to the COVID-19 pandemic.
- The decrease in Grants and subsidies expenditure for 2021-22 primarily reflects delays in the implementation of the Child and Youth Wellbeing Strategy (\$4.7 million) and the transfer of the Tasmanian Climate Change Office to the Department of Treasury and Finance (\$2.3 million).
- The increase in Other transfer payments relates to payments made to the Australian Government for the Tasmanian Government's contribution towards the extension of pandemic leave disaster payments to temporary visa holders residing in Tasmania (\$3.7 million), and transfer payments to other Tasmanian Government entities for the Child and Youth Wellbeing Strategy (\$1.465 million), Service Agreement for the provision of support to Service Tasmania (\$380,000), Safe Homes Safe Families (\$100,000), and other transfers (\$154,000).

3.2 Statement of Financial Position

Budget estimates for the 2021-22 Statement of Financial Position were compiled prior to the completion of the actual outcomes for 2020-21. As a result, the actual variance from the Original Budget estimate will be impacted by the difference between estimated and actual opening balances for 2021-22. The following variance analysis therefore includes major movements between the 30 June 2021 and 30 June 2022 actual balances.

	Notes	2022 Budget \$'000	2022 Actual \$'000	2021 Actual \$'000	Variance Budget \$'000	Variance Actual \$'000
Cash and cash equivalents	a)	13,094	16,727	14,198	3,633	2,529
Receivables	b)	3,502	5,468	5,299	1,966	169
Property, plant, equipment and leasehold improvements	c)	2,055	3,082	2,378	1,027	705
Right-of-use assets	d)	2,654	4,400	4,425	1,746	(25)
Other non-financial assets	e)	2,351	1,563	1,804	(788)	(241)
Employee benefit liabilities	f)	14,868	15,790	15,604	922	187
Lease liabilities	g)	2,674	4,549	4,517	1,875	33

Notes to Statement of Financial Position - Budget variances

Variations are primarily due to:

- a) Higher than budgeted cash held for Management of Executive Government Processes and Electronic Services for Government Agencies and the Community.
- b) The higher than budgeted Receivables reflects accrued revenue for Delivery of IT Services relating to outstanding communications charges as at 30 June, and an outstanding unbudgeted claim with the Australian Government for the COVID-19 related Australian Government Plan for the Reception of Australian Citizens and Approved Foreign Nationals Evacuated from Overseas.
- c) Reflects higher than expected Leasehold improvements work in progress and additions, and Information technology equipment additions.
- d) Reflects higher than budgeted for leases held by the Department for 2021–22.
- e) Reflects lower than budgeted prepayments as at 30 June 2022 due to the timing of software licence renewal and support costs.
- f) Primarily reflects higher than budgeted Long Service Leave balances, and accrued salaries as at 30 June 2022.
- g) Reflects higher than budgeted leases held by the Department for 2021–22.

Notes to Statement of Financial Position - Actual variances

Variations are primarily due to:

- a) Reflects increases in cash balances for Management of Executive Government Services due to lower than anticipated trust account expenditure in 2021–22.
- c) Reflects higher than expected Leasehold improvements work in progress and additions, and Information technology equipment additions.

3.3 Statement of Cash Flows

	Notes	Budget \$'000	Actual \$'000	Variance \$'000	Variance %
Appropriation receipts – capital	a)	1,288	403	(885)	(69)
COVID-19 Recoveries	b)	85,940	85,940	100
Grants	c)	1,000	1,000	100
Sales of goods and services	d)	30,195	33,795	3,600	12
GST receipts	e)	4,772	12,439	7,667	161
GST payments	f)	(4,772)	(12,230)	7,458	156
Supplies and consumables	g)	(38,543)	(121,015)	82,472	214
Grants and subsidies	h)	(8,982)	(2,111)	(6,871)	(77)
Other cash payments	i)	(314)	(5,795)	5,481	1745

Notes to Statement of Cash Flows variances

Variations are primarily due to:

- a) The lower than budgeted Appropriation receipts - capital actual is due to delays in the Cyber Security initiative. The Treasurer approve the outstanding 2021–22 funding to be rolled into 2022–23 as per section 23 of the *Financial Management Act 2016*.
- b) COVID-19 recoveries reflect reimbursement of funds for COVID-19 related costs incurred by the Department in 2021–22 including the bulk purchase of rapid antigen tests to support the Tasmanian Government's response to the COVID-19 pandemic, and the operation of the COVID19 Public Health Hotline.
- c) Primarily reflects the receipt of unbudgeted grants payments for the Recreational Fishing and Camping Facilities Program and National Australia Day Council.
- d) Reflects higher than expected cash receipts for Sale of goods and services in Digital Strategy and Services, and Management of Executive Government Processes.
- e) Reflects the actual GST receipts for the Department for the year ending 30 June 2022. The large increase reflects GST receipts from the Australian Taxation Office as a result of the purchase of rapid antigen tests to support the Tasmanian Governments' response to the COVID-19 pandemic.
- f) Reflects the actual GST payments for the Department for the year ending 30 June 2022. The large increase reflects GST payments to suppliers as a result of the purchase of rapid antigen tests to support the Tasmanian Governments' response to the COVID-19 pandemic.
- g) The increase in Supplies and consumables cash outflows primarily reflects the bulk purchase of rapid antigen tests to support the Tasmanian Government's response to the COVID-19 pandemic.
- h) The decrease in Grants and subsidies expenditure for 2021–22 primarily reflects delays in the implementation of the Child and Youth Wellbeing Strategy (\$4.7 million) and the transfer of the Tasmanian Climate Change Office to the Department of Treasury and Finance (\$2.3 million).
- i) The increase in Other transfer payments relates to payments made to the Australian Government for the extension of pandemic leave disaster payments to temporary visa holders residing in Tasmania (\$3.7 million), and transfer payments to other Tasmanian Government entities for the Child and Youth Wellbeing Strategy (\$1.5 million), Service Agreement for the provision of support to Service Tasmania (\$380,000), Safe Homes Safe Families (\$100,000), and other transfers (\$154,000).

NOTE 4 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.

	Notes	2022 Budget \$'000	2022 Actual \$'000	2021 Actual \$'000
Net result from transactions (net operating balance)		2,040	3,640	3,408
Less impact of:				
Non-operational capital funding				
Revenue from Government - capital	5.1	1,288	403	250
Revenue from Government - Section 23 rollover	5.1	179	179
Total		1,467	582	250
Underlying net operating balance		573	3,058	3,158

NOTE 5 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.

5.1 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.

	2022 Budget \$'000	2022 Actual \$'000	2021 Actual \$'000
Continuing operations			
Appropriation revenue - operating			
Current year	79,333	78,743	74,918
Items Reserved by Law: Parliamentary Salaries, Superannuation and Allowances Act 2012	280	209	198
	79,613	78,952	75,116
Appropriation revenue - capital			
Appropriation revenue - capital ¹	1,288	403	250
	1,288	403	250
Other revenue from Government			
Appropriation rollover under section 23 of the <i>Financial Management Act 2016</i>	2,542	2,442	1,380
	2,542	2,442	1,380
Total revenue from Government	83,443	81,797	76,746

Note:

- The lower than budgeted Appropriation revenue - capital actual is due to delays in the Cyber Security initiative. The Treasurer approved the outstanding 2021–22 funding to be rolled into 2022–23 as per section 23 of the *Financial Management Act 2016*.

5.2 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.

	2022 Actual \$'000	2021 Actual \$'000
COVID-19 recoveries		
Rapid antigen tests ¹	75,571
Public Health Hotline ^{2,3}	10,291	4,805
Reception of Australian Citizens and Approved Foreign Nationals Evacuated from Overseas ⁴	1,665
Public Information Unit ²	78	229
Total	87,604	5,034

Notes:

1. The increase in revenue reflects reimbursements from the Department of Health for the bulk purchase of rapid antigen tests provided to support the Tasmanian Government's response to the COVID-19 pandemic.
2. The 2021 actual figure for Public Health Hotline and Public Information Unit was disclosed in the Other revenue category under Recoveries and reimbursements in the 2020–21 financial statements. See note 16.5 (b) for further details.
3. The increase in revenue related to the Public Health Hotline reflects an increase in calls to the Hotline during 2021–22.
4. The increase in revenue related to the Reception of Australian Citizens and Approved Foreign Nationals Evacuated from Overseas relates to the Australian Government's reimbursement of costs incurred by the Tasmanian Government to provide aid in response to the Afghanistan crisis in September 2021. This item is shown under COVID-19 recoveries as the majority of the costs incurred related to 14 day hotel quarantine as a result of COVID-19 public health orders.

5.3 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).

	2022 Actual \$'000	2021 Actual \$'000
Grants with sufficiently specific performance obligations		
National Australia Day Council	138	208
Recreational Fishing & Camping Facilities	61	802
Regional Drought Resilience Planning
Total	199	1,009

National Australia Day Council

Grants received from the National Australia Day Council in 2021–22 of \$137,500 were provided on the condition that they were used for Australia Day celebrations.

This does not include \$134,468 carried forward from 2020-21 in the Department's Specific Purpose Account.

The amount remaining at the end of 2021-22 is \$168,964, which will be carried forward within the Department's Specific Purpose Account to 2022-23.

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 \$61,187 represents the amount claimed from Finance-General in 2021–22. Finance-General holds a balance of \$80,261 as at 30 June 2022 for this National Partnership Arrangement.

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. The Department has not claimed any funds from Finance-General in 2021–22. Finance-General holds a balance of \$771,481 as at 30 June 2022 for this National Partnership Arrangement.

5.4 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.

	2022 Actual \$'000	2021 Actual \$'000
Sale of goods and services		
TASINET charges ¹	19,422	18,115
Network Tasmania (NT) contract management	2,287	2,242
Computing services ²	2,784	4,466
Training services	1,179	735
Service Tasmania transaction fees and contributions	3,450	3,249
Other	128	480
Total	29,248	29,288

Notes:

- Reflects the collection of additional revenue from Agencies as a result of the increase in communication expenditure charged to the Department for Whole-of-Government communication services.
- The reduction in revenue related to Computer services reflects reduced sales as a result of customers moving software services to the cloud and away from traditional hardware database services provided by Digital Strategy and Services.

5.5 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.

	2022 Actual \$'000	2021 Actual \$'000
Other revenue		
Donations and contributions	7
Paid parental leave	161	117
Transfers from other agencies	391	364
Salary reimbursements	1,504	2,126
Recoveries and reimbursements ¹	1,487	1,210
Other	4
Total	3,550	3,821

Note:

- The 2021 actual figure for Recoveries and reimbursements has been adjusted from \$6,244,000 in the 2020–21 financial statements. The adjusted amount of \$5,034,000 is shown under the revenue category COVID19 recoveries. See notes 5.2 and 16.5 (b) for further details.

NOTE 6 Net gains/(losses)

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

Gains or losses from the sale of non-financial assets are recognised when control of the asset has passed to the buyer.

Key Judgement

Impairment exists when the recoverable amount of an asset is less than its carrying amount. Recoverable amount is the higher of fair value less costs to sell and value in use.

Specialised non-financial assets are not used for the purpose of generating cash flows; therefore their recoverable amount is expected to be materially the same as fair value, as determined under *AASB 13 Fair Value Measurement*.

All other non-financial assets are assessed to determine whether any impairment exists, with impairment losses recognised in Statement of Comprehensive Income.

Impairment losses recognised in prior periods are assessed at each reporting date for any indications that the loss has decreased or no longer exists. An impairment loss is reversed if there has been a change in the Estimates used to determine the recoverable amount. An impairment loss is reversed only to the extent that the asset's carrying amount does not exceed the carrying amount that would have been determined, net of depreciation or amortisation, if no impairment loss had been recognised.

	2022 Actual \$'000	2021 Actual \$'000
Net gain/(loss) on disposal of physical assets	(10)
Total	(10)

No other economic flows have occurred that require inclusion in the net result for the 2021–22 financial year.

NOTE 7 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.

7.1 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.

	2022 \$'000	2021 \$'000
Employee benefits		
Wages and salaries ¹	55,677	50,635
Annual leave	4,329	3,991
Long service leave	495	1,506
Sick leave	2,123	1,948
Other post-employment benefits	408	233
Other employee expenses	268	510
Total	63,301	58,823
Superannuation		
Superannuation - defined contribution scheme	5,599	4,663
Superannuation - defined benefit scheme	1,903	1,968
Total	7,502	6,631

Note:

1. The increase in wages and salaries primarily relates to increased salaries costs in 2021–22 for the Public Health Hotline (\$2.2 million), various Budget initiatives for Output 3.2 Management and Ongoing Development of Service Tasmania (\$909,000), various Budget initiatives for Output 1.1 Strategic Policy and Advice (\$569,000), and State Planning Office which joined the Department from the Department of Justice on 1 January 2022 (\$523,000).

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 2022 department contribution is 12.95 per cent (2021: 12.95 per cent) of salary.

Superannuation expenses relating to defined contribution schemes are paid directly to superannuation funds at a rate of 10.0 per cent (2021: 9.5 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 (2021: 3.45 per cent) of salary in respect of employees who are members of contribution schemes.

(b) Remuneration of key management personnel

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 personnel²							
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

Notes:

1. Termination benefits include payment of leave balances on separation and any other termination benefit paid.
2. The composition of the Executive has changed on 1 July 2021. The position of Director Corporate Services is no longer a member of the Executive.

2021	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	477	19	62	20	577	
Ruth McArdle Deputy Secretary (Ceased 13 November 2020)	99	15	18	94	226	
Craig Limkin Deputy Secretary Policy and Intergovernmental Relations	280	25	29	17	351	
Robert Williams Deputy Secretary (Appointed 15 December 2020)	138	4	13	63	219	
Alice Holeywell-Jones Executive Director People, Performance and Culture	191	17	18	2	228	
Jane Hanna Director State Service Management Office	225	19	21	6	271	
Acting key management personnel							
Noelene Kelly Acting Deputy Secretary (23 July 2020 – 2 October 2020)	43	6	1	
Jacqui Wilson Acting Director Corporate Services (4 January 2021 – 30 June 2021)	73	10	40	
Tracey Mulcahy Acting Director Corporate and Culture (1 July 2020 – 2 December 2020)	59	11	8	
Total	1,586	109	185	148		94	

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 2021–22 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 nonmonetary benefits. Longterm 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

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

2021	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	2,636	105	211	2,952
Total	2,636	105	211	2,952

All Ministerial salaries and allowances are 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.

There are no significant related party transactions requiring disclosure.

7.2 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 ¹	Depreciation Period	2022 \$'000	2021 \$'000
Information technology equipment	3-5 years	181	54
Leasehold improvements	Over the life of the lease or 10 years	395	265
Right-of-use assets	Over the life of the lease	982	986
Total		1,559	1,305

Amortisation ¹	Amortisation Period	2022 \$'000	2021 \$'000
Intangible assets	3 years	133	235
Total		133	235
Total Depreciation and amortisation		1,691	1,539

Note:

1. The changes in depreciation and amortisation reflects the reclassification of Leasehold improvements and Rightof-use assets as depreciation rather than amortisation to better align with the accounting policies of the Department. See note 16.5 (c) for further details.

7.3 Supplies and consumables

	2022 \$'000	2021 \$'000
Materials and supplies ¹	75,771	191
Communications ²	13,275	12,340
Information technology ³	9,109	6,961
Lease expense ⁴	5,663	4,930
Contractors, training fees and expenses ⁵	4,324	1,581
Consultants	1,858	1,130
Office accommodation	1,401	1,560
Other property services	1,306	2,145
Travel and transport	995	883
Other supplies and consumables	967	704
Printing and information	650	764
Maintenance	481	531
Advertising and promotion ⁶	470	2,212
Sitting fees	334	360
Training and conferences	215	125
Meetings/committee expenses	205	138
Recruitment	121	74
Building and infrastructure	102	140
Audit fees - financial audit ⁷	79	109
Entertainment	64	29
Audit fees – internal audit	25
Total	117,416	36,908

Notes:

1. The increase in Materials and supplies reflects the bulk purchase of rapid antigen tests to support the Tasmanian Government's response to the COVID-19 pandemic. (\$75.6 million).
2. The increase in Communications is primarily due to increased supplier costs for the Digital Services and Strategy branch.
3. The increase in Information technology reflects increased software maintenance costs for Digital Strategy and Services, increased spending for the use of third party jobs advertising websites and the purchase of additional equipment to renew computer equipment for Ministerial and Parliamentary Support and to support machinery of government changes expected to occur in August and October 2022.
4. Lease expenses includes lease rentals for short-term leases, leases of low value assets and variable lease payments. Refer to note 9.3 for breakdown of lease expenses and other lease disclosures.
5. The increase in Contractors, training fees and expenses reflects the hiring of additional contract staff to support increased demand on the Public Health Hotline primarily in December 2021 and to support the work of the Digital Strategy and Services branch.
6. The decrease in Advertising and promotion reflects the transfer of the COVID-19 Public Information Unit to the Department of Police, Fire and Emergency Management in April 2021.
7. Audit fees paid or payable to the Tasmanian Audit Office for the audit of the Department's financial statements were \$79,050 (2020–21, \$76,220).

7.4 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.

	2022 \$'000	2021 \$'000
Recreational Fishing and Camping Facilities Grants	801	802
State Planning Office Grants	690
Premier's Discretionary Fund	225	211
Local Government Grants	203
Recovery and Resilience Grants (incorporating Bushfire Recovery Grants)	120	15
COVID-19 Response and Recovery Measures Grants	50	1,888
Other Grants, Subsidies, Donations and Contributions	38	3
Tasmanian Climate Change Office Grants	14	1,019
Australia Day Grants	9	14
Strategy and Engagement Grants ¹	923
COVID-19 Indian Outbreak Donation	200
Premier's Scholarship Fund	120
Total	2,149	5,194

Note:

1. The reduction in Strategy and Engagement Grants reflects the transfer of the Strategic Growth output group to the Department of State Growth from 1 July 2021.

Recreational Fishing and Camping Facilities

This Australian Government National Partnership funded initiative is to support Local Governments with funding to improve, maintain or build new boating, marine rescue or fishing and camping facilities, such as boat ramps, for locals and visitors to regional areas.

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. State Planning Office transferred to the Department from the Department of Justice on 1 January 2022.

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, state-wide, or local significance. This program is funded under Output 2.1 – Management of Executive Government Processes.

Local Government Grants

Grants have been provided to the Local Government Association Tasmania to undertake various activities including collation of feedback from Councils around the Future of Local Government Project, funding for an independent consultant for workplace health and safety and anti-discrimination, and advertising to raise awareness of the 2022 Local Government Elections which will have mandatory voting for ratepayers for the first time.

Resilience and Recovery Grants

Resilience and Recovery Grants include funding provided to Volunteering Tasmania to support the operation of volunteer emergency vehicle crews and to provide Tasmanian organisations with funding for projects and initiatives that helped recovery efforts in communities affected by the 2013 Dunalley bushfires.

COVID19 Response and Recovery Measures Grants

The COVID19 Response and Recovery Measures Grants consist of funding to assist Unions Tasmania with the operation of a hotline for workers impacted by the COVID-19. The majority of the measures supported in 2020–21 have either concluded or transferred to the Department of State Growth from 1 July 2021.

Tasmania Climate Change Office Grants

The Tasmania Climate Change Office Grants consist of:

- **Youth Climate Leaders:** Grant provided to Greening Australia to assist with the organisation and running of a Youth Climate Leaders' Summit.
- **Electric Vehicle ChargeSmart Grants:** Grants of up to \$50,000 towards upfront costs of purchasing and installing Direct Current (DC) electric vehicle fast charging stations in Tasmania for use by the public.

The Tasmanian Climate Change Office transferred to the Department of Treasury and Finance from 1 November 2022

Australia Day Grants

To provide funding for Reconciliation Tasmania to assist with events that acknowledge the history and culture of Tasmania's Aboriginal people around Australia Day.

7.5 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.

	2022 \$'000	2021 \$'000
Interest expense		
Interest on lease liabilities	95	91
Total	95	91

7.6 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 and Government entities.

	2022 \$'000	2021 \$'000
Voluntary transfer of activities between Departments	2,064	2,338
Other		
Transfer Payments - Australian Government Agencies ¹	3,702
Transfer Payments - Government Business Enterprises ²	587
Transfer Payments - Local Government	9
Transfer Payments - Other	27	3
Total	5,801	2,928

Notes:

1. The increase in Transfer payments - Australian Government Agencies reflects reimbursement payments to the National Recovery and Resilience Agency which administered the extension of pandemic leave disaster payments to temporary visa holders residing in Tasmania (\$3.7 million).
2. The decrease in Transfer Payments – Government Business Enterprises reflects the one-off payment in 2020/21 to the Port Arthur Historic Site Management Authority for casual workers support during the COVID-19 pandemic.

7.7 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.

	2022 \$'000	2021 \$'000
Other Financial Assistance – Hillcrest Primary School incident ¹	420
Salary on-costs - Workers compensation premiums	382	358
Total	803	358

Note:

1. Other Financial Assistance represents financial support provided to those closely impacted by the Hillcrest Primary School incident in December 2021.

NOTE 8 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.

8.1 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.

	2022 \$'000	2021 \$'000
Receivables ¹	5,468	5,299
Total	5,468	5,299
Sale of goods receivable (inclusive of GST)	593	1,058
Tax assets	277	376
Other receivables ²	2,436	624
Accrued revenue ³	2,162	3,241
Total	5,468	5,299
Settled within 12 months	5,468	5,299
Settled in more than 12 months
Total	5,468	5,299

Notes:

- For ageing analysis of financial assets, refer to note 13.1.
- The increase in Other receivables in 2021–22 is primarily due to the outstanding reimbursement from the Australian Government for the Reception of Australian Citizens and Approved Foreign Nationals Evacuated from Overseas (\$1.7 million).
- The decrease in Accrued revenue is primarily due to grants revenue related to the Australian Government's National Partnership Arrangement for the Recreational Fishing and Camping Facilities Program which was shown as accrued revenue in 2020–21.

8.2 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 include 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 daytoday 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

	2022 \$'000	2021 \$'000
Leasehold improvements		
At cost	3,359	3,025
Less: Accumulated depreciation	(1,591)	(1,195)
	1,768	1,830
Work in progress (at cost) ¹	963	207
Total	2,731	2,037
Plant, equipment and vehicles		
At cost	43	43
Less: Accumulated depreciation	(43)	(43)
Total
Information technology equipment		
At cost	1,497	1,306
Less: Accumulated depreciation	(1,147)	(965)
Total	351	340
Total Property, plant, equipment, and leasehold improvements	3,082	2,378

Note:

- The increase in work in progress reflects ongoing works for the Australian Secure Network telepresence room and works to accommodate the machinery of government changes.

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.

2022	Leasehold improvements \$'000	Information Technology Equipment \$'000	Total \$'000
Carrying value at 1 July	2,037	340	2,378
Additions	126	192	318
Disposals
Work in progress	963	963
Depreciation and amortisation	(395)	(181)	(577)
Carrying value at 30 June	2,731	351	3,082

2021	Leasehold improvements \$'000	Information Technology Equipment \$'000	Total \$'000
Carrying value at 1 July	879	101	980
Additions	1,226	293	1,519
Disposals	(10)	(10)
Work in progress	207	207
Depreciation and amortisation	(265)	(54)	(319)
Carrying value at 30 June	2,037	340	2,378

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 2021–22.

8.3 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.

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

2021	Buildings \$'000	Plant and Equipment \$'000	Total \$'000
Carrying value at 1 July	2,718	11	2,729
Additions	2,839	65	2,904
Disposals/derecognition	(222)	(222)
Depreciation and amortisation	(971)	(15)	(986)
Carrying value at 30 June	4,364	61	4,425

8.4 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

	2022 \$'000	2021 \$'000
Intangible assets		
At cost - websites	2,423	2,300
Less: Accumulated amortisation	(2,289)	(2,156)
	134	144
Work in progress	406
Total	540	144

(b) Reconciliation of movements

	2022 \$'000	2021 \$'000
Carrying amount at 1 July	144	379
Additions	123
Work in Progress	406
Amortisation expense	(133)	(235)
Carrying amount at 30 June	540	144

Intangible assets for the Department are not revalued due to software having a limited useful life. See Note 7.2.

8.5 Other non-financial assets

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

a) Carrying amount

	2022 \$'000	2021 \$'000
Other non-financial assets		
Prepayments	1,563	1,804
Total	1,563	1,804
Recovered within 12 months	1,563	1,804
Recovered in more than 12 months
Total Other non-financial assets	1,563	1,804

b) Reconciliation of movements

2022	Prepayments \$'000	Total \$'000
Carrying amount at start of year	1,804	1,804
Additions	1,563	1,563
Settlements	(1,804)	(1,804)
Carrying amount at 30 June	1,563	1,563

2021	Prepayments \$'000	Total \$'000
Carrying amount at start of year	2,271	2,271
Additions	1,804	1,804
Settlements	(2,271)	(2,271)
Carrying amount at 30 June	1,804	1,804

NOTE 9 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.

9.1 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.

	2022 \$'000	2021 \$'000
Accrued expenses	2,155	1,801
Total	2,155	1,801
Settled within 12 Months	2,155	1,801
Settled in more than 12 Months
Total	2,155	1,801

Settlement is usually made within 14 days.

9.2 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.

	2022 \$'000	2021 \$'000
Accrued salaries	1,622	1,246
Recreational leave	5,247	5,085
Long service leave	8,889	9,264
Provision for State Service Accumulated Leave Scheme (SSALS)	33	9
Total	15,790	15,604
Settled within 12 Months	14,170	14,280
Settled in more than 12 Months	1,621	1,323
Total	15,790	15,604

9.3 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 August 2025
	Photocopier Bizhub C650i – Lease ends June 2026
	Photocopier Bizhub C650i – Lease ends October 2026
Buildings	3/90 Clarence Street, Bellerive – Lease ends June 2030
	1/160 Bungana Way, Cambridge – Lease ends October 2025
	Shop 3, 5 Fitzroy Street, Sorell – Lease ends October 2025
	4/21 Alexandra Road, Ulverstone – Lease ends 30 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 April 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
	62 Main Road, Moonah – Lease ends June 2026
	4 Terry Street, Glenorchy – Lease ends June 2023
	43 Best Street, Devonport – Lease ends May 2026
48 Cattley Street, Burnie – Lease ends June 2026	
51 King Street, Scottsdale – Lease ends June 2023	
64 High Street, Sheffield – Lease ends June 2027	
65A Emmett Street, Smithton – Lease ends June 2026	
80B Wilson Street, Burnie – Lease ends June 2026	

Class of right-of-use asset	Details of leasing arrangements
	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 June 2030

	2022 \$'000	2021 \$'000
Current		
Lease liabilities - Buildings	807	857
Lease liabilities - Plant and equipment	20	17
Lease liabilities - Current	827	874
Non-current		
Lease liabilities - Buildings	3,682	3,598
Lease liabilities - Plant and equipment	40	45
Lease liabilities – Non-current	3,722	3,643
Total	4,549	4,517

Maturity analysis of lease liabilities

	2022 \$'000	2021 \$'000
One year	936	958
Two years	832	814
Three years	813	713
Four years	763	695
Five years	307	643
More than five years	1,518	1,158
Total	5,168	4,980

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:

	2022 \$'000	2021 \$'000
Interest on lease liabilities included in note 7.5	95	91
Lease expenses included in note 7.3:		
Leased vehicles	312	386
Properties - Treasury	5,343	4,537
Short-term leases	12	8
Lease of low-value assets	169	145
Net expenses from leasing activities	5,930	5,168

9.4 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 FinanceGeneral Division of the Department of Treasury and Finance.

9.5 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.

	2022 \$'000	2021 \$'000
Revenue received in advance		
Revenue received in advance	1,050	1,243
Total	1,050	1,243
Settled within 12 Months	1,050	1,243
Settled in more than 12 Months
Total	1,050	1,243

NOTE 10 Commitments and Contingencies

10.1 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 shortterm leases and leases for which the underlying asset is of low-value, which are recognised as an expense in the Statement of Comprehensive Income.

	2022 \$'000	2021 \$'000
By type		
Operating lease commitments		
Operating leases ¹	2,152	3,846
Total operating lease commitments	2,152	3,846
Other rental commitments		
Rent for Crown owned properties	4,544	3,515
Rent for Crown leased properties	25,297	23,336
Total other rental commitments	29,841	26,850
By maturity		
Operating lease commitments		
One year or less	947	1,115
From one to five years	1,205	2,463
More than five years	267
Total operating lease commitments	2,152	3,846
Other rental commitments		
One year or less	4,284	3,827
From one to five years	12,460	12,925
More than five years	13,097	10,098
Total other rental commitments	29,841	26,850

Note:

- The decrease in operating lease commitments reflects the final removal of property leases with the implementation of AASB 16 Leases. The 2020–21 commitments reflected some uncertainty on several Treasury managed properties which has now been clarified.

Operating lease 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.

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.

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.

Other rental commitments

- 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.

10.2 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.

	2022 \$'000	2021 \$'000
Quantifiable contingent liabilities		
Potential make good on lease	93	99
Total quantifiable contingent liabilities	93	99
Quantifiable contingent assets		
Leasehold improvement – make good	44	36
Total quantifiable contingent assets	44	36

NOTE 11 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.

11.1 State Planning Office

As a result of a restructuring of administrative arrangements, the Department assumed responsibility for the State Planning Office from the Department of Justice on 1 January 2022. This was known as the Planning Policy and Reform Unit with the Department of Justice.

In respect of the activities assumed, no assets were transferred. The net book values of liabilities transferred to the Department from the Department of Justice for no consideration and recognised as at the date of transfer were:

	2022 \$'000	2021 \$'000
Contributions by owners		
Employee benefits	182
Total liabilities recognised	182
Net assets (liabilities) assumed on restructure	(182)

Annual revenue and expenditure of State Planning Office

	2022 \$'000	2021 \$'000
Revenue		
Recognised by the Department of Premier and Cabinet	2,106
Recognised by the Department of Justice	858	1,303
Total revenues	2,964	1,303
Expenses		
Recognised by the Department of Premier and Cabinet	2,216
Recognised by the Department of Justice	858	1,303
Total expenses	3,074	1,303

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

11.2 Tasmanian Climate Change Office

As a result of a restructuring of administrative arrangements, the Department relinquished its responsibility for the Tasmanian Climate Change Office on 31 October 2021. In respect of the activities relinquished, the Department transferred the following assets and liabilities to the Department of Treasury and Finance for no consideration:

	2022 \$'000	2021 \$'000
Distributions to owners		
Cash and cash equivalents	441
Total assets relinquished	441
Employee benefits	134
Total liabilities relinquished	134
Net assets (liabilities) relinquished on restructure	307

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

11.3 Strategic Growth

As a result of a restructuring of administrative arrangements, the Department relinquished its responsibility for Output 7.1 Strategic Growth, Output 90.6 Glenorchy Jobs Hub, Output 90.7 Sorell Employment Hub Extension, Output 90.8 Hamlet and Output 90.9 Troublesmiths on 30 June 2021. In respect of the activities relinquished, the Department did not transfer any assets or liabilities to the Department of State Growth and did not receive any consideration.

NOTE 12 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.

12.1 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.

Special Deposits and Trust Fund balance

	2022 \$'000	2021 \$'000
S520 Department of Premier and Cabinet operating account	16,657	14,129
Total	16,657	14,129
Other cash held		
Petty cash
Service Tasmania Shop cash floats	70	70
Total	70	70
Cash equivalents
Total Cash and cash equivalents	16,727	14,198

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 increase in S520 reflects increased cash balances for Management of Executive Government Services due lower than anticipated trust account expenditure in 2021–22.

12.2 Reconciliation of net result to net cash from operating activities

	2022 \$'000	2021 \$'000
Net result	3,640	3,398
Other (gain)/loss on non-financial assets	10
Depreciation and amortisation	1,691	1,539
Decrease (increase) in Receivables	(1,347)	(278)
Decrease (increase) in Tax assets	98	(245)
Decrease (increase) in Accrued revenue	1,078	(1,198)
Decrease (increase) in Prepayments	240	(162)
Increase (decrease) in Employee benefits	185	986
Increase (decrease) in Creditors	(149)
Increase (decrease) in Accrued expenses	353	(9)
Increase (decrease) in Contract liabilities	(194)	345
Administrative Restructure change in Employee benefits taken directly to equity	(48)
Net cash from (used by) operating activities	5,696	4,236

12.3 Acquittal of Capital Investment and Special Capital Investment Funds

The Department received Capital Appropriation funding and revenues from Special Capital Investment Funds to fund 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

	2022 Budget \$'000	2022 Actual \$'000	2021 Actual \$'000
Capital Investment Program			
Cyber Security ¹	1,217	332
Service Tasmania Shop Capital Investment	250	250	250
Total	1,467	582	250

Note:

- The 2021–22 Budget amount includes a rollover of \$179,000 from 2020–21, as approved by the Treasurer under section 23 of the *Financial Management Act 2016*.

b) Classification of cash flows

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

	2022 Actual \$'000	2021 Actual \$'000
Cash outflows		
Employee benefits	133	2
Supplies and consumables	295	40
Other expenses	1
Payments for acquisition of Non-financial assets	153	209
Total Cash outflows	582	250

12.4 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.

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

2021	Lease liabilities \$'000	Total \$'000
Balance as at 1 July 2020	2,753	2,753
Acquisitions/new leases	2,872	2,872
Disposals due to early termination of lease	(119)	(119)
Other movements	(56)	(56)
Changes from financing cash flows:		
Cash repayments	(933)	(933)
Balance as at 30 June 2021	4,517	4,517

NOTE 13 Financial Instruments

13.1 Risk exposures

a) Risk management policies

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

- credit risk;
- liquidity risk; and
- 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	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. The Department does not consider a need to have a provision for impairment.	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 allowances for losses.

The Department does not have any significant 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:

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:

- 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.

2021	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)	4,961	258	17	48	15	5,299
Expected credit loss (AxB)

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:

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

2021	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	1,801	1,801	1,801
Total	1,801	1,801	1,801

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 2022.

13.2 Categories of financial assets and liabilities

AASB 9 Carrying amount	2022 \$'000	2021 \$'000
Financial assets		
Amortised cost	5,468	5,299
Total	5,468	5,299
Financial liabilities		
Financial liabilities measured at amortised cost	2,155	1,801
Total	2,155	1,801

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

	Carrying Amount 2022 \$'000	Net Fair Value 2022 \$'000	Carrying Amount 2021 \$'000	Net Fair Value 2021 \$'000
Financial assets				
Petty cash	70	70	70	70
Cash in Special Deposits and Trust Fund	16,657	16,657	14,129	14,129
Receivables	5,468	5,468	5,299	5,299
Total financial assets	22,195	22,195	19,497	19,497
Financial liabilities (recognised)				
Payables	2,155	2,155	1,801	1,801
Total financial liabilities (recognised)	2,155	2,155	1,801	1,801

13.4 Net fair values of financial assets and liabilities

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

2021	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	14,129	14,129
Receivables	5,299	5,299
Total financial assets	19,497	19,497
Financial liabilities				
Payables	1,801	1,801
Total financial liabilities (recognised)	1,801	1,801

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 14 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.

Account/Activity	Opening Balance \$'000	Net Transactions during 2021-2022 \$'000	Closing Balance \$'000
S523 Brand Tasmania	39	182	221

NOTE 15 Events Occurring After Balance Date

15.1 Transfer of Output Group 4 – Disability Services and Community Development from Department of Communities Tasmania

On 24 February 2022, the Premier announced that the Department of Communities Tasmania would be disbanded in a staged approach during the 2022–23 financial year. Functions related to Disability services, Women, Office of Aboriginal Affairs, Family and Sexual Violence, Veteran’s Affairs, Child and Youth Wellbeing and Community Services and Development were announced as transferring to the Department.

The financial effect of this event has not been recognised in the financial statements.

The expected financial effect of the event for 2022–23 is as follows:

	Transfer 1 August 2022	Transfer 1 October 2022	Transfer 1 October 2022 Administered	Total ^{1,4}
	Based on Budget 2022-23 ² \$'000	Based on Budget 2022-23 ³ \$'000	Based on Budget 2022-23 ³ \$'000	Based on Budget 2022-23 \$'000
Total revenue increase/(decrease)	33,534	231,377	5,490	270,400
Total expenditure increase/ (decrease)	33,534	231,377	5,490	270,400
Net result increase/(decrease)
Total assets increase/(decrease) ⁵
Total liabilities increase/(decrease) ⁵
Net assets increase/(decrease)

Notes:

1. Advice is yet to be provided by the Department of Treasury and Finance around the effective commencement date and treatment of appropriation transfers relating to this restructure. The total amount to transfer is still being finalised. The figures provided in this note are indicative and are the best estimates available to the Department.
2. Calculations reflect the expected 11 months that these functions will be part of the Department during 2022–23. The calculation assumes that transactions occur at a rate that is uniform across the year.
3. Calculations reflect the expected nine months that these functions will be part of the Department during 2022–23. The calculation assumes that transactions occur at a rate that is uniform across the year.
4. Further functions related to grants management will transfer to the Department. These functions are not quantifiable at the time of preparation of the financial statements and have not been included in these calculations.
5. The Department will receive assets and liabilities as a result of the administrative restructure. These assets and liabilities are not quantifiable at the time of preparation of the financial statements.

15.2 Transfer of Output 6.2 - Aboriginal Heritage and Land from Department of Natural Resources and Environment Tasmania

On 24 February 2022, the Premier announced that the Aboriginal Heritage and Land Output of the Department of Natural Resources and Environment Tasmania would transfer to the Department. This transfer occurred on 1 September 2022.

The financial effect of this event has not been recognised in the financial statements.

The expected financial effect for the event in 2022–23 is as follows:

	Transfer ^{1,2} 1 September 2022 Based on Budget 2022-23 \$'000
Total revenue increase/(decrease)	3,644
Total expenditure increase/(decrease)	3,644
Net result increase/(decrease)
Total assets increase/(decrease) ³
Total liabilities increase/(decrease) ³
Net assets increase/(decrease)

Notes:

1. Advice is yet to be provided by the Department of Treasury and Finance around the effective commencement date and treatment of appropriation transfers relating to this restructure. The total amount to transfer is still being finalised. The figures provided in this note are indicative and are the best estimates available to the Department.
2. Calculations reflect the expected 10 months that these functions will be part of the Department during 2022–23. The calculation assumes that transactions occur at a rate that is uniform across the year.
3. The Department will receive assets and liabilities as a result of the administrative restructure. These assets and liabilities are not quantifiable at the time of preparation of the financial statements.

NOTE 16 **Other Significant Accounting Policies and Judgements**

16.1 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 coordination 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. The Department has continued to manage the Public Health Hotline, through 2021–22, providing critical support for the Tasmanian Government's response to the COVID19 pandemic. It is responsible for ensuring a coordinated and consistent approach to the COVID-19 recovery among agencies and providing advice on the Government recovery plan.

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 fitforpurpose 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 feeforservice 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.

16.2 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 16 September 2022.

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 16.5.

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.

16.3 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.

16.4 Functional and presentation currency

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

16.5 Changes in accounting policies

a) Voluntary changes in accounting estimates

The Department has adopted a new internal accounting methodology in relation to the distribution of overheads to Departmental outputs.

The change in accounting estimates results in more relevant and reliable information presented in the Departmental Output Schedules of the Financial Statements, ensuring the most accurate representation of Departmental activities.

There is no impact to the comparative information presented in the Financial Statements.

b) Impact of COVID-19 on Financial Reporting for 2021–22

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

- Purchase of rapid antigen tests to support the Tasmanian Government's response to the COVID-19 pandemic;
- COVID-19 Public Health Hotline;
- Australian Government Plan for the Reception of Australian Citizens and Approved Foreign Nationals Evacuated from Overseas 2017;
- Service Tasmania additional costs resulting from the Check-in Tas App and additional resourcing to cover staff isolating in line with the Tasmanian Government's COVID-19 restrictions; 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.

c) Voluntary changes in accounting policy

The Department has adopted new accounting policies in relation to Depreciation and Amortisation. The impact of the changes has been adjusted in the comparative information presented in the Financial Statements and associated notes.

The change in accounting policy results in the presentation of more relevant and reliable information because it aligns the Department's financial statements with the Model Departmental Financial Statements issues under Treasurer's Instruction FR-3 *Format of Financial Statements* by the Department of Treasury and Finance.

The effect of the voluntary change in accounting policy is as follows:

	2022 \$'000	2021 \$'000
Statement of Comprehensive Income		
Net result	3,640	3,398
Depreciation	(1,377)	(1,251)
Amortisation	1,377	1,251
Net result including impact	3,640	3,398

d) 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 2021-2 Amendments to Australian Accounting Standards – Disclosure of Accounting Policies and Definition of Accounting Estimates – This Standard amends:
 - AASB 7 Financial Instruments: Disclosures to clarify that information about measurement bases for financial instruments is expected to be material to an entity's financial statements;
 - AASB 101 Presentation of Financial Statements, to require entities to disclose their material accounting policy information rather than their significant accounting policies;
 - AASB 108 Account Policies, Changes in Accounting Estimates and Errors, to clarify how entities should distinguish changes in accounting policies and changes in accounting estimates;
 - AASB 134 Interim Financial Reporting, to identify material accounting policy information as a component of a complete set of financial statements; and
 - AASB Practice Statement 2 Making Materiality Judgements, to provide guidance on how to apply the concept of materiality to accounting policy disclosures.

This standard will apply to the Department's 2023–24 financial statements. The implementation of AASB 20212 is not expected to have a material impact on the statements of the Department.

- AASB 2020-6 Amendments to Australian Accounting Standards – Classification of Liabilities as Current or Non-current - This Standard amends AASB 101 Presentation of Financial Statements to clarify that a liability is classified as non-current if an entity has the right at the end of the reporting period to defer settlement of the liability for at least 12 months after the reporting period. The meaning of settlement of a liability is also clarified in these amendments. This standard will apply to the Department's 2023–24 financial statements. The implementation of AASB 2020-6 is not expected to have a material impact on the statements of the Department.
- 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 date for application of this Standard is not yet known for public sector entities. The implementation of AASB 17 is not expected to have a material impact on the statements of the Department.

16.6 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.

16.7 Comparative figures

Comparative figures have been adjusted to reflect any changes in accounting policy or the adoption of new standards unless stated otherwise at Note 16.5.

16.8 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 "...".

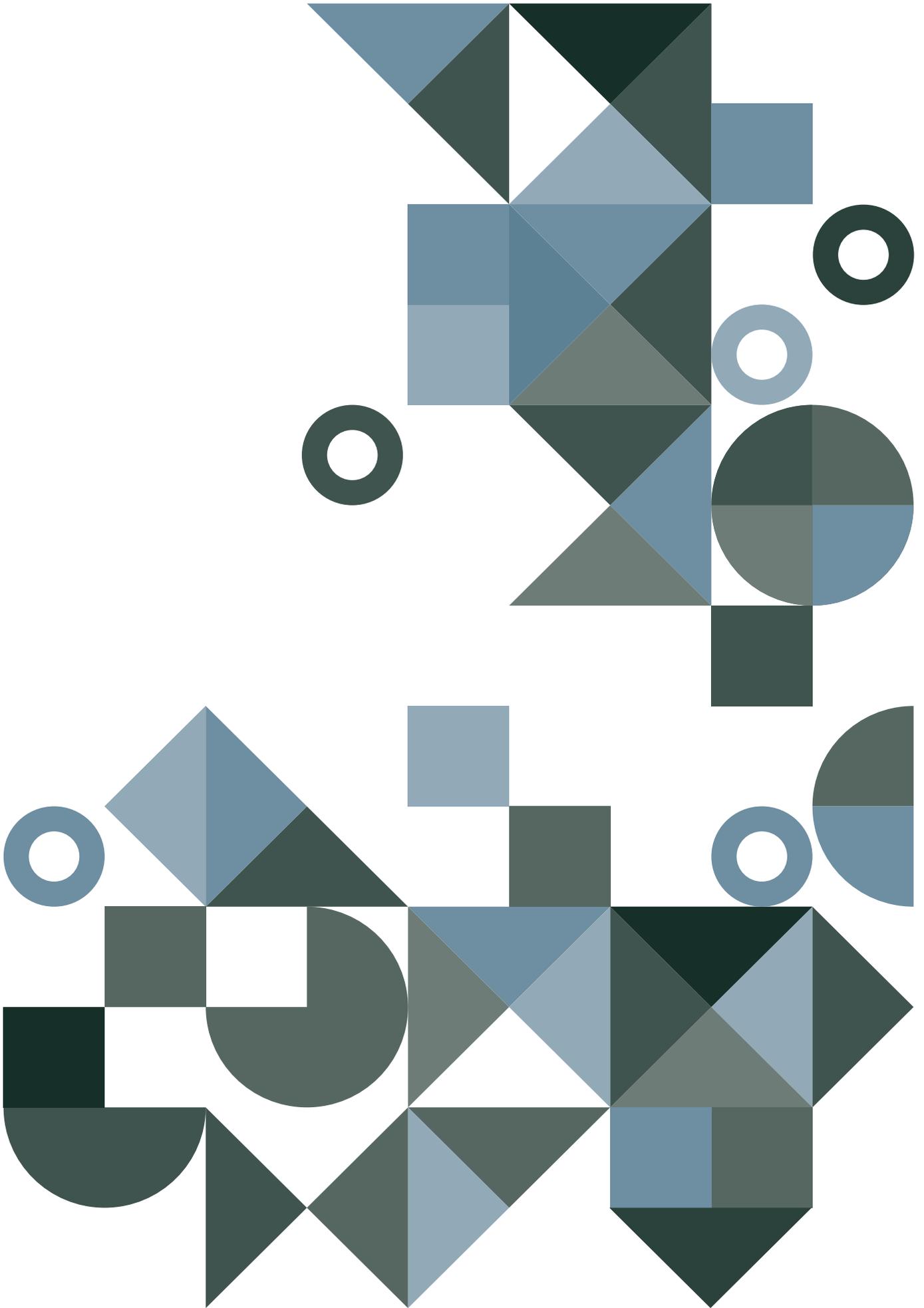
16.9 Departmental taxation

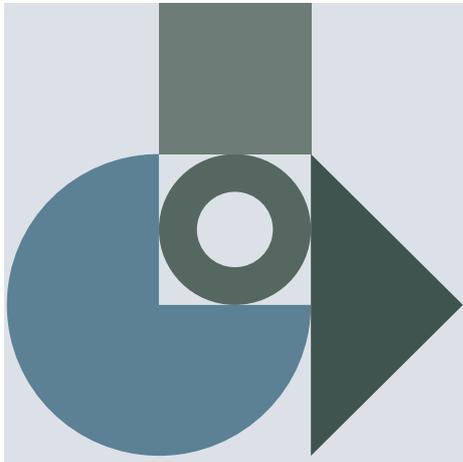
The Department is exempt from all forms of taxation except Fringe Benefits Tax and the Goods and Services Tax.

16.10 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 2021–22, as at 30 June 2022, is listed below. All legislation, including any amending Acts, is available at the Tasmanian Legislation website www.legislation.tas.gov.au.

Premier

Administrative Arrangements Act 1990

Administrative Arrangements (Miscellaneous Amendments) Act 1990

Anglican Church of Australia (All Saints Church) Act 1989

Anglican Church of Australia Constitution Act 1973

Anglican Church of Australia (Stanley Parsonage) Act 1984

Australia Acts (Request) Act 1985

Australia Acts (Request) Act 1999

Baptist Union Incorporation Act 1902

Churches of Christ, Scientist, Incorporation Act 1980

Churches of Christ Tasmania Act 1978

Church of England (Rectory of St. James the Apostle) Act 1980

Coastal and Other Waters (Application of State Laws) Act 1982

Constitution Act 1934

Constitutional Powers (Coastal Waters) Act 1979

Constitution (Doubts Removal) Act 2009

Constitution (State Employees) Act 1944

Constitution (Validation of Taxing Acts) Act 1991

COVID-19 Disease Emergency (Miscellaneous Provisions) Act 2020

COVID-19 Disease Emergency (Miscellaneous Provisions) Act (No. 2) 2020

Crown Servants' Reinstatement Act 1970

Daylight Saving Act 2007

Glebe Lands Act 1865

Governor of Tasmania Act 1982 except in so far as it relates to the superannuation entitlements of the Governor (see Department of Treasury and Finance under the Treasurer)

Hobart Hebrew Congregation Act 1958

Jim Bacon Foundation (Winding-up) Act 2013

Legislation Publication Act 1996

National Broadband Network (Tasmania) Act 2010

Parliamentary (Disclosure of Interests) Act 1996

Parliamentary Privilege Acts 1858, 1885, 1898 and 1957

Parliamentary Salaries, Superannuation and Allowances Act 2012 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

<i>Presbyterian Church of Australia Acts 1901 and 1971</i>
<i>Public Accounts Committee Act 1970</i>
<i>Public Works Committee Act 1914</i> except in so far as it relates to the conditions precedent to commencing public works (see Department of Treasury and Finance under the Treasurer)
<i>Roman Catholic Church Property Act 1932</i>
<i>Standard Time Act 1895</i>
<i>State Coastal Policy Validation Act 2003</i>
<i>State Policies and Projects Act 1993</i> 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)
<i>State Policies and Projects (Validation of Actions) Act 2001</i>
<i>State Service Act 2000</i>
<i>State Service (Savings and Transitional Provisions) Act 2000</i>
<i>Statutory Authorities Act 1962</i>
<i>Subordinate Legislation Committee Act 1969</i>
<i>Succession to the Crown (Request) Act 2013</i>
<i>Tasmanian Early Years Foundation (Winding-up) Act 2016</i>
<i>Tsuneichi Fujii Fellowship Trust (Winding-up) Act 2008</i>
<i>Uniting Church in Australia Act 1977</i>
Brand Tasmania
<i>Brand Tasmania Act 2018</i>
Minister for Local Government
<i>Burial and Cremation Act 2019</i>
<i>Dog Control Act 2000</i>
<i>Local Government Act 1993</i>
<i>Local Government (Savings and Transitional) Act 1993</i>
<i>Ockerby Gardens Helipad Act 1999</i>
Minister for Parks
<i>Brickmakers Point Landslip Act 2021</i>
Minister for Planning
<i>Brickmakers Point Landslip Act 2021</i>
<i>Approvals (Deadlines) Act 1993</i>
<i>Housing Land Supply Act 2018</i>
<i>Land Use Planning and Approvals Act 1993</i>
<i>Local Government (Building and Miscellaneous Provisions) Act 1993</i> except Part 7 (see Department of Justice under the Minister for Workplace Safety and Consumer Affairs)
<i>Local Government (Subdivision Approval Validation) Act 1995</i>
<i>Major Infrastructure Development Approvals Act 1999</i>
<i>Public Land (Administration and Forests) Act 1991</i> Part 2 (otherwise see Department of Natural Resources and Environment Tasmania under the Minister for Resources)
<i>State Policies and Projects Act 1993</i> 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)
<i>Sullivans Cove Waterfront Authority (Repeal) Act 2011</i>

Appendix C: Recipients of Grants and Government Contributions

Premier's Discretionary Fund

Organisation	\$	Purpose
Art Farm Birch's Bay	500	Towards costs of People's Choice Sculpture Award
Australian Italian Tennis Club	2,655	Towards costs of a defibrillator
Bauld Debbie	200	Towards costs of interstate travel
Break O'Day Employment Connect	480	Towards costs of advertising a job and education fair
Brighton & Southern Midlands Pony Club	2,000	Towards costs of repainting the club house and an oven
Brooks High School	1,500	Towards costs of signage for the school gymnasium
Bruny Island Community Association Inc	3,000	Towards costs of woodchopping event at easter carnival
Bruny Island District School	1,500	Towards costs of a playground for 0–5-year-olds
Burnie Concert Band Inc	2,660	Towards costs of a defibrillator
Cannell Mary On Behalf Of Arielle Cannel	200	Towards costs of interstate travel
Chigwell House	999	Towards purchasing new fridge freezer
Cosmic Dance School	3,000	Towards costs of dance equipment
Derwent Sailing Squadron Inc	1,999	Towards costs of a planer/thicknesser
Derwent Valley Men's Shed Inc	1,358	Towards costs of a portable tag and testing machine
Devonport Apex Regatta Association Inc	2,000	Towards costs of public address sound system hire
Devonport Little Athletics Centre	2,424	Towards costs of three iPads
Devonport Rugby Union Club	1,200	Towards costs of uniforms for junior teams
Diabetes Tasmania	500	Towards costs of an event
Events Northern Midlands Association Inc	1,000	Towards cost of event
Everyday Lions Of Devonport	1,000	Towards costs of a finish line arch for the great train race fun run
Fern Tree Fire Brigade	3,461	Towards costs of installation of electric gate
Free2B Girls	1,500	Towards cost of fuel for the volunteer drivers
George Town Neighborhood House	2,500	Towards costs of hiring equipment for an event
George Town Table Tennis Group	300	Towards costs of sporting equipment
Glenorchy City Bowls Club	658	Towards costs of a bird scarer machine
Gofton Katrina	500	Towards costs of Scottsdale Primary School laser tag event
Goodwood Community Centre	1,448	Towards costs of an internal audible alarm system
Gray Isobel	200	Towards costs of interstate travel
Hadspen Cricket Club	3,000	Towards cost of an EFTPOS/cash system
Hamasaki Nina	250	Toward costs of the Womens Environmental Leadership Australia Program

Heritage Sailing Tasmania Ltd	2,504	Towards costs of a defibrillator
Historical Arms & Military Society Of Tasmania	1,480	Towards costs of a defibrillator
Hope In The Huon Hilltop Hike 2022	1,100	Towards costs of marketing material for the Hilltop Hike 2022
Housing Industry Association	2,651	Towards costs of COVID-19 preparedness
Jacobson Hailey	200	Towards costs of interstate travel
Jaimes Wiggins Promotions	4,000	Towards event management costs for charity events
Karinya Young Womens Service Inc	6,249	Towards costs of purchase & installation of a dual ducted air circulation system
Kempton Heritage Festival	1,100	Towards hiring costs for the heritage festival
Kentish Scout Group	1,050	Towards costs of travel for 21 scouts to Cuboree
Kingborough Community Missions	2,000	Towards costs of providing meals to the community
Kingborough Community Missions	3,000	Towards costs of a food aid program
Kingston Neighbourhood House	1,018	Towards costs of installation of new signage
Lacey Adams And Charlotte Gray	1,000	Towards costs of interstate travel and freight
Lange Matilda	200	Towards costs of interstate travel
Launceston Police and Community Youth Club	3,993	Towards costs of sound and lighting equipment
Launceston Workers Club	2,500	Towards costs of a defibrillator
Leeflang Annaliese	250	Towards costs of interstate travel
Leszczynski Natalia	200	Towards costs of interstate travel
Leszczynski Natalia	200	Towards costs of interstate travel
Light It Red For Dyslexia	500	Towards costs of lighting equipment hire and set up
Lower Barrington Hall Committee Inc	2,360	Towards costs of a defibrillator
Melythina Tiakana Warrana Aboriginal Corporation	5,000	Towards costs of Mannalargenna Day event
Mersey Valley Pony Club	649	Towards costs of an IPG gas cooker and conventional oven
Motivation Squad Drilldance	5,000	Towards uniforms and training equipment
Motivation Squad Drilldance	400	Towards sponsorship of a team member
Motivation Squad Drilldance	500	Towards costs of intrastate travel to club events
Mowbray Golf Club Inc	4,000	Towards costs to develop a master plan for consolidated facilities between club
Mt Black Men Shed Inc	719	Towards costs of a stove and cooktop
Mt Lyell Strahan Picnic Committee	1,000	Towards costs of medical and first-aid organization services
Muscular Dystrophy Association Of Tasmania	1,000	Donation towards the big push for Muscular Dystrophy Tasmania
Nelson Bailey	200	Towards costs of interstate travel
New Mornings Ministries Inc	1,000	Towards costs of rock wall construction in new hope garden
North Eastern Axemen's Association	1,050	Towards costs for the Veteran Woodchopping event
Northern Tasmanian Football Association	2,000	Towards costs of end of season medals for men's and women's competitions
Northern Tasmanian Football Association	10,000	Funding to support the Gala Community Day

North Launceston White City Little Athletics Centre	458	Towards costs of annual hire of the Rocherlea Recreation Ground
Oatlands District High School	754	Towards costs of running the annual school fair
Orford Bowls Club Inc	2,000	Towards costs of men's and women's playing tops
Penguin Bowls Club	2,500	Towards costs of hosting a bowls tournament
Penguin Cricket Club Inc	2,633	Towards costs of a line marking machine
Penguin In Pink	500	Towards costs of printing breast cancer awareness fundraising calendar
Playgroup Tasmania Inc	3,500	Towards costs of producing a children's week activity guide
Queenstown Crows Football Club Inc	960	Towards costs of sporting equipment
Risdon Brook Radio Yacht Club	2,395	Towards costs of a portable defibrillator
Risdon Vale Primary School Association	3,000	Towards costs of a fireworks display
Riverside High School	1,000	Towards team costs to compete in the F1 in Schools World Finals
Rocherlea Football Club	1,500	Towards cost of event traffic management
Rosny College	500	Towards student conference fees
Rosny College	400	Towards premiers BA Hortle Award
Rotary Club Of West Tamar	1,000	Towards costs of a defibrillator
Rural Health Sheffield	1,000	Towards costs of a mural of a mental health week
Sacred Heart Catholic School Ulverstone	1,000	Towards costs of purchase & installation of a flagpole
Scottsdale Lions Club	3,450	Towards cost of a defibrillator
She Shreds Australia Inc	300	Towards costs of team intrastate travel
Singers Of Southern Tasmania	931	Towards costs equipment for the choir
Slemint Kirsten Louise	1,000	Towards costs of study fees in the united kingdom
Small World Documentaries	1,000	Towards costs of filming a students against racism program
Sorell School Association	500	Towards costs of printing costs for 200th year commemorative events
South Channel Ratepayers And Residents Association	500	Towards costs of the Middleton on the Green event
South Hobart Sustainable Community Inc	750	Towards costs of garden equipment
Southern Tasmanian Dancing Eisteddfod	10,000	To cover the costs relating to COVID-19 and the move to the new venue to host
Special Olympics Tasmania	10,000	To support the development of a new brand & marketing for special Olympics
Spring Bay Clay Target Club	1,500	Towards costs of upgrading an all-vehicle access road to the club
St Francis Flexible Learning Centre	1,000	Towards costs of installation of a flagpole
St Mary's Hospital Auxiliary	3,040	Towards costs of two poly-tunnels for tip shop storage
St Vincent De Paul Society (Tas) Inc	1,000	Towards costs of homelessness week event
Sullivan Andrew	500	Towards the cost of team travel
Swansea Bowls Club Inc	3,700	Towards costs of a dethatcher
Taroona High School SRC Scholarship	250	Towards costs of a debating and public speaking award
Tasmanian High Country Riders Association	1,630	Towards costs of safety equipment and first aid training

Tasmanian Ploughing Association	3,000	Towards costs of vehicle and equipment interstate transport
Tasmanian Truck Owners And Operators Association	500	Towards costs of supporting the Annual Truck Run 2022
Taswriters Inc	1,000	Towards costs of the Tasmanian Aboriginal Writers Award 2021
The Golden Wattle Cafe	529	Towards costs of musical items and play equipment
The Pirate Play Event	1,345	Towards costs of hire of equipment for the production of the pirate play event
Trial Harbour Progress Association	649	Towards costs of purchase and installation of windsock
U20 Tasmanian Womens Basketball Team	2,000	Towards costs of women's basketball team interstate travel
Ulverstone Bowls & Community Club	900	Towards costs of two master scoreboards
Underhill Kylie	2,800	Towards costs of junior basketball team interstate travel
Verandah Musical Festival	1,000	Towards costs of event
Vibrantz Drilldance Tas	2,000	Towards costs of uniforms for National Championships
Vietnam Veterans & Veterans Motorcycle Club	250	Towards costs of the poker run for Cystic Fibrosis
Waratah Men's Shed - Indoor Bowls Club	300	Towards cost of a set of coloured bowling balls
Weymouth Progress Association	5,000	Towards costs of a feasibility study into proposed micro power grid
Wiggins Annette & Kelvin	10,000	For equipment & building modifications, following an accident sustained to son Ryan
Wooden Boat Guild Of Tasmania Inc	2,650	Towards costs of a defibrillator
Wynyard Baptist Church Community Hall	2,000	Towards costs of a defibrillator
Wynyard Landcare Group Inc	894	Towards costs of six outdoor motion-activated cameras
Youth Spectacular Inc	5,000	Towards event running costs
Zeehan Neighbourhood Centre Inc	2,500	Towards costs of freight handling fees for food bank items
TOTAL	224,534	

COVID-19 Response and Recovery Measures Grants

Organisation	\$	Purpose
Unions Tasmania	50,000	To establish and provide free advice to all workers affected by COVID-19 or related issues
TOTAL	50,000	

State Planning Office Grants

Organisation	\$	Purpose
Brighton Council	50,000	To undertake a review of two (2) precincts within Old Beach, Tasmania
Brighton Council	120,000	To assist the Recipient to engage and appoint a suitably qualified and experienced consultant to prepare an evidence-based assessment of residential demand and supply in the outer Hobart area ('Outer Hobart Residential Demand and Supply Study 2022')
Central Coast Council	30,000	To assist the Recipient to engage and appoint a suitably qualified and experienced consultant to develop an evidenced based local area settlement strategy for the Central Coast municipal area (Central Coast Local Area Settlement Strategy)
Derwent Valley Council	50,000	To assist to the Recipient to prepare the revised draft Derwent Valley Local Provisions schedule (LPS) to address matters required by the Tasmanian Planning Commission (the Commission) and participate in the LPS approval process as specified under the <i>Land Use Planning and Approvals Act 1993</i>
Justice	150,000	Grant expenditure incurred by Department of Justice post transfer of State Planning Office to the Department in January 2022.
Kentish Council	10,000	To assist with the preparation of draft Local Provision Schedules for the Kentish Municipal Area
Latrobe Council	10,000	To assist with the preparation of draft Local Provision Schedules for Latrobe Tasmanian Planning Scheme
Northern Tasmania Development Corporation	150,000	To assist the Recipient to engage and appoint a suitably qualified and experienced Regional Planning Coordinator - Instalment 1
Northern Tasmania Development Corporation	120,000	To assist the Recipient to engage and appoint a suitably qualified and experienced consultant to develop an evidenced based assessment of demand for housing, and a corresponding assessment of the current and proposed supply of residential land and other opportunities for residential development in Northern Tasmania ('Northern Tasmania Residential Demand and Supply Study 2021') and subsidiary projects
TOTAL	690,000	

Tasmanian Climate Change Office Grants

Organisation	\$	Purpose
Evie Networks	4,200	Towards electric vehicle charging station under the ChargeSmart program, Elizabeth Town - Instalment 3
Greening Australia	10,000	To assist with the 'Youth Climate Leaders Program' - Final instalment
TOTAL	14,200	

Resilience and Recovery Grants

Organisation	\$	Purpose
Dunalley Golf Club Inc	8,209	For a contribution towards the completion of construction of two tennis courts within the Dunalley Golf Club In. precinct
Scripture Union Of Tasmania	11,791	For the continuation of chaplaincy support as part of the Dunalley Chaplaincy Program within the Dunalley Primary School
Volunteering Tasmania Inc	100,000	To assist with the Emergency Volunteering and Community Response to Extreme Weather (EV CREW) service to State and local government and not-for profit organisations in Tasmania
TOTAL	120,000	

Australia Day Grants

Organisation	\$	Purpose
Reconciliation Tasmania	9,000	To provide funding to assist with Regional Aboriginal Festivals
TOTAL	9,000	

Local Government Grants

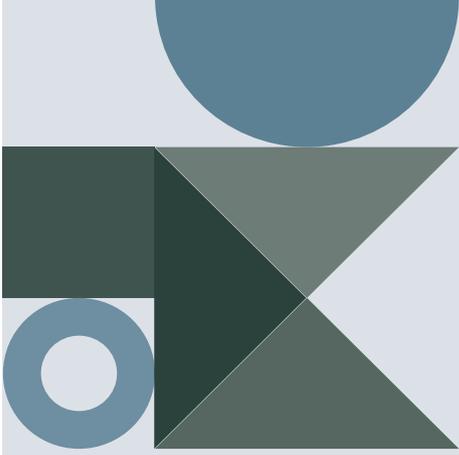
Organisation	\$	Purpose
Local Government Association Tas (LGAT)	100,000	Towards the Future of Local Government Review (the Review) and assist Tasmania's 29 councils in the Review
Local Government Association Tas (LGAT)	50,000	To fund an independent consultant suitably qualified and experienced in work health and safety, anti-discrimination and associated workplace matters
Local Government Association Tas (LGAT)	10,000	To fund an independent consultant suitably qualified and experienced to undertake a state-wide assessment of the risks associated with the bullying and harassing behaviours under the <i>Work Health and Safety Act 2012</i>
Local Government Association Tas (LGAT)	25,000	To fund a communication campaign to raise awareness of the 2022 local government elections including increasing the diversity of candidates and encouraging people to vote
Southern Midlands Council	17,500	Towards works the Tunbridge Community Hall, as necessary, to repair structural damage caused by the vehicle collision of March 2021
TOTAL	202,500	

Recreational Fishing and Camping Facilities Grants

Organisation	\$	Purpose
Burnie City Council	200,000	Construct a boat trailer parking area on reclaimed land close to the boat ramp; a dedicated shared pathway access to the recreational boating and fishing facilities; asphaltting of the existing road access to the recreational boating and fishing facilities; and ancillary works, including solar lighting, benches, security cameras, and signage
Central Highlands Council	96,000	Renew toilet block and picnic area at Dunrobin Park, Lake Meadowbank, including replacement toilet block, wastewater system, shelter, tables, seating, and public barbeque
Derwent Valley Council	24,700	Derwent River fishing accessibility improvements at Millbrook Rise, the Wetlands, and adjacent the New Norfolk Bridge, including a new public shelter, tables, and benches
Dorset Council	50,000	New playground at the eastern end of Derby Park campground
Flinders Council	90,000	Install smart card powered camping sites and tent platforms at Emita Hall in the north and Holloway Park in the south of Flinders Island, and improve recreational fishing facilities with solar lighting and Fish Cleaning Stations in Whitemark township and Palana
Kentish Council	150,000	Upgrade of existing infrastructure for fishing, boating and camping users at Kentish Park, toilet block replacement including accessible toilet; new picnic shelter including seating and barbeques; new pathway; and signage
Meander Valley Council	60,000	Huntsman Lake boat ramp renewal and upgrade, including construction of a 70m jetty adjacent to the existing boat ramp
Northern Midlands Council	80,000	Tooms Lake camping area infrastructure upgrade, including pump-out toilet facility, arborist works, landscaping to create level campsites, drainage and resurfacing of the parking area upgraded walking path, and signage
Waratah Wynyard Council	50,000	Construction of a new pontoon on the Inglis River, Wynyard, adjacent to the multipurpose facility
TOTAL	800,700	

Other Grants, Subsidies, Donations and Contributions

Organisation	\$	Purpose
Hobart Womens Shelter	200	Donation to the Hobart Women's Shelter from the Women Supporting Women Working Group
TOTAL	200	



Appendix D: Publications and websites

Departmental Publications

The following publications were produced by the various operating units of the Department of Premier and Cabinet during 2021–22 and are available from the DPAC website: www.dpac.tas.gov.au.

Or by contacting:

People, Performance and Governance
Level 6, 15 Murray Street
Hobart Tasmania 7000

Telephone: (03) 6270 5667

Email: communications@dpac.tas.gov.au

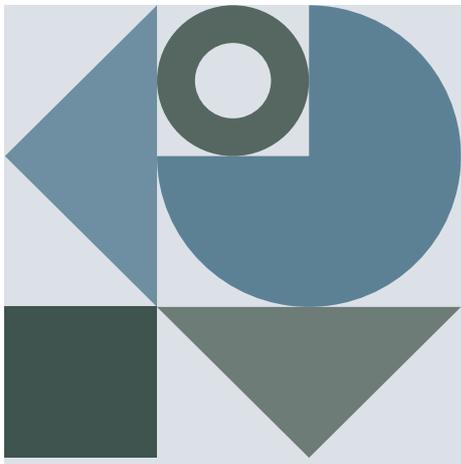
Title	Business Unit	Date
<i>Department of Premier and Cabinet - Routine Disclosures</i>	Ministerial and Executive Services	October 2021
<i>Department of Premier and Cabinet - Routine Disclosures</i>	Ministerial and Executive Services	April 2022
<i>Ministerial and Parliamentary Support – Routine Disclosure</i>	Ministerial and Executive Services	October 2021
<i>Ministerial and Parliamentary Support – Routine Disclosure</i>	Ministerial and Executive Services	April 2022
<i>Climate Action 21 Report Card 2021</i>	Tasmanian Climate Change Office	August 2021
<i>Commissioner for Children and Young People Ambassadors - Consultation Summary (Climate Change Action Plan and legislation)</i>	Tasmanian Climate Change Office	August 2021
<i>Tasmanian Government Response to the Independent Review of the Climate Change (State Action) Act 2008</i>	Tasmanian Climate Change Office	October 2021
<i>What We Heard Consultation Summary Report (Climate Change Action Plan)</i>	Tasmanian Climate Change Office	August 2021
<i>Climate Change Newsletter (one)</i>	Tasmanian Climate Change Office	August 2021
<i>Climate Change Newsletter (two)</i>	Tasmanian Climate Change Office	October 2021
<i>Review of the Tasmanian State Service Final Report</i>	State Service Management Office	July 2021
<i>Review of the Tasmanian State Service Final Report: Summary Report</i>	State Service Management Office	July 2021
<i>Review of the Tasmanian State Service – Interim Report</i>	State Service Management Office	July 2021
<i>State Service Annual Report 2020-21</i>	State Service Management Office	October 2021
<i>The Future of Local Government in Tasmania. Terms of Reference</i>	Office of Local Government	February 2022
<i>The Future of Local Government in Tasmania. Review Roadmap</i>	Office of Local Government	February 2022

Title	Business Unit	Date
<i>The Future of Local Government in Tasmania. Guiding Principles</i>	Office of Local Government	February 2022
<i>The Future of Local Government in Tasmania. Review Themes</i>	Office of Local Government	February 2022
<i>Research Paper 1 – The history of Local Government in Tasmania</i>	Office of Local Government	March 2022
<i>Board Reflections on Research Paper 1</i>	Office of Local Government	March 2022
<i>Future of Local Government Review Newsletter issue 1 (April 2022)</i>	Office of Local Government	April 2022
<i>Local Government Learning and Development Framework Communique No.1</i>	Office of Local Government	May 2022
<i>Research Paper 2 – National and international trends in local government and their relevance to Tasmania</i>	Office of Local Government	May 2022
<i>Board Reflections on Research Paper 2</i>	Office of Local Government	May 2022
<i>Future of Local Government Review Newsletter issue 2 (May 2022)</i>	Office of Local Government	May 2022
<i>Local Government Learning and Development Framework Communique No.2</i>	Office of Local Government	June 2022
<i>Research Paper 3 – Place shaping and the future role of local government in Tasmania: evidence and options</i>	Office of Local Government	June 2022
<i>Board Reflections on Research Paper 3</i>	Office of Local Government	June 2022
<i>Draft Local Government Amendment (Code of Conduct) Bill 2022</i>	Office of Local Government	August 2022
<i>Plain English outline of proposed changes - Local Government Amendment (Code of Conduct) Bill 2022</i>	Office of Local Government	August 2022
<i>Dispute resolution policy – draft prescribed information</i>	Office of Local Government	August 2022
<i>Draft Local Government Amendment (Code of Conduct) Bill 2022 and related matters - Information Sheet</i>	Office of Local Government	August 2022
<i>Pathway to Truth-Telling and Treaty Report</i>	People, Performance and Governance Division	November 2021
<i>Department of Premier and Cabinet Annual Report 2020–21</i>	People, Performance and Governance Division	October 2021
<i>Department of Premier and Cabinet COVID-19 Safety Plan – Agency Wide</i>	People, Performance and Governance Division	February 2022
<i>Department of Premier and Cabinet Pandemic Plan – July 2021</i>	People, Performance and Governance Division	July 2021
Title	Business Unit	Date
<i>Department of Premier and Cabinet Snapshot of Agency Focus – January – June 2022</i>	People, Performance and Governance Division	January 2022
<i>Department of Premier and Cabinet – Whistleblowing Policy – Reporting Wrongdoing</i>	People, Performance and Governance Division	July 2021

Websites

The following websites including three intranet sites were hosted or maintained by DPAC during 2021–22:

Website Name	URL	As of 30 June 2022
Brand Tasmania Corporate site	www.brandtasmania.com.au	Migrated to external party
Brand Tasmania Campaign site	www.tasmania.com.au	Migrated to external party
Coronavirus information	www.coronavirus.tas.gov.au	
DPAC public site	www.dpac.tas.gov.au	
Department of Premier and Cabinet intranet (ipac)	-	
Jobs: Careers with the Tasmanian Government	www.jobs.tas.gov.au	
Ministerial Intranet (imin)	-	
Our Digital Future	www.digital.tas.gov.au	
Premier's website	www.premier.tas.gov.au	
Register of Lobbyists	www.lobbyists.dpac.tas.gov.au	
Service Tasmania	www.service.tas.gov.au	
TasALERT	www.alert.tas.gov.au	
Tasmanian Climate Change Office	www.climatechange.tas.gov.au	Migrated to the Department of Treasury and Finance as ReCFIT
Tasmanian Government Communications	www.communications.tas.gov.au	
Tasmanian Government Gazette	www.gazette.tas.gov.au	
Tas.gov.au	www.tas.gov.au	
Tasmanian Government Legislation	www.thelaw.tas.gov.au	
Tasmanian Government Radio Network	www.tasgrn.tas.gov.au	
Tasmanian Training Consortium	www.ttc.tas.gov.au	
Travel Vouchers Tasmania	www.travelvoucherstasmania.tas.gov.au	



Appendix E: 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 2021–22 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 2021–22 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 2021–22 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. No approvals were granted in accordance with these provisions in 2021–22.

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 2021–22.

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 2021–22, the Accountable Authority approved two exemptions from the requirements of TI C-1.

Name of Supplier	Date of approval by Accountable Authority
The Workwear Group Pty Ltd	30 July 2021
Linfox Armaguard Pty Ltd	02 February 2022

Table 1: Summary of procurement activity (including consultancies) in 2021–22

Contracts, tenders and / or quotation processes of \$50,000 or over (GST exclusive)	2021–22
Total number of contracts awarded	62
Total number of contracts awarded to Tasmanian businesses	46
Total value of contracts awarded (including options to extend)	\$18,551,132
Total value of contracts awarded to Tasmanian businesses (including options to extend)	\$13,278,421
Total number of tenders called and written quotation processes undertaken	13
Total number of bids and/or written quotations received	54
Total number of bids and/or written quotations received from Tasmanian businesses	30

Table 2: Contracts awarded in 2021–22 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)
Red Apple IT Pty Ltd	Battery Point, TAS	Contract for Learning and Development Services	22/06/2022-30/09/2022	\$50,000
Clear Horizons Consulting Pty Ltd	Cremorne, VIC	Evaluation Training Services	16/05/2022-15/07/2022	\$55,000
Essential Utilities Information Technology Corporation Pty Ltd (trading as EUIT)	North Sydney, NSW	Stakeholder Engagement - Service Tas Digital Portal	4/01/2022-28/02/2022	\$65,150
Data#3 Limited	Hobart, TAS	Data#3 – VMWare Licenses for IaaS	26/04/2022-31/03/2024	\$67,907
Intuit Technologies Pty Ltd	Battery Point, TAS	Intuit – Citrix	8/12/2021-07/12/2023	\$68,391
Folk Pty Ltd	Annandale, NSW	Development of life events framework tools	1/05/2022 - one-off	\$74,440
KPMG	Hobart, TAS	Review of Community Service Organisations Funding Models	31/05/2022-17/06/2022	\$75,000
JDS Australia Pty Ltd	Melbourne, VIC	Atlassian Licence Renewal	27/05/2022-27/05/2024	\$75,346

Contractor	Location	Description	Period (incl. options to extend)	Total Value (\$) (inc. op- tions)
Perfekt Pty Ltd	Caulfield South, VIC	Commvault Licence Renewal	1/03/2022- 29/02/2024	\$79,020
Data#3 Limited	Hobart, TAS	Data#3 – Red Hat Enterprise Linux Server	20/12/2021- 24/03/2026	\$87,702
GMC Enterprises Pty Ltd	Hobart, TAS	Change Management - Digital Transformation Portfolio	14/06/2022- 30/09/2022	\$99,000
Squiz Australia Pty Ltd	Brisbane, QLD	Squiz - additional support service package	17/06/2022- 16/06/2023	\$99,000
Intuit Technologies Pty Ltd	Battery Point, TAS	Microsoft Cloud Support	1/07/2022- 30/06/2024	\$99,000
Croger Associates Pty Ltd	Sandy Bay, TAS	TTP – Business Case – Croger	22/11/2021- 31/03/2022	\$99,825
Oakham, Nicholas James trading as Oakham Contracting	Broadmarsh, TAS	ICT Professional Services - Connect Unify Telephony Upgrade & Retirement of Legacy Services Oakham, Nicholas James trading as Oakham Contracting	22/11/2021- 29/04/2022	\$99,999
Ignite Project Services Pty Ltd	Lindisfarne, TAS	Customer Service Centre Roadmap Development and Delivery of Requirements for Service Level Management Improvements	1/12/2021- 04/03/2022	\$99,999
GMC Enterprises Pty Ltd	Hobart, TAS	TTP Change Manager	17/12/2021- 30/04/2022	\$99,999
Ignite Project Services Pty Ltd	Lindisfarne, TAS	DSS ITIL Change Management Training and Coaching	28/03/2022- 24/03/2024	\$99,999
Oakham, Nicholas James trading as Oakham Contracting	Broadmarsh, TAS	Network Security Framework - Project Management Services	13/06/2022- 25/02/2023	\$99,999
Ignite Project Services Pty Ltd	Lindisfarne, TAS	Empower HR Upgrade Project	11/04/2022- 16/06/2023	\$99,999
GMC Enterprises Pty Ltd	Hobart, TAS	Networking Tasmania Evolution Program - Program Management and Support Services	27/04/2022- 23/09/2022	\$99,999

Contractor	Location	Description	Period (incl. options to extend)	Total Value (\$) (inc. options)
GMC Enterprises Pty Ltd	Hobart, TAS	Cyber Training - Communication Strategy and Cyber eLearning Initiative	30/05/2022-23/11/2022	\$99,999
Wormald Security Pty Ltd	Miranda, NSW	Supply and installation of type 1A security system	1/03/2022 - one-off	\$107,560
The Workwear Group Pty Ltd	Port Melbourne, VIC	Provision of uniform items for Service Tasmania customer facing staff	30/7/2021-30/06/2026	\$113,328
KPMG	Hobart, TAS	Management of the Annual Tasmanian Council Consolidated Data Collection	1/06/2022-31/05/2026	\$128,340
Identity Care Australia & New Zealand Ltd	Caloundra, QLD	Victim Support Service - Identity Data Breach	1/09/2021-31/08/2024	\$136,113
Shearwater Solutions Pty Ltd	Chatswood, NSW	Cyber Security Incident Response Service	1/7/2021-30/06/2024	\$144,000
Knosys Solutions Pty Ltd	Melbourne, VIC	Knowledge management application for Service Tasmania	22/11/2021-21/11/2024	\$159,823
Action Australia Pty Ltd	Chatswood, NSW	Action Ingres Licences for Empower	30/04/2022-29/04/2023	\$184,156
Squiz Australia Pty Ltd	Sydney, NSW	Service Tasmania website redevelopment and digital experience platform	11/10/2021 - one-off	\$185,000
Data#3 Limited	Hobart, TAS	Finance One and FIND Support	20/12/2021-20/12/2023	\$233,875
Ionata Digital Pty Ltd	Hobart, TAS	TasALERT Phase 3	1/10/2021-30/06/2023	\$411,440
Tascon Constructions Pty Ltd	Moonah, TAS	ASNet and telepresence facility upgrade	07/03/2022-20/05/2022	\$434,585
Ignite Project Services Pty Ltd	Lindisfarne, TAS	TSS HRIS Business Case – Ignite Project Services Pty Ltd	4/04/2022-16/06/2023	\$481,030
Leidos Australia Pty Ltd	Melbourne, VIC	Software support for EnAct software	1/07/2021-30/06/2027	\$826,956
Linfox Armaguard Pty Ltd	Essendon Fields, VIC	Cash Management Services for Service Tasmania	1/7/2021-30/06/2029	\$1,600,000

Contractor	Location	Description	Period (incl. options to extend)	Total Value (\$) (inc. options)
Empower Masterpay Pty Ltd	Melbourne, VIC	Empower HR and payroll services	10/09/2021-09/09/2027	\$2,900,000
My Net Fone Australia Pty Ltd	Sydney, NSW	My Net Fone Voice Services – Public Network Access and Carriage	1/7/2022-31/12/2025	\$5,950,000

Table 3: Consultancy contracts awarded in 2021–22 with a value of \$50,000 or over (GST exclusive)

Contractor	Location	Description	Period (incl. options to extend)	Total Value (\$) (inc. options)
3 Tier Technology Pty Ltd	Hobart, TAS	Telephony Database (Stage 1)	18/04/2022-30/09/2022	\$50,000
University of New South Wales (UNSW)	Sydney, NSW	Modelling of hospital and intensive care unit for Tasmania	1/12/2021-30/06/2022	\$50,130
Essential Utilities Information Technology Corporation Pty Ltd (trading as EUIT)	North Sydney, NSW	NT Evolution Program – Internet and Data Consultancy	16/08/2021-31/12/2021	\$51,000
CGI Technologies and Solutions Australia Pty Ltd	Hobart, TAS	Networking Tasmania Evolution Program – Solutions Architect	19/10/2021-31/12/2021	\$52,660
University of Tasmania	Sandy Bay, TAS	Population Outcome and Performance Measurement Framework	29/03/2022-30/06/2022	\$52,697
University of Tasmania	Hobart, TAS	Sustainability Project Research Support	2/04/2022-17/06/2022	\$54,585
CGI Technologies and Solutions Australia Pty Ltd	Sydney, NSW	Procurement Technical Support	11/05/2022-21/10/2022	\$56,455
ANZSOG	Melbourne, VIC	Agency Capability Reviews	27/04/2022-31/07/2022	\$72,000
University of Technology Sydney	Ultimo, NSW	Whole of Government Evaluation Framework	16/05/2022-31/08/2022	\$79,782
University of Tasmania	Sandy Bay, TAS	Future of Local Government Review Research Services	23/03/2022-30/06/2022	\$80,085
Callscan Australia Pty Ltd	Chadstone, VIC	Independent review of the Covid-19 Contact Centre	1/09/2021-30/11/2021	\$83,000

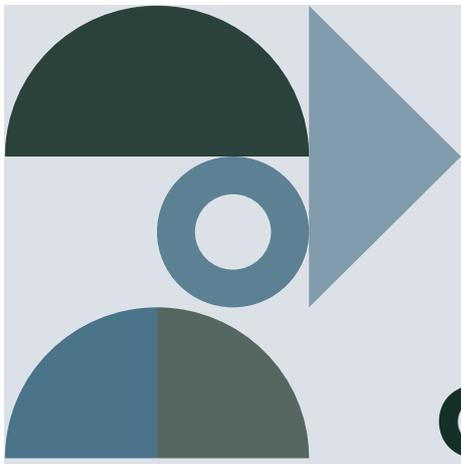
Contractor	Location	Description	Period (incl. options to extend)	Total Value (\$) (inc. options)
S Group Pty Ltd	Hobart, TAS	ASNet and telepresence room design and construction documentation	1/06/2021-31/03/2022	\$85,000
KPMG	Hobart, TAS	Independent reviewer to review the Graduate Development Program	6/12/2021-27/03/2022	\$85,500
Essential Utilities Information Technology Corporation Pty Ltd (trading as EUIT)	North Sydney, NSW	Preparation and development of eCabinet Request for Tender (RFT)	27/05/2022-31/10/2022	\$96,000
Risk Frontier	St Leonards, NSW	Economics of Resilience Project	31/05/2022-20/06/2022	\$99,000
GMC Enterprises Pty Ltd	Hobart, TAS	Networking Tasmania Evolution Program – Business Analyst	4/10/2021-25/03/2022	\$99,000
WLF Accounting & Advisory	Hobart, TAS	Telephony Transformation Program - Probity Adviser	1/07/2021-30/06/2024	\$99,999
Cohort Group (Kristina Verney)	Battery Point, TAS	Review into workplace culture at the Tasmanian Parliament	17/03/2022-31/08/2022	\$99,999
KPMG	Hobart, TAS	Priority council data collection and profiling work for the Future of Local Government Review	06/05/2022-30/06/2023	\$120,000
KPMG	Hobart, TAS	Quarantine facility costings and financial analysis	12/07/2021-31/12/2021	\$165,600
Deloitte	Hobart, TAS	Tasmanian State Service Review Evaluation Framework and Report	3/05/2022-30/09/2023	\$199,675
Essential Utilities Information Technology Corporation Pty Ltd (trading as EUIT)	North Sydney, NSW	Telephony Transformation Program – RFI Consultancy	23/08/2021-31/12/2021	\$201,225
Capire Consulting Group Pty Ltd	Melbourne, VIC	Community engagement services for the future of Local Government Review	24/01/2022-31/07/2022	\$272,261
WLF Accounting & Advisory	Hobart, TAS	Internal audit services	1/1/2022-31/12/2026	\$354,500

Table 4: Exemptions to disaggregate approved in 2021–22

Contractor description	Date of approval
Tascon Constructions Pty Ltd	24 September 2021
Capire Consulting Group Pty Ltd	30 November 2021

Table 5: Direct / limited sourcing engagements with contracts executed in 2021–22

Contractor description	Date of approval
Empower Masterpay Pty Ltd	15 July 2021
My Net Fone Australia Pty Ltd	31 August 2021
KPMG	1 December 2021
Ignite Project Services Pty Ltd	29 March 2022
Action Australia Pty Ltd	08 April 2022
Squiz Australia Pty Ltd	23 August 2022



Contact Us

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Communications Unit	Level 6, Executive Building 15 Murray Street Hobart TAS 7000	6270 5667		communications@dpac.tas.gov.au
People Performance and Governance	Level 6, Executive Building 15 Murray Street Hobart TAS 7000	6232 7210		communications@dpac.tas.gov.au
Digital Strategy and Services	Ground Floor, Kirksway House 21 Kirksway Place Hobart TAS 7000	6166 3111	6233 7222	digital@dpac.tas.gov.au
Ministerial and Executive Services	Level 7, Executive Building 15 Murray Street Hobart TAS 7000	6232 7230		secretary.executive@dpac.tas.gov.au
Office of Local Government	Level 5, Executive Building 15 Murray Street Hobart TAS 7000	6232 7022		lgd@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
Office of Security and Emergency Management	Level 7, Executive Building 15 Murray Street Hobart TAS 7000	6232 7979		osem@dpac.tas.gov.au
Policy Branch	Level 7, Executive Building 15 Murray Street Hobart TAS 7000	6232 7550		policy.admin@dpac.tas.gov.au
Service Tasmania	Ground Floor, 21 Kirksway Place, Battery Point TAS 7004	1300 135 513		servicetasadmin@service.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 (joined DPAC in October 2021)	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	6232 7053	6173 0257	courierssouthdistribution-list@ dpac.tas.gov.au
Tasmanian Government Courier – Launceston	Ground Floor, 53 St John Street, Launceston TAS 7250	0457 704 829 or 0409 957 856	6173 0257	couriersnorthdistribution-list@ dpac.tas.gov.au
Tasmanian Training Consortium	Level 5, Executive Building 15 Murray Street Hobart TAS 7000	6232 7511	6233 6600	ttc@dpac.tas.gov.au



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