

## Corporate and Workforce Deputy Secretaries Subcommittee – outcomes of recent meetings

**Responsible Officer:** Rod Nockles, Subcommittee Chair and Deputy Secretary People, Performance and Governance (PPG), Department of Premier and Cabinet (DPAC)

### That the Secretaries Board:

1. **Notes** the update on outcomes from the Corporate and Workforce Deputy Secretaries Subcommittee (the Subcommittee) meetings in May, June and July 2022.

### Background

- On 27 April 2022, the Secretaries Board (the Board) endorsed the Terms of Reference (ToR) for the Corporate and Workforce Subcommittee, and noted its draft Work Program.
- The Corporate and Workforce Subcommittee met for the first time on 25 May 2022 and again on 14 July 2022. Two workshops were also held with the Subcommittee and other agency representatives on 21 and 23 June 2022 on coordination planning for Tasmanian State Service Review (TSSR) reform implementation.
- Following initial meetings, the Subcommittee's Work Program is currently being updated and will be provided to the Board for endorsement at its August meeting, following further cross-agency consultation and alignment with whole-of-service TSSR coordination planning.

### Outcomes from recent meetings

- As directed by the Board, the Subcommittee's priorities are focused on implementing TSSR reforms. The Subcommittee is responsible for governance of more than half of the total of 77 recommendations in the TSSR Final Report. To date, a range of TSSR recommendations are already underway or planned, and many others align to agencies' existing priorities and planned resourcing—while some recommendations require further consideration to ensure they can be implemented in line with the Government's commitments.
- Following establishment of the Secretaries Board and its three Subcommittees, DPAC's Deputy Secretary PPG is leading the coordination of staged TSSR implementation across the State Service. As the Subcommittee is responsible for governance of such a large proportion of TSSR recommendations, its work is being closely supported by the PPG Division alongside its role in coordinating whole-of-service TSSR implementation (in line with Recommendations 75, 76 and 77).
- Following productive discussions at meetings in May, June and July, the Subcommittee's Work Program has been updated—and now requires further consultation and engagement across all agencies, the State Service Management Office (SSMO), the Head of the State Service, and the Chairs of the Data and Digital Subcommittee and the Policy and Intergovernmental Subcommittee before being provided to the Board for endorsement.
- The Subcommittee's updated Work Program will be provided to the Board at its August meeting—alongside an overview of the approach to whole-of-service TSSR reform implementation.

- The Subcommittee's draft Work Program primarily includes recommendations prioritised for Stage 1 implementation in the Tasmanian Government's Response to the TSSR—but also includes some recommendations currently prioritised for Stage 2 and Stage 3, as they align to existing work underway, or have been identified by the Subcommittee as requiring planning and foundational work to ensure they can be successfully implemented in line with the wider TSSR reform agenda.
- All Stage 1 recommendations included in the Subcommittee's draft Work Program are either in progress or are currently being scoped and planned for implementation.
- SSMO is responsible for leading the majority of the Subcommittee's recommendations in the draft Work Program, which will be implemented with support from agencies through the Subcommittee.
  - This is being progressed through 12 strategic projects that address a total of 38 TSSR recommendations. These projects are currently being scoped and planned in collaboration with all agencies.
  - SSMO will continue to work with agencies and external consultants to further develop these projects—including confirming scope, budget, resourcing, timing, sponsorship, roles and responsibilities.
  - The Subcommittee will then provide further advice to the Board on project plans, including decision-points and enablers for the Board to consider—to ensure that TSSR recommendations can be strategically coordinated, prioritised and successfully implemented in line with the Government's commitments.

## Tasmanian State Service Review Implementation Progress and Planning Update

**Responsible Officer:** Rod Nockles, Subcommittee Chair and Deputy Secretary People, Performance and Governance (PPG), Department of Premier and Cabinet (DPAC)

### That the Secretaries Board:

1. **Note** that of the 27 Stage 1 recommendations in the Tasmanian State Service Review (TSSR) (Attachment 1), two recommendations are complete, 14 are in progress, and 11 are being planned or early progress has been made.
2. **Note** that Recommendations 35, 43, 48, 52, 59 and 60 (currently prioritised for Stage 2) should be considered during Stage 1 for planning as a comprehensive package of legislative and regulatory reform—to ensure alignment with all TSSR recommendations relating to amendments to the *State Service Act 2000* (the Act) and Employment Directions.
3. **Note** that Recommendations 2, 10 and 21 are foundational components of TSSR reforms that require leadership and direction from the Secretaries Board. These recommendations are prioritised to commence in Stage 1 and relate to the concept of ‘one State Service’, functional leadership and other whole-of-reform priorities.
  - DPAC is preparing advice to the Secretaries Board on these recommendations for its September meeting. This is being led by the Head of the State Service (HoSS), the Chairs of the three Subcommittees to the Secretaries Board and the State Service Management Office (SSMO), and will allow the Board to consider the leadership opportunities and potential direction of implementing these recommendations. It will present options for engaging members of the Senior Executive Service in TSSR reform leadership—focused on establishing a shared understanding and collective ownership and leadership of the cultural changes required across the Service.
  - These recommendations also relate to other foundational reform components and will need to be considered in parallel with other Stage 1 and Stage 2 recommendations including: Recommendation 23 (functional leadership model for capability building), Recommendations 7 and 8 (heads of agency performance assessments), Recommendation 9 (whole-of-government priorities), Recommendation 12 (embedding the principle of stewardship).
  - These recommendations are also important enablers for other key whole-of-government recommendations that require a functional leadership approach for implementation—such as data sharing, linkage and analysis (Recommendation 19), integrating consistent core business systems across agencies (Recommendation 22) and digitalisation (Recommendation 24).
  - DPAC will continue working with agencies to identify opportunities to leverage their leadership for some recommendations.

#### 4. s 26

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s 26 [REDACTED]

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5. s 26 [REDACTED]

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6. s 26 [REDACTED]

• s 26 [REDACTED]

- s 26 [REDACTED]
7. s 26 [REDACTED]
8. **Note** DPAC's planned approach for whole-of-service coordination of TSSR implementation, including a comprehensive Implementation Strategy for the five-year TSSR reform program which will be finalised by the end of 2022, comprising the following key components:
- A **Governance Structure** for TSSR implementation and reporting across the State Service, outlining roles, responsibilities, accountabilities and reporting lines. A draft overview is provided in Attachment 2, noting that arrangements are still being confirmed—particularly in relation to recommendations that may require the establishment of additional governance arrangements under the Secretaries Board (such as in relation to whole-of-government service delivery).
  - An **Implementation Tracker** for TSSR reforms—to be used as a centralised portal for information on TSSR implementation. It will be used to confirm resourcing, ownership, governance, planning and progress for all 77 recommendations, and will facilitate regular reporting through dashboards and exportable reports against the Government's commitments.
  - A **Communications and Engagement Plan** to ensure a coordinated, consistent and strategic approach to implementation and reporting—including schedules for reporting to the Secretaries Board and Cabinet, clear processes for whole-of-service collaboration, and key messages and communication methods relating to TSSR reforms across government.
  - This will be supported by a **Monitoring, Evaluation and Learning Framework** led by the ORE to support ongoing learning and strengthen accountability—and to ensure that reporting includes evidence of reform outcomes as well as outputs.
9. **Note** delays in establishing a dedicated team within DPAC to monitor and coordinate TSSR in the first half of 2022—with resourcing now in place and work rapidly progressing in collaboration with the HoSS, Subcommittee Chairs, SSMO and across agencies.
10. **Note** DPAC's intention to present to the Budget Committee in October 2022 s 26 [REDACTED]
11. **Note** proposed timing for the Secretaries Board to report to Cabinet on TSSR implementation in late 2022 (in line with the Board's Terms of Reference) including provision of:
- s 26 [REDACTED]

- s 26

## Background

- The TSSR was undertaken between 2019 and 2021, with the objective of ensuring that the State Service is fit-for-purpose for Tasmania today and into the future. The TSSR identified structural, legislative and administrative changes intended to transform current systems, services and practices to improve the State Service. This includes 77 recommendations outlined in the TSSR Final Report, provided to the Premier and Treasurer in July 2021 and publicly released in September 2021.
- In November 2021, the Government committed to implementing all recommendations through a reform program over five years. The Tasmanian Government Response to the TSSR (Attachment 3) indicated that this will occur across three stages, with each stage lasting 18 months and all recommendations being implemented within five years. Government identified a range of priorities for Stage 1 implementation, including:
  - Strengthening Service Tasmania's in-person, phone and online service capabilities.
  - Digital enhancement across the Service, modernising and integrating core business systems—making it easier for the Tasmanian community to do business with Government.
  - Re-writing all Employment Directions and reforming the *State Service Act 2000*—providing strong foundations for a capable, agile and accountable State Service.
  - Supporting improved service delivery by continuing to implement a review and evaluation function for the State Service and updating the State's disaster risk assessment processes.
- Decisions about resourcing for implementing the majority of recommendations were not made at this time.
- Implementation and planning have commenced in line with the prioritisation outlined in the Government's Response to the TSSR—with a focus on Stage 1 recommendations. To date, a range of TSSR recommendations are already underway or planned, and many others align to agencies' existing priorities and planned resourcing—while some recommendations require further consideration to ensure they can be implemented in line with the Government's commitments.
- As recommended by the TSSR, the Secretaries Board was established in early 2022. The Board's responsibilities include oversight of TSSR implementation across the State Service and providing twice-yearly reports to Cabinet on TSSR reform progress (as per its Terms of Reference). Supporting governance structures through the three Subcommittees to the Secretaries Board have now been established—each responsible for implementing key aspects of TSSR reforms.



- The Board has allocated responsibility for whole-of-service TSSR coordination to the Deputy Secretary People, Performance and Governance (PPG) within DPAC—who also chairs the Corporate and Workforce Subcommittee. Dedicated resourcing for coordination of TSSR implementation was allocated through the 2022-23 State Budget.

### Progress and planning of Stage 1 recommendations

- As noted above and outlined in Attachment 1, all 27 Stage 1 recommendations are either complete (2), in progress (14), or are in the early stages of planning/progress (11).
- Early achievements from the implementation of TSSR reforms include:
  - Establishment of the Secretaries Board and associated governance structures (Recommendation 11), strengthening collaboration and working towards the concept of 'one State Service' (Recommendation 2).
  - The introduction of Premier's Priorities for structured delivery of cross-portfolio outcomes on whole-of-government priorities (Recommendation 9)—with Keeping Children Safe announced as a Premier's Priority in May 2022 in response to the Commission of Inquiry into the Tasmanian Government's Responses to Child Sexual Abuse in Institutional Settings.
  - Establishment of the Office of Review and Evaluation within DPAC (Recommendation 17) and drafting of a Whole-of-Government Evaluation Framework for Tasmania in collaboration with a cross-agency Evaluation Reference Group (Recommendation 18).
- As noted above, recommended changes to the Act and Employment Directions are key priorities in the Tasmanian Government's Response to the TSSR and relate to a total of 13 recommendations. SSMO has been funded for 2022-23 and 2023-24 to lead implementation of these reforms in consultation with agencies, unions and other internal and external stakeholders.
- Ensuring effective legislative and regulatory reform requires all relevant recommendations to be considered collectively and addressed in an appropriately staged approach. As such, Recommendations 35, 43, 48, 52, 59 and 60 (currently prioritised for Stage 2) should be considered during Stage 1 for planning as a comprehensive package of legislative and regulatory reform—to ensure alignment with all TSSR recommendations relating to amendments to the Act and Employment Directions.
- Recommendations 2, 10 and 21 are foundational components of TSSR reforms that require leadership and direction from the Secretaries Board. These recommendations are prioritised to commence in Stage 1 for completion in Stage 2 (December 2024) and include:
  - Develop and implement the concept of a single state service to build capability, increase collaboration and deliver improved outcomes for government and the Tasmanian community (Recommendation 2).
  - That Heads of Agency drive cross-portfolio and whole-of-reform priorities with funding provided to DPAC to support this work (Recommendation 10).

- That Heads of Agency drive a functional leadership model across government, supported by clear governance for identifying capabilities for functional leadership, for empowering functional leaders and holding them to account (Recommendation 21).
- These recommendations also relate to other foundational reform components and will need to be considered in parallel with other Stage 1 and Stage 2 recommendations. They are also important enablers for other key whole-of-government recommendations that require a functional leadership approach for implementation.
- As noted above, DPAC is preparing advice to the Secretaries Board to consider the leadership opportunities and potential direction of implementing all foundational TSSR recommendations. This is being led by the HoSS, Subcommittee Chairs and SSMO.
- s 26 [REDACTED]
- [REDACTED]
- [REDACTED]
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- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]

### Coordination of TSSR implementation

- DPAC's PPG Division's is undertaking comprehensive coordination and planning to ensure that all 77 recommendations across Stages 1, 2 and 3 can be implemented in line with the Government's commitments—and importantly, to ensure that the reform program can deliver on its foundational objectives for a contemporary, coordinated and agile State Service capable of meeting Tasmania's future challenges and opportunities.
- Coordination of TSSR implementation is being led by the Deputy Secretary PPG, in collaboration with the HoSS, Corporate and Workforce Deputy Secretaries Subcommittee, the Data and Digital Subcommittee, the Policy and Intergovernmental Subcommittee, SSMO and agencies.
- Coordination of TSSR implementation will continue to align with the staging and prioritisation outlined in the Government's Response to the TSSR—but will also be informed by ongoing



consultation and engagement with key agency stakeholders on emerging priorities, context changes or challenges relating to TSSR reform implementation.

- As noted above, a comprehensive Implementation Strategy for the five-year TSSR reform program will be finalised by the end of 2022. This will ensure alignment with Recommendations 75, 76 and 77, and will include the following key components:
  - Governance Structure (draft outline in Attachment 2)
  - Implementation Tracker
  - Communications and Engagement Plan
  - Monitoring, Evaluation and Learning Framework

### Next steps

- The Deputy Secretary PPG is continuing to coordinate whole-of-service implementation of TSSR reforms, in collaboration with the HoSS, Subcommittee Chairs, SSMO and agencies.
- DPAC intends to present to the Budget Committee in October 2022 s 26 [REDACTED]
- The Secretaries Board is responsible for reporting to Cabinet on TSSR implementation twice per year. It is proposed that an update is provided to Cabinet by the Secretaries Board in late 2022, including provision of:
  - s 26 [REDACTED]
  - [REDACTED]
  - [REDACTED]

### Attachments

**Attachment 1**—TSSR Stage 1 Status Summary and Planning and Progress Reports

**Attachment 2**—Draft overview of TSSR Governance Structure

**Attachment 3**—Tasmanian Government Response to the TSSR

The four tables on Page 1 and Page 2 provide a STATUS SUMMARY of the planning and progress of all Tasmanian State Service Review (TSSR) recommendations currently prioritised for implementation in Stage 1 (as outlined in the Tasmanian Government's Response to the TSSR).

This information is supported by detailed PROGRESS AND PLANNING REPORTS for each recommendation provided on Page 7 onwards.

All Stage 1 recommendations with an identified risk or potential risk are also addressed in the attached paper for Secretaries Board consideration.

## TSSR Stage 1 – STATUS SUMMARY

TSSR Stage 1 – PROGRESS	Complete	In progress	Planned / early progress	Not started	To be confirmed	At risk	Total
Corporate and Workforce Subcommittee	0	9	4	0	0	0	13
Data and Digital Subcommittee	1	1	1	0	0	0	3
Policy and Intergovernmental Subcommittee	0	4	1	0	0	0	5
Secretaries Board	1	0	5	0	0	0	6
Total	2	14	11	0	0	0	27

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No	Recommendation	Tas Gov Response	Stage 1 Jun 23	Stage 2 Dec 24	Stage 3 Jun 26	Owner	Governance	Progress	Progress and Planning Report – LINK
1	That the Government undertake a full horizon scanning process every two years as part of the process of updating the Disaster Risk Assessment.	Support	X			Policy and Delivery Division (DPAC), OSEM	Policy and Intergov	In progress	Page 7
2	Develop and implement the concept of a single state service to help build better capabilities, increase collaboration and deliver improved outcomes for the Government and the Tasmanian community.	Support	X	X		Secretaries Board	Secretaries	Planned / early progress	Page 9
3	Amend the <i>State Service Act 2000</i> to replace the existing State Service Principles with a clear Object, State Service Values and State Service Principles. That TSS leadership conduct an open process of engaging with stakeholders and TSS employees to help define the shared values of the TSS.	Support	X			SSMO (DPAC)	Corporate and Workforce	Planned / early progress	Page 11
6	Amend the State Service Act 2000 to broaden the legislative function and powers of heads of agency to include development of capability and delivery of programs across the State Service and collaboration to achieve outcomes with other heads of agency.	Support	X			SSMO (DPAC)	Corporate and Workforce	Planned / early progress	Page 11
9	Consider heads of agency contributions to developing the TSS as a genuinely single state service, including the delivery of cross-portfolio outcomes (such as whole-of-government priorities) and whole-of-government capability development, in agency heads' performance assessments.	Support	X	X		Policy (DPAC)	Policy and Intergov	In progress	Page 16
10	That the government task heads of agency as a group to drive the capability review and improvement framework, functional leadership and digitalisation and some or all of the cross government priorities. Provide a small amount of additional resourcing to the Department of Premier and Cabinet to support the heads of agency work and associated follow-ups.	Support	X	X		Secretaries Board	Secretaries	Planned / early progress	Page 18

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No	Recommendation	Tas Gov Response	Stage 1 Jun 23	Stage 2 Dec 24	Stage 3 Jun 26	Owner	Governance	Progress	Progress and Planning Report – LINK
11	That heads of agency advise the government, within 3 months, on the appropriate organisation and structure of heads of agency meetings and the arrangements to support its oversight of the delivery of whole-of-government priorities and the broader requirements of the Report.	Support	X	X		OTS (DPAC)	Secretaries	Complete	Page 18
12	That the government endorse stewardship as a key principle for the TSS by inclusion in the amended State Service Act 2000.	Support	X			SSMO (DPAC), PPG (DPAC)	Corporate and Workforce	Planned / early progress	Page 11
17	Establish a small review and evaluation unit with additional resourcing in the Department of Premier and Cabinet, managed by the Department of Premier and Cabinet and the Department of Treasury and Finance and overseen by a cross-portfolio steering committee of heads of agency, to annually review a small number of programs or groups of programs considered high risk or critical.	Support	X			Policy and Delivery Division (DPAC)	Policy and Intergov	In progress	Page 20
18	The Review and Evaluation Unit should develop a whole-of-government Review and Evaluation Framework for government consideration.	Support	X	X		Policy and Delivery Division (DPAC), ORE	Policy and Intergov	In progress	Page 20
19	That the government develop and fund a stronger whole-of-government capability for sharing, linking and analysing data and assign a functional leader to deliver services to, or build capability across, all agencies.	Support	X	X	X	Policy and Delivery Division (DPAC), ORE	Policy and Intergov	Planned / early progress	Page 23
21	That the government implement and fund a functional leadership model to develop capability across the TSS. That heads of agency lead the development of a functional leadership program for key whole-of-government capabilities, including clear governance for identifying capabilities for functional leadership, for empowering functional leaders and for holding them to account.	Support	X	X	X	Secretaries Board	Secretaries	Planned / early progress	Page 25

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No	Recommendation	Tas Gov Response	Stage 1 Jun 23	Stage 2 Dec 24	Stage 3 Jun 26	Owner	Governance	Progress	Progress and Planning Report – LINK
24	That the TSS incorporate platform-based functional leadership into the digital services governance framework and replaces the Digital Service Board with Heads of Agency meetings.	Support	X	X		DSS (DPAC)	Data and Digital	In progress	Page 27
25	Amend the terms of reference of the Deputy Secretaries Digital Service Committee to include the Chief Information Officer as a member.	Support	X			DSS (DPAC)	Data and Digital	Complete	Page 27
34	That the Department of Health continue to develop the Human Resource Information System (HRIS) to provide the foundation for a whole-of-government system, with clear whole-of-government business requirements for accurate and timely reporting to heads of agency, the Head of the State Service, the Employer and Parliament.	Support	X	X	X	DPAC, Health, SSMO	Corporate and Workforce	In progress	Page 29
36	That review of the capability and role of SSMO be completed and implemented as a priority.	Support	X			To be confirmed	Corporate and Workforce	Planned / early progress	Page 32
37	That the Employer progressively revoke all superfluous employment directions with necessary material translated into TSS practice guides or other suitable instruments. That the SSMO, in consultation with state government agencies, rewrite remaining employment directions as standards-based directions, with increased flexibility for agency decision-making and process design.	Support	X			SSMO (DPAC)	Corporate and Workforce	In progress	Page 11
55	Amend Employment Direction 5 to be standards based, allowing the relevant head of agency to tailor an investigative process based on the circumstances surrounding an alleged breach.	Support	X			SSMO (DPAC)	Corporate and Workforce	In progress	Page 11
56	Rewrite Employment Direction 5 to allow for a simple, local process to be used where the facts are clear and not disputed and the agency seeks to impose a low-level sanction (i.e. reprimand or that the employee engages in counselling for their behaviour).	Support	X			SSMO (DPAC)	Corporate and Workforce	In progress	Page 11

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No	Recommendation	Tas Gov Response	Stage 1 Jun 23	Stage 2 Dec 24	Stage 3 Jun 26	Owner	Governance	Progress	Progress and Planning Report – LINK
57	Amend Regulation 29 of the State Service Regulations to include dismissal of an employee for reasons of serious misconduct as specified in the Fair Work regulations.	Support in Principle	X			SSMO (DPAC)	Corporate and Workforce	In progress	Page 11
58	That the government create a shared capability for the investigation of Code of Conduct breaches.	Support	X			SSMO (DPAC)	Corporate and Workforce	In progress	Page 34
65	Designate and fund Service Tasmania as the agent for the delivery of a specified range of transactional services for the TSS, including a renewed and extended clear mandate to: <ul style="list-style-type: none"> <li>partner with others to improve the customer experience and enhance sustainability of the service network</li> <li>be the single digital service delivery agent for the TSS, requiring all digital services to be either developed on, or integrated with, a single platform to be built and maintained by Service Tasmania.</li> </ul>	Support	X	X	X	Service Tas (DPAC)	Data and Digital	Planned / early progress	Page 36
67	Formally capture the lessons learnt from establishing and expanding call centre capabilities in response to COVID-19 and develop a business case for the possible consolidation of call centres into a unified capability for the State.	Support	X			OSEM (DPAC), Government Services (DPAC)	Secretaries	Planned / early progress	Page 38
68	That Service Tasmania develop a robust costing model apportioning all costs to an internal or external service delivery function and the Department of Treasury and Finance regularly review and assess the reasonableness of the model's assumptions and results.	Support	X			Service Tas (DPAC), Treasury	Secretaries	Planned / early progress	Page 40
75	That the Head of the State Service chair a small subcommittee of heads of agency that oversees the implementation of recommendations and informs and advises heads of agency as a whole, and provides regular updates to the Premier and Cabinet.	Support in Principle	X	X	X	PPG (DPAC)	Corporate and Workforce	In progress	Page 42

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No	Recommendation	Tas Gov Response	Stage 1 Jun 23	Stage 2 Dec 24	Stage 3 Jun 26	Owner	Governance	Progress	Progress and Planning Report – LINK
76	That the Government provide funding for the Department of Premier and Cabinet to establish a designated unit to monitor and support the implementation of recommendations across the TSS over a 3-year period.	Support in Principle	X	X	X	PPG (DPAC)	Corporate and Workforce	In progress	Page 42
77	Implementation should be largely complete within 3 years and fully complete within 5 years. A short independent review of progress should be undertaken after 2 years and again after 4 years.	Support in Principle	X	X	X	PPG (DPAC), ORE (DPAC)	Corporate and Workforce	In progress	Page 42

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## TSSR Stage I – PROGRESS AND PLANNING REPORTS

<b>Progress and Planning Report</b>	Strategic Risk Management (PESRAC 51)
<b>Tasmanian State Service Review (TSSR) recommendation/s</b>	<b>Recommendation I</b> That the Government undertake a full horizon scanning process every two years as part of the process of updating the Disaster Risk Assessment.
<b>Project owner</b>	Policy and Delivery Division (DPAC)
<b>Key contact/s</b>	Todd Crawford (Office of Security and Emergency Management) Craig Limkin (Deputy Secretary Policy and Delivery)
<b>Project partner/s (or co-owner/s)</b>	State Emergency Management Committee
<b>Governance</b>	Policy and Intergovernmental Subcommittee

<b>STATUS</b>	<b>Progress</b>		<b>Stage due for completion</b>
<b>Recommendation I</b>	In progress		Stage I - Jun 2023

<b>Background / problem definition</b>	
<p>The State Service Review recognised PESRAC's observation that governments in Australia pay insufficient regard to long-term strategic planning, particularly in relation to risk assessment and management. The State Service Review recommended that regular horizon scanning and following through with proper consideration of the implications can help remedy this shortcoming. It suggested regular, strategic horizon scanning process that includes ministers and senior members of the TSS, and that a 2 yearly review of the State's risk assessment should be undertaken to ensure adequate preparedness and identifying priorities for increasing resilience could be a focus of intervening years.</p> <p>PESRAC observed that the response to COVID-19 by Australian governments required considerable development on the run, rather than the orderly deployment of pre-designed and coordinated measures. PESRAC viewed the 2016 energy crisis as a testimony to the failure of successive State Governments to adequately plan for low probability/high impact energy related events. The report recommended that the state's long-term strategic interests need to be properly considered, and a more structured and deliberate approach taken to strategic risk management. PESRAC stated that a core obligation of our elected leaders and the public sector, is to ensure that the state is well prepared for reasonable foreseeable low probability and high impact events, and to explain to the community what steps are being taken for risk management. Resources need to be employed to this task and a structured approach taken.</p> <p>The project will develop a framework for the consideration of disaster risk in government strategic emergency management planning processes. This will embed the concept of horizon scanning within a broader risk governance process.</p>	
<b>Key milestones</b>	<b>Expected to be achieved by</b>
Project initiation and planning	Jul – Sep 2022
Establish Tasmanian Working Group	Sep 2022
<b>Outputs</b>	
The project will develop a framework for strategic risk management to be embedded into Government emergency management planning processes.	

**Outcomes (benefits)**

Risk Management is more than just identifying and analysing risks. Government also needs to invest in processes to evaluate risks, undertake risk treatment; communicate and consult on the risks; continue to monitor and review. Above all, Government needs to ensure that risk management informs decision making and investment across Government.

The project will produce a framework for strategic risk management to be embedded into Government emergency management planning processes leading to improved decision making and investment prioritisation.

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**Implementation updates**

Development of project planning and governance documents has commenced.

**Implementation challenges or risks**

Development of a holistic strategic risk management process for emergency management requires a range of inputs (in addition to horizon scanning) that will be identified in the framework. Capacity to actively incorporate these inputs in the early stages of implementation of the framework may be limited. For example, it is anticipated that the Disaster Risk Information Portal (currently under development) will be a critical input into the risk assessment process but this will not be implemented until 2024/25 within Tasmania.

**Links to other recommendations, projects and/or priorities**

This project is also intended to acquit PESRAC 5I and aligns to recommendations from the Royal Commission into National Natural Disaster Arrangements.

**Other notes**

<b>Progress and Planning Report</b>	<b>One State Service</b> Implementation of TSSR Recommendation 2—a foundational component of the reforms.
<b>Tasmanian State Service Review (TSSR) recommendation/s</b>	<b>Recommendation 2</b> Develop and implement the concept of a single state service to help build better capabilities, increase collaboration and deliver improved outcomes for the Government and the Tasmanian community.
<b>Project owner</b>	Secretaries Board
<b>Key contact/s</b>	To be confirmed
<b>Project partner/s (or co-owner/s)</b>	Subcommittees to the Secretaries Board (Corporate and Workforce, Data and Digital, Policy and Intergovernmental)
<b>Governance</b>	Secretaries Board

<b>STATUS</b>	<b>Progress</b>		<b>Stage due for completion</b>
<b>Recommendation 2</b>	Planned / early progress		Stage 2 - Dec 2024

<b>Background / problem definition</b>	
<p>The concept of the TSS operating as a 'single state service' is a foundational recommendation of the TSSR.</p> <p>The TSSR consistently identified that the TSS often does not operate as one, with agencies too internally focused. This isolation makes it harder to solve some of the most difficult problems faced by the Tasmanian community and government due to inefficiencies and uncoordinated investment. Systems and digital capabilities are not aligned, and there is insufficient sharing of information and resources. Responses to complex policy issues are often too narrowly focused, and staff at times lack an understanding or appreciation of how their role and responsibilities contribute to the broader TSS context in which they operate.</p> <p>The TSSR uses the term 'One State Service' or 'One TSS' to describe all agencies working together with a shared identity, common purpose, united in vision and integrated in approach. This will involve multiple areas of the TSS looking through a common lens to address complex problems and ensure service delivery alignment. It means the existence of a unified culture where all parts are willing and able to work together to achieve outcomes.</p> <p>The TSSR recognises that this cultural shift will take considerable time—but notes that leadership from within the TSS and implementation of all TSSR recommendations will contribute to the achievement of a single State Service.</p>	
<b>Key milestones</b>	<b>Expected to be achieved by</b>
Secretaries Board and Subcommittees established	Early 2022 (complete)
Additional milestones to be confirmed	
<b>Outputs</b>	
<ul style="list-style-type: none"> <li>Secretaries Board and Subcommittees established</li> <li>Additional outputs to be confirmed</li> <li></li> </ul>	
<b>Outcomes (benefits)</b>	
<ul style="list-style-type: none"> <li>The TSS agencies work together with a shared identity, common purpose, united in vision and integrated in approach.</li> <li>The TSS is more effectively able to address the complex problems faced by the Tasmanian community and government.</li> </ul>	

- Strengthened culture within the TSS.
- More streamlined and efficient delivery of government policies, programs and services.
- Successful reform of the Tasmanian State Service as envisioned through the TSSR.

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### Implementation updates

- Establishment of the Secretaries Board and its Subcommittees is an important step towards embedding the concept of 'one State Service' into the governance structures of the TSS.
- However, further leadership and direction is needed from the Secretaries Board.
- DPAC (through the Head of the State Service, Chairs of the three Subcommittees and the State Service Management Office) is preparing advice to the Secretaries Board to consider the leadership opportunities and potential direction of implementing this recommendation.

### Implementation challenges or risks

- To be confirmed

### Links to other recommendations, projects and/or priorities

- This recommendation relates to all other TSSR recommendations part of the reform program.
- In particular it aligns to:
  - Recommendation 9 – relating to heads of agency contributions to developing a genuinely single state service, including the delivery of cross-portfolio outcomes (whole-of-government priorities) in agency heads' performance assessments.
  - Recommendation 10 and 11 – relating to the Secretaries Board governance structure and providing leadership and strategic direction to the TSS.
  - Recommendation 12 – embedding the principle of stewardship

### Other notes

<b>Progress and Planning Report</b>	<p>People and Culture Strategic Priority Project 9 – State Service Act and Employment Directions</p> <p>Contemporise and condense the Employment Directions (ED), ensuring that operational matters are appropriately delegated to agencies and drive increased flexibility and efficiency. Embed any requirements from the Commission of Inquiry and TSSR recommendations. Facilitate recommended changes to the <i>State Service Act 2000</i> (SSA or the Act) and Regulations.</p>
<b>Tasmanian State Service Review (TSSR) recommendation/s</b>	<p><b><u>State Service Act amendments—Phase 1</u></b></p> <p><b>Recommendation 3</b> Amend the SSA to replace the existing State Service Principles with a clear Object, State Service Values and State Service Principles.</p> <p><b>Recommendation 6</b> Amend the SSA to broaden the legislative function and powers of heads of agency to include development of capability and delivery of programs across the State Service and collaboration to achieve outcomes with other heads of agency.</p> <p><b>Recommendation 12</b> That the government endorse stewardship as a key principle by inclusion in the amended SSA.</p> <p><b><u>State Service Act amendments—Phase 2</u></b></p> <p><b>Recommendation 43</b> Amend the SSA to include the power to make, in regulations, the timeframe for an employee to notify their intention to apply for a review under section 50(1) of the Act. Make a regulation prescribing a timeframe for lodging a notice of intention to seek a selection review.</p> <p><b>Recommendation 48</b> Amend the SSA and any associated EDs, policies, practices and standards to allow for the appointment of an employee into the TSS for a limited period where a head of agency considers that it is necessary and promotes increased mobility in the TSS.</p> <p><b>Recommendation 52</b> Remove the term ‘Performance Management Plan’ from the SSA.</p> <p><b>Recommendation 60</b> Amend the SSA and/or the Industrial Relations Act 1984 to prevent the use of review powers under both Acts to consider the same employment-related decision.</p> <p><b><u>Employment Direction amendments</u></b></p> <p><b>Recommendation 35</b> That operational employment-related decisions be delegated to heads of agency unless centralised decision-making can be justified in terms of high risk to the government or the service. Head of the State Service (HoSS) to implement a reporting framework to ensure that heads of agency are accountable for complying with directions and policies.</p> <p><b>Recommendation 37</b> That the Employer progressively revoke all superfluous EDs with necessary material translated into TSS best practice guides or other suitable instruments, with increased flexibility for agency decision-making and process design.</p> <p><b>Recommendation 52</b> Rewrite ED 26 to include essential elements of agency-based performance management systems.</p> <p><b>Recommendation 55</b> Amend ED 5 to be standards based, allowing the relevant head of agency to tailor an investigative process based on the circumstances surrounding an alleged breach.</p>



	<p><b>Recommendation 56</b> Rewrite ED 5 to allow for a simple, local process to be used where the facts are clear and not disputed and the agency seeks to impose a low-level sanction (i.e. reprimand or that the employee engages in counselling for their behaviour).</p> <p><b>Recommendation 57</b> Amend regulation 29 of the State Service Regulations to include dismissal of an employee for reasons of serious misconduct as specified in the Fair Work regulations.</p> <p><b>Recommendation 59</b> Rewrite ED 6 to separate the processes for managing employees who have lost essential qualifications or accreditation from the process for assessing employees who are unable to perform the duties of their position for other reasons.</p>
<b>Project owner</b>	SSMO (DPAC)
<b>Key contact/s</b>	Jane Fitton
<b>Project partner/s (or co-owner/s)</b>	People and Culture Steering Committee
<b>Governance</b>	Corporate and Workforce Subcommittee

STATUS	Progress	Stage due for completion
<b>Recommendation 3</b>	Planned / early progress	Stage 1 - Jun 2023
<b>Recommendation 6</b>	Planned / early progress	Stage 1 - Jun 2023
<b>Recommendation 12</b>	Planned / early progress	Stage 1 - Jun 2023
<b>Recommendation 35</b>	In progress	Stage 2 - Dec 2024
<b>Recommendation 37</b>	In progress	Stage 1 - Jun 2023
<b>Recommendation 43</b>	Planned / early progress	Stage 2 - Dec 2024
<b>Recommendation 48</b>	Planned / early progress	Stage 2 - Dec 2024
<b>Recommendation 52</b>	Planned / early progress	Stage 2 - Dec 2024
<b>Recommendation 55</b>	In progress	Stage 1 - Jun 2023
<b>Recommendation 56</b>	In progress	Stage 1 - Jun 2023

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STATUS	Progress	s 26	Stage due for completion
<b>Recommendation 57</b>	In progress		Stage 1 - Jun 2023
<b>Recommendation 59</b>	Planned / early progress		Stage 2 - Dec 2024
<b>Recommendation 60</b>	Planned / early progress		Stage 2 - Dec 2024

### Background / problem definition

#### Employment Directions

- The current suite of EDs provides a process orientated employment framework. Feedback has been that EDs need to be less detailed, if possible principles based and potentially supported by other tools and guidelines to support agency decision making.
- The current suite of EDs are on the whole approaching 10 years in age, and are due for revision based on their own review schedules.
- Significant consultation has occurred on what improvements could be made to EDs, not only through the TSSR but also independently by the SSMO, the Integrity Commission and Ombudsman.
- The Government has made a statement supporting, in principle, the progression of work to review EDs in line with the recommendations from the TSSR.

#### State Service Act

- The TSSR recommended amending the SSA Object to explicitly mention accountability, serving the government of the day, being fair in its treatment of the community and collaborative in service delivery – to bring it in line with interstate legislation.
- The TSSR recommended replacement of the existing State Service Principles with State Service Values to set the foundation for the service's culture and that the Acts Principles should prescribe a set of standards upon which the Employer (and delegates) should manage the service. Standards based frameworks are current in interstate legislation and are less prescriptive in nature, which is generally seen as beneficial.
- The TSSR recommended amending the Functions and powers of heads of agency to include reference to whole-of-service responsibilities such as 'to contribute to the development of capability across the State Service and deliver programs in collaboration with other heads of agency', and to remove reference to Performance Management Plans as heads of agency should be responsible for implementing a performance management system within their agency.
- The TSSR recommended efficiencies could be found in limiting the ability to make application to the Tasmanian Industrial Commission for a review if the matter has been considered under section 29 of the *Industrial Relations Act 1984*.
- Similarly the TSSR recommended efficiencies could be found by including a power to make a regulation for the timeframe for notifying an intention to apply for a review under section 50(1).
- The TSSR recommend adding the power to Regulation 29 of the SSA to terminate a permanent employee for reasons of serious misconduct as defined by the Fair Work Regulations – as one way of fast tracking code of conduct investigations that were highly likely to result in termination. Associated amendments to Regulation 30 and 31 included addition of timeframes required for the notification of intention to apply for a review where an employee for reasons of serious misconduct had been dismissed.

#### Key milestones

Development of an overall ED Review Plan, with prioritisation and allocated timeframes for each ED

#### Expected to be achieved by

August 2022

<b>EDs Tranche 1</b> – revised EDs 1, 1A & 17, 17A finalised, with ongoing consideration of further delegation to agencies.	August 2022
<b>Approval of ED Review Plan</b>	August 2022
<b>EDs Tranche 2</b> – A new combined package of EDs 4, 5, 6, 26 ‘Managing conduct and performance in the TSS’. Further changes to ED1.	December 2022
<b>ED Tranche 3</b> – Consideration and revoking of ED9, ED14, MD3, MD6, MD7, subject to advice from Agencies.	March 2023
<b>ED Tranche 4</b> – Consider where these EDs best fit – potentially revoke and incorporate ED2, ED15, ED23, ED27, ED28 into PPS/Guidelines, subject to advice from Agencies.	June 2023
<b>Amendments to SSA Phase 1 and Regulations</b>	To be confirmed
<b>ED Tranche 5</b> – Remaining EDs (ED12, ED13, ED20, ED16, MD21, ED2, ED15, ED23, ED27, ED28) potentially revoke and incorporate as appropriate into PPS/Guidelines, subject to advice from agencies.	To be confirmed
<b>SSA Phase 2 amendments</b>	To be confirmed
<b>Outputs</b>	
<ul style="list-style-type: none"> <li>• ED Review Plan developed and approved</li> <li>• EDs updated</li> <li>• EDs removed</li> <li>• Associated ED implementation and Communications Plans developed</li> <li>• Agency implement action plans to embed change within their Agencies, as required</li> <li>• Agency consultation undertaken</li> <li>• SSA amendment bill prepared</li> <li>• Amendments to SSA and Regulation made</li> </ul>	
<b>Outcomes (benefits)</b>	
<ul style="list-style-type: none"> <li>• More effective and efficient administration and management of people and people processes within the TSS.</li> <li>• SSMO is enabled to be more strategic in its focus, having delegated operational matters to Heads of Agency (HoA).</li> <li>• HoAs will have greater accountability for operational decision making</li> </ul> <p>Data sources to demonstrate outcomes may include:</p> <ul style="list-style-type: none"> <li>• TSS staff and stakeholder feedback.</li> <li>• Reporting framework (to be developed by HoSS) to ensure that heads of agency are accountable for complying with delegated decision making, directions and policies.</li> </ul>	

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## Implementation updates

- Work has already commenced on incorporating EDs 1A and 17A into the primary ED1 and ED17, with both incorporations due to be completed by 31 August 2022 (Tranche 1).
- The remaining EDs have been assessed in terms of priority and allocated to a further three tranches for review and completion (Tranches 2, 3 and 4).

- The majority of ED related TSSR recommendations are scheduled to be completed by June 2023 (Tranches 1-4) with Tranche 5 focusing on remaining EDs.
- Amendments to the SSA and Regulations will be progressed in parallel with ED reviews – there will be some interdependencies which are still being scoped in terms of timing and delivery of new ED and SSA amendments.

#### **Implementation challenges or risks**

- At this stage it is unlikely that Phase 1 amendments to the Act (Recommendations 3, 6 and 12) will be completed by June 2023, which would involve an amendment bill to be passed by both Houses of Parliament.
- Further legal advice will be required in order to determine the timing of the making of new EDs and the revocation of those existing, in order for all instruments to be in accord.
- Project resources will prioritise the TSSR recommendations, and develop implementation and communication plans for Agencies, however each Agency will be responsible for implementing the changes within their own Agencies, changing current practices and communicating more broadly with employees. It is likely Agencies will be doing this within existing resources and is likely to impact HR Directors and teams.

#### **Links to other recommendations, projects and/or priorities**

- This is a comprehensive project covering a combined 13 TSSR recommendations.
- Also links to Recommendation 58 (People and Culture Strategic Priority Project 10 – Serious Code of Conduct) and initiatives in response to the Commission of Inquiry (Keeping Children Safe Premier's Priority).

#### **Other notes**

<b>Progress and Planning Report</b>	Premier's priorities
<b>Tasmanian State Service Review (TSSR) recommendation/s</b>	<b>Recommendation 9</b> Consider heads of agency contributions to developing the TSS as a genuinely single state service, including the delivery of cross-portfolio outcomes (such as whole-of-government priorities) and whole-of-government capability development, in agency heads' performance assessments.
<b>Project owner</b>	Policy and Delivery Division (DPAC)
<b>Key contact/s</b>	Craig Limkin (Deputy Secretary, Policy and Delivery) Sue Kennedy
<b>Project partner/s (or co-owner/s)</b>	Policy and Intergovernmental Subcommittee
<b>Governance</b>	Secretaries Board

<b>STATUS</b>	<b>Progress</b>		<b>Stage due for completion</b>
<b>Recommendation 9</b>	In progress		Stage 1 - Jun 2023

### Background / problem definition

The previous Tasmanian Government's strategic priorities were:

- delivering a stronger economy and more jobs;
- taking action on the cost of living;
- investing in health, education and Tasmanians in need;
- keeping Tasmanians safe;
- building the infrastructure for the 21st century;
- protecting the Tasmanian way of life.

Through the setting of strategic priorities of government, the senior leadership of the Tasmanian State Service will be better placed to align efforts to tackle complex issues facing Government more quickly. Priorities have also been seen in other jurisdictions to increase collaboration and remove silos. The Auditor General of NSW noted in her 2018 report that the NSW Premier priorities have helped solve some of the issue which have been put in the too hard basket. The Tasmania State Service Report recommended that "the Government task the Tasmanian State Service leadership collectively with addressing a small number of 'premier priorities', built around complex problems that cut right across government, requiring a collaborative approach to facilitate successful delivery of required outcomes."

There are multiple priorities across the Government and this has led to challenges with cooperation and coordination amongst government agencies. Clearer governance arrangements and common priorities that support collaboration, accountability, performance monitoring, risk and compliance management will ensure that the Government priorities are delivered on time and on budget. Tasmania is the only State without some form of monitored performance data which is outcome focused.

The Government's narrative on how it is tackling important issues for the people of Tasmania and how it is making a significant difference to people's lives, could be strengthened by delivering outcomes against ambitious targets. Implementation of the priorities builds on the Government's direction, provides focus for the next term of government, signals to the public sector where to focus its efforts, and enables you to outline your vision and legacy for the State without a major policy shift.

<b>Key milestones</b>	<b>Expected to be achieved by</b>
Options for Premier and State Priorities	30 September 2022
Secretary Board consideration of proposed priorities	October 2022
Premier and Cabinet Approval	November 2022
Outcomes and Measurements completed	June 2023



**Outputs**

Each priority will include a small number of measures/targets and the initiatives that will contribute to reaching those targets. Progress will be publicly reported.

**Outcomes (benefits)**

Improved outcomes for Tasmanians

Set priority decision for Budget process and drive outcomes

Increased collaboration between agencies to deliver government priorities

Quantitative and or qualitative data to report on progress will be identified for each Premier's priority.

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**Implementation updates**

The Premier has so far identified three priorities. On 24 May 2022, he announced his priority 'Keeping children safe'. Work is underway to scope the initiatives and measures/targets for this priority. A working group of relevant agencies has been established. The Premier has advised DPAC of two further priorities – one around literacy/early years and one on renewables/climate change/sustainability. These have not been publicly announced. Work is commencing to scope these priorities. It is anticipated the Premier will identify a small number of additional 'Premier's priorities'.

**Implementation challenges or risks**

Advice from the Premier on his full list of priorities is necessary to enable the policy development work to be undertaken. This full list will be required by 30 June 2023 to meet the completion timeframe. Note: delivering the priorities is a long-term endeavour.

**Links to other recommendations, projects and/or priorities**

- Linked to Recommendations 7 and 8, which relate to performance assessments for heads of agencies.
- Also linked to whole-of-government reform priorities (including Recommendations 2, 12, 10, 21 and 23 in relation to 'one State Service', stewardship and functional leadership).

**Other notes**



<b>Progress and Planning Report</b>	Secretaries Board governance structures Implementation of TSSR Recommendations 10 and 11, relating to whole-of-service governance by heads of agency through the Secretaries Board.
<b>Tasmanian State Service Review (TSSR) recommendation/s</b>	<p><b>Recommendation 10</b> That the government task heads of agency as a group to drive the capability review and improvement framework, functional leadership and digitalisation and some or all of the cross government priorities. Provide a small amount of additional resourcing to the Department of Premier and Cabinet to support the heads of agency work and associated follow-ups.</p> <p><b>Recommendation 11</b> That heads of agency advise the government, within 3 months, on the appropriate organisation and structure of heads of agency meetings and the arrangements to support its oversight of the delivery of whole-of-government priorities and the broader requirements of the Report.</p>
<b>Project owner</b>	Secretaries Board
<b>Key contact/s</b>	To be confirmed
<b>Project partner/s (or co-owner/s)</b>	
<b>Governance</b>	Secretaries Board

STATUS	Progress	Stage due for completion
<b>Recommendation 10</b>	Planned / early progress	Stage 2 - Dec 2024
<b>Recommendation 11</b>	Complete	Stage 2 - Dec 2024



<b>Background / problem definition</b>	
<p>The TSSR found that:</p> <ul style="list-style-type: none"> <li>To respond to whole-of-government priorities and other multi-agency initiatives, heads of agency and senior officials must be provided with an appropriate whole-of-government authorising environment—and that this would support clear and purposeful decision-making, support decisions being translated into actions, and the direction of TSS resources in a structured and accountable manner.</li> <li>Heads of agency meetings are the most important and formal interagency governance mechanism in the TSS.</li> <li>Responding to increasing service-wide initiatives and to effectively implement TSSR reforms, requires clear, collaborative leadership from all parts of the TSS, led by the heads of agency.</li> <li>Going forward, heads of agency meetings will require a broader agenda that includes: <ul style="list-style-type: none"> <li>delivery of whole-of-government priorities</li> <li>delivery of whole-of-government TSSR reform priorities, including: <ul style="list-style-type: none"> <li>implementation of the capability and improvement review framework</li> <li>contribution to the functional leadership program</li> <li>digitalisation</li> </ul> </li> </ul> </li> <li>This would involve re-structuring governance arrangements for heads of agency, deputy secretaries and other senior officials to support oversight for the delivery of whole-of-government priorities (which would need to be supported by a small amount of additional resourcing).</li> </ul>	
<b>Key milestones</b>	<b>Expected to be achieved by</b>
Secretaries Board and Subcommittees established	Early 2022 (complete)

Additional milestones to be confirmed	
<b>Outputs</b>	
<ul style="list-style-type: none"> <li>Secretaries Board and Subcommittees established</li> <li>Additional outputs to be confirmed</li> </ul>	
<b>Outcomes (benefits)</b>	
<ul style="list-style-type: none"> <li>More effective oversight of whole-of-government priorities.</li> <li>Successful reform of the Tasmanian State Service as envisioned through the TSSR.</li> <li>Effective delivery of key components of TSSR reforms, including the capability review and improvement framework, functional leadership, digitalisation and other whole-of-government reform priorities.</li> </ul>	

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<b>Implementation updates</b>
<ul style="list-style-type: none"> <li>Establishment of the Secretaries Board and its Subcommittees is an important step towards implementing more effective oversight of whole-of-government priorities (both related to TSSR reforms and business as usual).</li> <li>However, further leadership is needed from the Secretaries Board to progress whole-of-government reform priorities—including related to the capability review and improvement framework, functional leadership and digitalisation.</li> <li>DPAC (through the Head of the State Service, Chairs of the three Subcommittees and the State Service Management Office) is preparing advice to the Secretaries Board to consider the leadership opportunities and potential direction of implementing Recommendation 10 (in alignment with other recommendations identified below).</li> </ul>
<b>Implementation challenges or risks</b>
<ul style="list-style-type: none"> <li>To be confirmed</li> </ul>
<b>Links to other recommendations, projects and/or priorities</b>
<ul style="list-style-type: none"> <li>Recommendation 11 relates to all other TSSR recommendations part of the reform program through establishment of the Secretaries Board.</li> <li>Recommendation 10 aligns to recommendations related to:             <ul style="list-style-type: none"> <li>Capability review and improvement framework (Recommendation 16)</li> <li>Functional leadership (Recommendation 21 – as well as Recommendations 19, 22, 23, 24, 74 that specifically indicate the need for functional leadership)</li> <li>Digitalisation (Recommendations 22, 24, 35, 26 and 65)</li> </ul> </li> <li>Both Recommendations 10 and 11 relate to:             <ul style="list-style-type: none"> <li>Recommendation 9 – heads of agency contributions to developing a genuinely single state service, including the delivery of cross-portfolio outcomes (whole-of-government priorities) in agency heads' performance assessments.</li> <li>Recommendation 12 – embedding the principle of stewardship.</li> </ul> </li> </ul>
<b>Other notes</b>

<b>Progress and Planning Report</b>	Establishment of the Office of Review and Evaluation Establish an Office of Review and Evaluation (ORE) within the Tasmanian State Service and collaboratively develop and implement a whole-of-government evaluation policy framework.
<b>Tasmanian State Service Review (TSSR) recommendation/s</b>	<b>Recommendation 17</b> Establish a small review and evaluation unit with additional resourcing in the Department of Premier and Cabinet (DPAC), managed by the Department of Premier and Cabinet and the Department of Treasury and Finance (DOTAF) and overseen by a cross-portfolio steering committee of heads of agency, to annually review a small number of programs or groups of programs considered high risk or critical.  <b>Recommendation 18</b> The Review and Evaluation Unit should develop a whole-of-government Review and Evaluation Framework for government consideration.
<b>Project owner</b>	Policy and Delivery Division (DPAC)
<b>Key contact/s</b>	Martin Gibson David Gardiner
<b>Project partner/s (or co-owner/s)</b>	DOTAF, all agencies
<b>Governance</b>	Policy and Intergovernmental Subcommittee

STATUS	Progress	s 26	Stage due for completion
<b>Recommendation 17</b>	In progress		Stage 1 - Jun 2023
<b>Recommendation 18</b>	In progress		Stage 2 - Dec 2024

Background / problem definition	
<p>The TSSR identified that Tasmania is one of the only Australian jurisdictions without a program evaluation unit (or equivalent) or a whole-of-government evaluation policy framework.</p> <p>Whole of government evaluation 'frameworks' (incorporating policies, guidelines, 'how to' toolkits, communities of professional practice etc.) are very common in other jurisdictions. These frameworks aim to improve transparency and accountability, encourage evidence-based and outcome-focussed decision making and drive better use of government funds by ensuring that programs have identified, achievable and measurable goals and objectives.</p> <p>In many instances, evaluation approaches are embedded into annual budget cycles to make better use of resources (e.g., through the use of sunset clauses for larger scale, higher cost programs and rolling evaluation schedules). In most Australian jurisdictions evaluation units are based in departments of Treasury. TSSR Recommendation 17 identified that Tasmania's evaluation unit be managed by DPAC and DOTAF.</p>	
Key milestones	Expected to be achieved by
Office of Review and Evaluation established	December 2021 - ongoing
Draft Evaluation Framework	August/September 2022
Final Evaluation Framework (policy, guidelines and toolkit)	June 2023
<b>Outputs</b>	

1. Establishing the Office of Review and Evaluation with clear role and responsibilities
2. Convening an Evaluation Reference Group (ERG) as part of the ORE's broader cross-agency governance structure to guide policy framework development and ORE priorities
3. Developing a Tasmanian Government Evaluation Framework (including compiling guidelines and a toolkit of resources that support the implementation of the Evaluation Framework)
4. Coordination of program evaluation capability (including training) across the TSS
5. Consultancy support and advice to agency evaluation activities

#### **Outcomes (benefits)**

##### **Outcomes and benefits:**

- Improved accountability and decision-making for TSS policies and programs
- Improved effectiveness and efficiency of the investment of resources
- Building evaluation capability and capacity across the TSS
- Embedding an evaluation practice and culture across the TSS
- Collaboration and resource sharing across the TSS
- A culture of continuous improvement and learning

##### **Indicators and data sources:**

- Number of program evaluations conducted (by agency by year)
- Number of evaluation plans developed and implemented
- Number of evaluation reports published
- Number of Evaluation Community of Practice participants and meetings convened
- Evaluation resources available and accessed (via TSS online resource repository)

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#### **Implementation updates**

- ORE formed in early 2022
- ERG convened and bi-monthly meetings held to provide advice about ORE role, workplan, priorities and key evaluation framework components (i.e., policy principles, ORE and agency roles and functions, policy objectives)
- Development of an evaluation maturity matrix and survey for assessing agency capability/needs
- Preliminary work on other key framework components (practice guidelines, resources for program and policy practitioners)
- Coordination of evaluation training provided the Clear Horizon to 242 Tasmanian state servants
- Execution of a contract with University of Technology Sydney (UTS) Institute for Public Policy and Governance to support the development of the Evaluation Framework

#### **Implementation challenges or risks**

A commitment to the genuine collaborative development of the Evaluation Framework with cross agency representatives will likely benefit the appropriateness of the Framework to meet the Tasmanian context. However, this consultation and engagement is time-consuming.

Resource constraints and staffing limitations (as outlined above) will likely affect the progress of the development of the Evaluation Framework as well as the capacity to support agencies in evaluation activities.

#### **Links to other recommendations, projects and/or priorities**

Linked to Recommendation 16 that is flagged for implementation in Stage 2:

Develop an agency capability review and improvement framework for government and undertake an initial 3-year cycle of agency capability reviews based on that framework. Develop a simplified version for small agencies. Fund a small unit in the Department of Premier and Cabinet to develop the framework and help manage the reviews and their outcomes.

**Other notes**

Not applicable.



<b>Progress and Planning Report</b>	Data capability in the Tasmanian State Service Implementation of TSSR Recommendation 19.
<b>Tasmanian State Service Review (TSSR) recommendation/s</b>	<b>Recommendation 19</b> That the government develop and fund a stronger whole-of-government capability for sharing, linking and analysing data and assign a functional leader to deliver services to, or build capability across, all agencies.
<b>Project owner</b>	Policy and Delivery Division (DPAC)
<b>Key contact/s</b>	Craig Limkin Sue Kennedy
<b>Project partner/s (or co-owner/s)</b>	
<b>Governance</b>	Policy and Intergovernmental Subcommittee

<b>STATUS</b>	<b>Progress</b>	<b>s 26</b>	<b>Stage due for completion</b>
<b>Recommendation 19</b>	Planned / early progress		Stage 1 - Jun 2023

#### Background / problem definition

The TSSR interim and final reports identified limited capability to share data in the Tasmanian State Service, constraining the ability to understand the complex relationship between services and outcomes of individuals, families and communities.

Fostering a culture of data-driven decision-making through strong leadership and capability. By our people understand the importance of data and are equipped with the right skills to use it effectively. Achieving better outcomes and experiences for our customers, requires the design, delivery and evaluation of the policies, programs and services we provide to be evidence-based. A data-driven culture is one in which data is used to inform the decisions that deliver these outcomes. It consists of both the intention (i.e. 'will') to use data in decision-making as well as the capability (i.e. 'skill') to do it. A strong data culture is achieved when senior executive leaders play an active role in championing the value of data as a strategic asset and ensure that decision-making is informed by data.

<b>Key milestones</b>	<b>Expected to be achieved by</b>
Data Stocktake	31 December 2022
Cabinet Minute on legislative solutions and other initiatives to make it easier to share information to keep children safe	Last quarter 2022
Creation of a Data Sharing Principles and Policies	February 2023
Develop Data Roadmaps - high level plans that set out the actions and milestones for each department and agency to align with the Tasmania Government Data Strategy and their own strategic objectives.	June 2023

#### Outputs

New department is established.  
Easier ability to share information to keep children safe.

#### Outcomes (benefits)

Reduce silos in government agencies in relation to children and young people.  
Continue to build a culture where children are at the centre of our processes.  
Enable better information sharing to support children and young people.

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<b>Implementation updates</b>
Establishing the new department and making information sharing easier are the first two initiatives relevant to this recommendation. Other initiatives will be identified, some of which are could have budget implications.
<b>Implementation challenges or risks</b>
In accepting the recommendation, the Government committed to fund a stronger whole-of-government capability for sharing, linking and analysing data. This will require funding through the budget process once initiatives have been developed.
<b>Links to other recommendations, projects and/or priorities</b>
N/A
<b>Other notes</b>
N/A

<b>Progress and Planning Report</b>	Functional Leadership Implementation of TSSR Recommendation 21—relating to functional leadership as a model for driving necessary changes in the Tasmanian State Service (TSS).
<b>Tasmanian State Service Review (TSSR) recommendation/s</b>	<b>Recommendation 21</b> That the government implement and fund a functional leadership model to develop capability across the TSS. That heads of agency lead the development of a functional leadership program for key whole-of-government capabilities, including clear governance for identifying capabilities for functional leadership, for empowering functional leaders and for holding them to account.
<b>Project owner</b>	Secretaries Board
<b>Key contact/s</b>	To be confirmed
<b>Project partner/s (or co-owner/s)</b>	
<b>Governance</b>	Secretaries Board

<b>STATUS</b>	<b>Progress</b>	<b>Stage due for completion</b>
<b>Recommendation 21</b>	Planned / early progress	Stage 3 - Jun 2026

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<b>Background / problem definition</b>	
<p>The TSSR noted that, despite its relatively small size, the TSS must deliver the full suite of core services provided by larger jurisdictions and most of the non-core services as well. This means that the depth of capability across many areas of the TSS is substantially less than in larger jurisdictions—which leads to a range of challenges such as key person dependencies, lack of specialisation and lack of investment in improvement, innovation and/or strategic leadership.</p> <p>The Review found that the TSS lacks the ability to marshal the resources required to drive change—which relates to funding constraints and the availability of people with the skills and capacity to drive and implement the change.</p> <p>The TSSR identified functional leadership as an appropriate model for driving necessary changes in the context of the TSS.</p> <p>Functional leadership increases accountability by focusing the responsibility for the development and delivery of common plans and capabilities in one agency. It differs from more centrally driven reform programs, as it allows authority and accountability to be placed in an operational agency that already has a high stake in the quality of the service. It is highly flexible, allowing a standards-based approach to reform. It could lead to a shared service, or it could lead to simple standards that must be met independently by agencies. This flexibility (provided that it is coupled with accountability) reduces the risk for the State—and is considered to be valuable for the TSS.</p>	
<b>Key milestones</b>	<b>Expected to be achieved by</b>
Secretaries Board and Subcommittees established	Early 2022 (complete)
Additional milestones to be confirmed	
<b>Outputs</b>	
<ul style="list-style-type: none"> <li>Secretaries Board and Subcommittees established</li> <li>Additional outputs to be confirmed</li> </ul>	
<b>Outcomes (benefits)</b>	
<ul style="list-style-type: none"> <li>More effective oversight of whole-of-government priorities.</li> <li>Successful reform of the Tasmanian State Service as envisioned through the TSSR.</li> <li>Effective delivery of key components of TSSR reforms, including shared services, digitalisation, data sharing, linkage and analysis, and other whole-of-government reform priorities.</li> </ul>	

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<b>Implementation updates</b>
<ul style="list-style-type: none"> <li>• The Secretaries Board and its Subcommittees have been established as the governance structure for heads of agency leadership.</li> <li>• Direction is needed from the Secretaries Board to progress an effective model for functional leadership in the TSS.</li> <li>• DPAC (through the Head of the State Service, Chairs of the three Subcommittees and the State Service Management Office) is preparing advice to the Secretaries Board to consider the potential direction of a functional leadership model for the TSS—noting that the TSSR indicates particular whole-of-government opportunities that would benefit from a functional leadership approach (including digitalisation, and data sharing, linkage and analysis).</li> </ul>
<b>Implementation challenges or risks</b>
<ul style="list-style-type: none"> <li>• To be confirmed</li> </ul>
<b>Links to other recommendations, projects and/or priorities</b>
<ul style="list-style-type: none"> <li>• This is directly linked to Recommendation 23, which recommends that “the government agree on a set of capabilities to form the first stage of implementation of a functional leadership model for capability development”</li> <li>• Recommendation 21 also relates to the following recommendations that specifically indicate the need for functional leadership             <ul style="list-style-type: none"> <li>○ Recommendation 19 (data sharing, linkage and analysis)</li> <li>○ Recommendation 22 (integration of consistent core business systems across all agencies)</li> <li>○ Recommendation 24 (digitalisation and digital services governance)</li> <li>○ Recommendation 74 (outcomes-based purchasing models)</li> </ul> </li> <li>• Functional leadership may also be adopted for the implementation of other TSSR recommendations as identified as appropriate and/or necessary.</li> </ul>
<b>Other notes</b>

<b>Progress and Planning Report</b>	<b>Renewed Digitalisation Governance</b> Implement changes to the digital services governance framework, establishing clear accountabilities for the delivery of integrated digital platforms across government and to provide a mechanism for de-conflicting differing views across government on the way forward.
<b>Tasmanian State Service Review (TSSR) recommendation/s</b>	<b>Recommendation 24</b> That the TSS incorporate platform-based functional leadership into the digital services governance framework and replaces the Digital Service Board with Heads of Agency meetings. <b>Recommendation 25</b> Amend the terms of reference of the Deputy Secretaries Digital Services Committee to include the Chief Information Officer (CIO) as a member.
<b>Project owner</b>	DPAC Digital Strategy and Services
<b>Key contact/s</b>	Justin Thurley
<b>Project partner/s (or co-owner/s)</b>	Secretaries Board, Data and Digital Sub-committee
<b>Governance</b>	Data and Digital Subcommittee

<b>STATUS</b>	<b>Progress</b>	<b>Stage due for completion</b>
<b>Recommendation 24</b>	In progress	Stage 2 - Dec 2024
<b>Recommendation 25</b>	Complete	Stage 1 - Jun 2023



<b>Background / problem definition</b>
<p>The TSSR identifies data sharing and digitalisation as key capabilities linked to the reform of the Tasmanian State Service (TSS). The review also emphasises the need “to take full advantage of a functional leadership approach to align and integrate existing and new core business platforms and refresh its digital services governance to drive significant improvements in digitalisation across the service”.</p> <p>The following implied objectives are linked to the development of data sharing and digitalisation capabilities:</p> <ul style="list-style-type: none"> <li>• Delivery of a platform-based functional leadership strategy.</li> <li>• Development of a stronger whole-of-government capability for sharing, linking and analysing data.</li> <li>• Refreshing the governance framework to establish clear accountabilities for the delivery of integrated platforms across government and to provide a mechanism for de-conflicting differing views across government.</li> <li>• Supporting the CIO role in leadership, ensuring that it is appropriately classified and sufficiently senior to be able the role to engage with, and influence line agencies.</li> <li>• Maintaining momentum for digitalisation, progressively eliminating ‘manual only’ business processes and driving the digitalisation of existing business processes.</li> </ul> <p>The TSSR (pp 127-131) also highlights the governance recommendations from the Information and Communications Technology Strategy, Critical Systems and Investment Audit completed in October 2020, and importance of aligning government digitisation objectives with the priorities for digital government outlined in Our Digital Future – the Tasmanian Government Digital Transformation Strategy.</p> <p>This project seeks to address the problem – how might we refresh the existing digital services governance framework to better support and progress the objectives for digitalisation implied by the TSSR and the Tasmanian Government Digital Transformation Strategy.</p>

<b>Key milestones</b>		<b>Expected to be achieved by</b>
DSB, DSDSC, DSAG transitioned to an updated digital services governance framework.		March 2022 (complete)
A business case to implement a platform-based functional leadership strategy for digitalisation endorsed by the Secretaries Board.		March 2023
<b>Outputs</b>		
<ul style="list-style-type: none"> <li>• Modification of the current digital services governance framework to facilitate the development of a platform-based functional leadership strategy, reflecting the specific TSSR Recommendations 24 and 25.</li> <li>• A business case to implement a platform-based functional leadership strategy for digitalisation, potentially taking the form of a strategic plan / work program and whole of government architecture for the integrated and/or shared delivery of common business systems, digital services and ICT infrastructure.</li> </ul>		
<b>Outcomes (benefits)</b>		
<ul style="list-style-type: none"> <li>• Planning work for the implementation of platform-based functional leadership strategy for digitalisation incorporated into the digital services governance framework.</li> <li>• Clear accountabilities for the delivery of integrated digital platforms across government.</li> <li>• Mechanisms for aligning or de-conflicting differing views across government.</li> <li>• Agencies empowered to contribute to the development and implementation of standards, policies, plans and work programs for digitisation.</li> </ul>		

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<b>Implementation updates</b>
<ul style="list-style-type: none"> <li>• Updated digital services governance framework in place and operating.</li> </ul>
<b>Implementation challenges or risks</b>
<ul style="list-style-type: none"> <li>• Having an agreed definition for functional leadership from the Secretaries Broad.</li> </ul>
<b>Links to other recommendations, projects and/or priorities</b>
<ul style="list-style-type: none"> <li>• Recommendations for the Information and Communications Technology Strategy, Critical Systems and Investment Audit completed in October 2020.</li> <li>• Scheduled progress review and update of Our Digital Future.</li> <li>• TSSR Recommendation 19 relating to data sharing, linkage and analysis.</li> <li>• TSSR Recommendation 22 relating to the develop a platform-based functional leadership model for the ongoing development and integration of consistent core business systems across all agencies. This project provides enables and provides discovery and planning work.</li> </ul>
<b>Other notes</b>



<b>Progress and Planning Report</b>	Tasmanian State Service (TSS) Human Resources Information System (HRIS) Implement a whole-of-government Human Resource Information System (HRIS) for the Tasmanian State Service (TSS) (the 'TSS HRIS Program'). This includes continued development of the Department of Health HRIS (the 'DoH HRIS Project') as the foundation.
<b>Tasmanian State Service Review (TSSR) recommendation/s</b>	<b>Recommendation 34</b> That the Department of Health (DoH) continue to develop the HRIS to provide the foundation for a whole-of-government system, with clear whole-of-government business requirements for accurate and timely reporting to heads of agency, the Head of the State Service, the Employer and Parliament.
<b>Project owner</b>	Department of Premier and Cabinet (DPAC)
<b>Key contact/s</b>	Noelene Kelly, Acting Deputy Secretary Government Services DPAC (Chair of TSS HRIS Program Steering Committee), on behalf of the Head of the State Service, DPAC Secretary, Jenny Gale
<b>Project partner/s (or co-owner/s)</b>	Department of Health, DPAC State Service Management Office (SSMO)
<b>Governance</b>	Corporate and Workforce Subcommittee

STATUS	Progress	Stage due for completion
<b>Recommendation 34</b>	In progress	Stage 3 - Jun 2026



<b>Background / problem definition</b>	
<p>Many human resources (HR) systems across the TSS are reaching both functional, support and performance limitations to cater for a modern complex and diverse workforce in their current form, leading to high administrative overheads and manual processes which vary across agencies. There is limited capability in existing HR systems to routinely and consistently report on workforce-related data:</p> <ul style="list-style-type: none"> <li>• This limits the ability of the Head of the State Service (HoSS) to monitor the efficacy of the employment framework and to hold heads of agency to account for decision-making</li> <li>• It also increases the risk of delegating decision-making and helps drive an overly centralist approach to decision making.</li> <li>• Data available for local and central workforce planning purposes is poor leading to sub-optimal decisions and actions.</li> </ul>	
<b>Key milestones</b>	<b>Expected to be achieved by</b>
TSS HRIS Program Steering Committee established	Complete - June 2021
Whole-of-government People Plan developed	Complete - Feb 2022
TSS HR Statement of Direction developed as TSS HRIS Business Requirements	Complete - Feb 2022
TSS Design Validation Scenarios	Complete - May 2022
TSS HRIS Business Case developed	Sept 2022
TSS HRIS Operating Governance and Support Strategy (currently unfunded)	Dec 2022
TSS HR Process Definition (i.e. Process Harmonisation) (currently unfunded)	Mar 2023
TSS HRIS Implementation and Adoption Plan (currently unfunded)	Mar 2023
HRIS Implementation (DoH) (currently unfunded)	To be confirmed



DoH HRIS Adoption (currently unfunded)	To be confirmed
All Agency HRIS Adoption (currently unfunded)	To be confirmed
<b>Outputs</b>	
<ul style="list-style-type: none"> <li>• TSS HR Program Steering Committee established</li> <li>• People Plan developed</li> <li>• TSS HR Statement of Direction developed as TSS HRIS Business Requirements</li> <li>• TSS Design Validation Scenarios</li> <li>• TSS HRIS Business Case developed</li> <li>• TSS HRIS Operating Governance and Support Strategy (currently unfunded)</li> <li>• TSS HR Process Definition (i.e. Process Harmonisation) (currently unfunded)</li> <li>• TSS HRIS Implementation and Adoption Plan (currently unfunded)</li> <li>• TSS HRIS (currently unfunded)</li> </ul>	
<b>Outcomes (benefits)</b>	
<ul style="list-style-type: none"> <li>• Visibility of the TSS workforce to the HoSS and Employer.</li> <li>• Accurate and timely reporting to heads of agency, the Head of the State Service, the Employer and Parliament.</li> <li>• Consistent workforce management and reporting processes are adopted across the State Service to provide the data to make informed workforce capacity and capability decisions at both whole of State Service and agency level.</li> <li>• Increased ability to effectively manage a large, complex workforce including diverse employment and industrial arrangements.</li> <li>• Ensure our staff have the competency, qualifications and are safe to provide the services to our community.</li> <li>• Common embedded internal controls to support the State Service workforce processes and accountability.</li> </ul>	

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## Implementation updates

- DoH has procured SAP SuccessFactors Suite to form the foundation of the TSS solution.
- DoH Project has extended its Enterprise Design Phase by six months, due to uncertainty in the application of concurrent employment rules. A proposal to commence a baseline build (without assimilation of concurrent employment benefits) is currently being considered.

- The TSS HRIS Program Steering Committee intends to develop a business case in time for the 2023-24 Budget Submission process based on the interpretation and assumptions regarding Recommendation 34 of the TSSR outlined below.
- Business case development will involve ongoing engagement with agencies.
- In developing the business case, the TSS HRIS Program Steering Committee will recommend the optimal way to roll out the HRIS to all agencies.
- SSMO and agency People and Culture teams will continue to actively participate in the DoH HRIS Project to design a foundation solution for the TSS.

#### **Implementation challenges or risks**

Due to delays, progress on the DoH HRIS design to date will not provide the degree of confidence originally envisaged as to the feasibility of the DoH HRIS as foundation for the TSS HRIS in time for the 2023-24 Budget submission process.

The following assumptions have been made following Recommendation 34 for the purposes of developing a TSS HRIS Business Case:

- The TSSR provides the Strategic Direction and Recommendation 34 defines the objective.
  - Which implies that the DoH procured solution will provide the foundation which all other agencies will adopt.
- DoH SAP SuccessFactors Suite will form the foundation for TSS HRIS; there will be one common TSS instance made up of a Global Template for the TSS, and a Local Implementation per agency.
  - Therefore all agencies will adopt SAP SuccessFactors Suite in a single instance providing a 'single source of truth' for the Tasmanian State Service
- The DoH HRIS Enterprise Design completion provides confidence as to the TSS foundation feasibility.
  - Agencies will have visibility of the Enterprise Design and decisions that have been made to inform the 'Global Template' so that they can understand the impact for their agency and ability to adopt the DoH HRIS solution.

#### **Links to other recommendations, projects and/or priorities**

#### **Other notes**

Comprehensive planning and management processes are underway through established governance structures—both for the TSS HRIS Program and the Health HRIS Project.

<b>Progress and Planning Report</b>	Review of the State Service Management Office (SSMO) Implementation of TSSR Recommendation 36.
<b>Tasmanian State Service Review (TSSR) recommendation/s</b>	<b>Recommendation 36</b> That review of the capability and role of SSMO be completed and implemented as a priority.
<b>Project owner</b>	To be confirmed (currently being coordinated by PPG Division DPAC)
<b>Key contact/s</b>	Rod Nockles, Jane Hanna
<b>Project partner/s (or co-owner/s)</b>	SSMO (DPAC)
<b>Governance</b>	Corporate and Workforce Subcommittee

<b>STATUS</b>	<b>Progress</b>		<b>Stage due for completion</b>
<b>Recommendation 36</b>	Planned / early progress		Stage 1 - Jun 2023

<b>Background / problem definition</b>	
<ul style="list-style-type: none"> <li>An independent review of SSMO was undertaken by external consultants Altura Partners in 2021 prior to the completion of the TSSR, outlining the likely structural and operational changes and resourcing increases likely needed for SSMO to implement TSSR reforms.</li> <li>The TSSR emphasised the crucial, enabling role of SSMO in providing strategic advice to the Head of the State Service (HoSS) and Heads of Agencies to facilitate timely decisions about employment matters that support an agile, effective Tasmanian State Service (TSS).</li> <li>Many TSSR recommendations reinforce the imperative role of SSMO but will also add to its workload and remit—noting that SSMO is leading the implementation of nearly half (34) of the recommendations in the TSSR.</li> <li>The Tasmanian Government's Response to the TSSR indicates that Recommendation 36 is a priority for implementation to ensure SSMO is a highly strategic, facilitative function.</li> </ul>	
<b>Key milestones</b>	<b>Expected to be achieved by</b>
Independent Review of SSMO completed by Altura Partners	2021 (completed)
Project Manager recruited	
Implementation Plan developed and approved (further milestones to be confirmed)	
<b>Outputs</b>	
<ul style="list-style-type: none"> <li>Independent Review completed</li> <li>Project Manager recruited</li> <li>Implementation Plan developed and approved</li> <li>(further outputs to be confirmed)</li> </ul>	
<b>Outcomes (benefits)</b>	
<ul style="list-style-type: none"> <li>Successful implementation of TSSR recommendations with SSMO responsibility.</li> <li>Successful overall TSSR reform implementation (contribution to a more agile and effective TSS).</li> <li>Strengthened role of SSMO in providing strategic advice to the HoSS and Heads of Agencies.</li> <li>Strengthened role of SSMO in supporting agency staff and stakeholders (including Human Resource Directors and Chief People Officers).</li> <li>More effective collaboration and facilitation between SSMO and agencies.</li> </ul>	
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## Implementation updates

- An independent review of SSMO was undertaken by external consultants Altura Partners in 2021 prior to the completion of the TSSR, outlining the likely structural and operational changes and resourcing increases likely needed for SSMO to implement TSSR reforms.
- Some funding has been provided in the 2022-23 budget to support SSMO's work implementing Stage 1 TSSR recommendations, but funding has not been provided to implement findings of the SSMO review and sufficiently increase SSMO's operational capacity to implement TSSR reforms.
- SSMO continues to work with agency stakeholders and external consultants to define SSMO's operational structure and capabilities going forward—but the recommendation can not progress without further resourcing.

## Implementation challenges or risks

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## Links to other recommendations, projects and/or priorities

- Recommendation 36 links to all other TSSR recommendations involving SSMO.
- As SSMO is leading the implementation of nearly half (34) recommendations in the TSSR, its resourcing and capability are crucial for successful implementation of the reform program.

## Other notes

<b>Progress and Planning Report</b>	People and Culture Strategic Priority Project 10 – Serious Code of Conduct Implementing TSSR Recommendation 58 – developing a shared capability for investigating serious Code of Conduct breaches.
<b>Tasmanian State Service Review (TSSR) recommendation/s</b>	<b>Recommendation 58</b> That the government create a shared capability for the investigation of Code of Conduct breaches.
<b>Project owner</b>	SSMO (DPAC)
<b>Key contact/s</b>	Jane Fitton
<b>Project partner/s (or co-owner/s)</b>	People and Culture Steering Committee
<b>Governance</b>	Corporate and Workforce Subcommittee

<b>STATUS</b>	<b>Progress</b>		<b>Stage due for completion</b>
<b>Recommendation 58</b>	In progress		Stage 1 - Jun 2023

<b>Background / problem definition</b>	
<ul style="list-style-type: none"> <li>Investigations take too long and often challenged due to process failures.</li> <li>Over time internal capacity and capability to investigate breaches of the Code has declined.</li> <li>Investigations are often outsourced resulting in significant resources and time to finalise.</li> <li>The Commission of Inquiry has highlighted issues with training for investigators and recommended they have undertaken trauma informed training.</li> </ul>	
<b>Key milestones</b>	<b>Expected to be achieved by</b>
Recruit project manager	August 2022
Develop white paper for Secretaries Board consideration	December 2022
Approval of a model for implementation	December 2022
Establish central capability	June 2023
Ongoing operationalisation of shared capability (pending additional resourcing)	Beyond June 2023
<b>Outputs</b>	
<ol style="list-style-type: none"> <li>Research undertaken – seek data from agencies in relation to investigation capability, number of investigations and costs associated with investigations.</li> <li>White paper developed – to discuss the alternative organisational models for a centralised investigation capability, reviewing pros, cons, costs and benefits for discussion with Heads of Agency through the Secretaries Board.</li> <li>Centralised investigation capability implemented – together with governance arrangements for escalation of issues.</li> </ol>	
<b>Outcomes (benefits)</b>	
<ul style="list-style-type: none"> <li>Improved efficiencies in timely, transparent and fair code of conduct investigations.</li> <li>Increased capability within the TSS to investigate Code of Conduct breaches.</li> <li>Increased awareness of the needs of victim/survivors.</li> </ul> <p>Data sources to demonstrate outcomes may include:</p> <ul style="list-style-type: none"> <li>Code of Conduct records</li> <li>Feedback from agency staff and stakeholders</li> </ul>	
	

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## Implementation updates

- Project scoping in progress – led by SSMO in collaboration with the cross-agency People and Culture Steering Committee.
- Project manager currently being recruited (nearly completed).

## Implementation challenges or risks

- Shared capability can commence implementation by June 2023, but additional funding is required for ongoing operationalisation.
- Depending on the availability of suitably skilled/experienced investigators to be recruited into the pool, recruiting and building capability will occur over time and therefore full implementation of the approved model will likely involve a transitional period.

## Links to other recommendations, projects and/or priorities

- Aligned with initiatives in response to the Commission of Inquiry (Keeping Children Safe Premier's Priority) relating to Employment Direction 5.
- Aligned with People and Culture Strategic Priority Project 10 – State Service Act and Employment Directions.

## Other notes



<b>Progress and Planning Report</b>	<b>Transforming Tasmanian Service</b> This project aims to transform government's approach to customer service delivery and to provide a contemporary customer experience to meet the expectations of customers. The project will encompass enhancements to face-to-face, telephone and digital service offerings along with future models for service design in collaboration with agencies.
<b>Tasmanian State Service Review (TSSR) recommendation/s</b>	<b>Recommendation 65</b> Designate and fund Service Tasmania as the agent for the delivery of a specified range of transactional services for the TSS, including a renewed and extended clear mandate to: <ul style="list-style-type: none"> <li>• partner with others to improve the customer experience and enhance sustainability of the service network; and</li> <li>• be the single digital service delivery agent for the TSS, requiring all digital services to be either developed on, or integrated with, a single platform to be built and maintained by Service Tasmania.</li> </ul>
<b>Project owner</b>	DPAC (Service Tasmania)
<b>Key contact/s</b>	Andrew Wilford
<b>Project partner/s (or co-owner/s)</b>	
<b>Governance</b>	Secretaries Board

<b>STATUS</b>	<b>Progress</b>	<b>Stage due for completion</b>
<b>Recommendation 65</b>	Planned / early progress	Stage 3 - Jun 2026



<b>Background / problem definition</b>	
The TSSR makes several observations under this recommendation: <ul style="list-style-type: none"> <li>• Service Tasmania should be the single agent for the delivery of transactional services by the TSS.</li> <li>• Service Tasmania's mandate should also extend beyond being an agent of government departments for service delivery. It should be charged with the responsibility of defining and building the 'customer experience' for the State Government.</li> <li>• This means working with agencies to determine how services are to be delivered, rather than just delivering services as defined by agencies.</li> <li>• Under this model, Service Tasmania is defining the framework for service delivery based on the needs of both the customer and the agency. Government agencies would still be important stakeholders in the design, as it needs to be fit for purpose to support government business</li> <li>• The next step for Service Tasmania will require a substantial investment in technologies (for digitalisation and, potentially, call centres) and relationships (for over-the-counter services).</li> </ul> Government responded to the TSSR's recommendations with support for Recommendation 65, to be implemented over a five-year timeframe concluding in June 2026.	
<b>Key milestones</b>	<b>Expected to be achieved by</b>
Develop the Transforming Tasmanian Service business case submitted as a budget bid for the 2023-24 budget cycle	January 2023
Develop implementation plan and approach based on successful budget bid	May 2023

Deliver Stage 1 of the myServiceTas digital services portal (Existing budget commitment – not dependent on business case outcome)	Q4, 2023
Commence work on Stage 2 of the myServiceTas digital services portal (dependent on business case outcome)	Q4, 2023
<b>Outputs</b>	
<ol style="list-style-type: none"> <li>1. Transforming Tasmanian Service business case, building a compelling case for investment in customer experience, a digital front door for government and contemporary service delivery offerings through service centres, call centres and digital channels.</li> <li>2. Stage 1 of the Service Tasmania Digital Portal, establishing a foundational technology platform and allowing customers to undertake three popular transport transactions</li> <li>3. A funded program of works over four years arising from the business case.</li> </ol>	
<b>Outcomes (benefits)</b>	
<ul style="list-style-type: none"> <li>• Improved consistency of customer experience for customers across government services.</li> <li>• Enhanced digital service capabilities to meet the expectations of customers, providing convenient “anywhere, anytime” access to government services.</li> <li>• Evolution of our service model to consider future functions and configuration of Service Tasmania service centres, contact centres and support for new digital channel.</li> <li>• Increased efficiency of business processes across government by leveraging digital capabilities and redesigning business processes through the lens of the customer.</li> </ul>	

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<b>Implementation updates</b>
<ul style="list-style-type: none"> <li>• A proposal has been developed for a suitably qualified organisation to develop the business case.</li> <li>• Stage 1 of the myServiceTas digital portal is in the procurement phase, with an outcome expected in September 2022.</li> </ul>
<b>Implementation challenges or risks</b>
<ul style="list-style-type: none"> <li>• s 26</li> </ul>
<b>Links to other recommendations, projects and/or priorities</b>
<p>This project also relates in part to TSSR Recommendation 26  <i>That the TSS progressively eliminate ‘manual only’ business processes, and that the government fund a small, centrally funded resource to drive the digitalisation of existing business processes</i></p> <p>The project will also be informed by developments under Recommendation 22:  <i>That the government, through the heads of agency, develop a platform-based functional leadership model for the ongoing development and integration of consistent core business systems across all agencies</i></p>
<b>Other notes</b>

<b>Progress and Planning Report</b>	<b>Government Contact Centres – Learning the Lessons from COVID-19</b> A project is being established to research and prepare a business case for the Secretaries Board to examine options for further contact centre consolidation, including a scalable emergency call centre capacity and capability for the Tasmanian State Service.
<b>Tasmanian State Service Review (TSSR) recommendation/s</b>	<b>Recommendation 67</b> Formally capture the lessons learnt from establishing and expanding call centre capabilities in response to COVID-19 and develop a business case for the possible consolidation of call centres into a unified capability for the State.
<b>Project owner</b>	DPAC (Service Tasmania/OSEM)
<b>Key contact/s</b>	Andrew Wilford/Todd Crawford
<b>Project partner/s (or co-owner/s)</b>	
<b>Governance</b>	Secretaries Board

<b>STATUS</b>	<b>Progress</b>		<b>Stage due for completion</b>
<b>Recommendation 67</b>	Planned / early progress		Stage 1 - Jun 2023

<b>Background / problem definition</b>	
<p>The TSSR makes several observations under this recommendation:</p> <ul style="list-style-type: none"> <li>That whilst Service Tasmania handles a significant number of phone calls, it is not a true 'one number for government', and a number of other call centres exist for everyday business. Examples include emergency services, Monetary Penalties and Enforcement Service, and Business Tasmania.</li> <li>In recent times this list has grown to include the government's Public Health Hotline, as a response to the COVID-19 pandemic. This required a newly established 'surge' capacity for government to be created (the existing Tasmanian Emergency Information Service capability was not scalable nor resourced to meet this level of demand).</li> <li>The pandemic demonstrated that the State could share contact centre capability and infrastructure.</li> <li>That it had heard support for the concept of a true 'one number for government', integrating all call centre functions and providing capacity to scale up for emergencies or other short-term initiatives</li> </ul> <p>Government responded to the TSSR's recommendations and with support for Recommendation 67, and committed to a timeline of June 2022 to December 2023 to deliver the action.</p>	
<b>Key milestones</b>	<b>Expected to be achieved by</b>
Consultation with key stakeholders to Capture the lessons learned from COVID-19 and explore further call centre service integration and/or resource sharing approaches	November 2022
Stage 1 Business case submitted to Secretaries Board – focus on emergency scalability	December 2022
Stage 1 Business case submitted to Secretaries Board – focus on future contact centre consolidation	June 2023
<b>Outputs</b>	
<p>A business case, giving costed options to government which:</p> <ul style="list-style-type: none"> <li>Provide for an ongoing call centre 'surge' capability model, for use in the event of future major emergencies or major initiatives (for a capability to be established by January 2023).</li> </ul>	

- Make recommendations with respect to general contact centre services around future service integration/co-location or resource sharing, which may provide ongoing benefit to government as a whole.

#### **Outcomes (benefits)**

- Improved economies of scale for government through call centre consolidation.
- Improved customer experience through consistent approaches to call centre operation.
- Greater ability to flex up call centre capacity in the event of significant emergency or other major government need.

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#### **Implementation updates**

- RFQ has been prepared to seek the external support, which will shortly go to market.

#### **Implementation challenges or risks**

- Major timing risk is to have a costed proposal to Secretaries Board in time to have contingency plans in place for January 2023, when the COVID contact centre is currently due to cease operation and government will have a significantly reduced emergency call centre capacity

#### **Links to other recommendations, projects and/or priorities**

#### **Other notes**

<b>Progress and Planning Report</b>	Funding and costing model for Service Tasmania Service Tasmania is to develop a robust costing model ensuring all costs are attributable to a service that it provides.
<b>Tasmanian State Service Review (TSSR) recommendation/s</b>	<b>Recommendation 68</b> That Service Tasmania develop a robust costing model apportioning all costs to an internal or external service delivery function and the Department of Treasury and Finance regularly review and assess the reasonableness of the model's assumptions and results.
<b>Project owner</b>	DPAC – Service Tasmania
<b>Key contact/s</b>	Andrew Wilford
<b>Project partner/s (or co-owner/s)</b>	DPAC Financial Management Services Department of Treasury and Finance
<b>Governance</b>	Secretaries Board

<b>STATUS</b>	<b>Progress</b>	<b>s 26</b>	<b>Stage due for completion</b>
<b>Recommendation 68</b>	Planned / early progress		Stage 1 - Jun 2023

#### Background / problem definition

The TSSR flagged a number of issues with Service Tasmania's current costing model:

- The current charging method has not been reviewed in over 10 years and, the rate is no longer relevant to the cost of delivering services.
- Not all services or activity of Service Tasmania are costed or included in its revenue stream. For example, online services or payments do not currently attract any revenue. This is highly relevant at the moment with Service Tas delivering on government commitments to develop better digital service offerings.
- The absence of accurate costing makes it very difficult to assess whether the revenue collected from other parties, including local government and the Australian Government, actually covers the costs of the service

Additionally, TSSR Recommendation 65 outlines Service Tasmania's future role as the single digital service delivery agent for the TSS. The first new services through this model will be delivered in late 2023 as part of the first stage of the myServiceTas digital portal. It is essential that a mature costing model is developed that reflects the costs of delivering, supporting and enhancing these services.

<b>Key milestones</b>	<b>Expected to be achieved by</b>
Engagement of external consultant to develop the overall costing model	February 2023
Presentation of report to Secretaries Board	June 2023
<b>Outputs</b>	
<ul style="list-style-type: none"> <li>• A fully developed costing model, worked up with consultation through the Department of Treasury and Finance and DPAC FMS, presented for approval through Secretaries Board.</li> </ul>	
<b>Outcomes (benefits)</b>	
<ul style="list-style-type: none"> <li>• Increased sustainability of Service Tasmania into the future.</li> <li>• Ability for Service Tasmania to utilise a mature costing model to fund continual improvement initiatives.</li> </ul>	


**s 26**

#### Implementation updates



<ul style="list-style-type: none"> <li>• Work is yet to commence</li> </ul>
<b>Implementation challenges or risks</b>
<ul style="list-style-type: none"> <li>• None identified at this time.</li> </ul>
<b>Links to other recommendations, projects and/or priorities</b>
<ul style="list-style-type: none"> <li>• Recommendations 65, 66 and 67 all speak to the future role of Service Tasmania in government service delivery, and the direction of these will directly influence the costing model work.</li> </ul>
<b>Other notes</b>

<b>Progress and Planning Report</b>	<b>TSSR Implementation</b> This involves Recommendations 75, 76 and 77 – relating to the coordination, monitoring and reporting on implementation of TSSR reforms.
<b>Tasmanian State Service Review (TSSR) recommendation/s</b>	<p><b>Recommendation 75</b> That the Head of the State Service chair a small subcommittee of heads of agency that oversees the implementation of recommendations and informs and advises heads of agency as a whole, and provides regular updates to the Premier and Cabinet.</p> <p><b>Recommendation 76</b> That the Government provide funding for the Department of Premier and Cabinet to establish a designated unit to monitor and support the implementation of recommendations across the TSS over a 3-year period.</p> <p><b>Recommendation 77</b> Implementation should be largely complete within 3 years and fully complete within 5 years. A short independent review of progress should be undertaken after 2 years and again after 4 years.</p>
<b>Project owner</b>	People, Performance and Governance (PPG) Division (DPAC)
<b>Key contact/s</b>	Rod Nockles Rebecca Denniss
<b>Project partner/s (or co-owner/s)</b>	Secretaries Board Office of Review and Evaluation (DPAC)
<b>Governance</b>	Corporate and Workforce Subcommittee

<b>STATUS</b>	<b>Progress</b>		<b>Stage due for completion</b>
<b>Recommendation 75</b>	In progress		Stage 3 - Jun 2026
<b>Recommendation 76</b>	In progress		Stage 3 - Jun 2026
<b>Recommendation 77</b>	In progress		Stage 3 - Jun 2026

<b>Background / problem definition</b>	
<p>The Tasmanian Government's Response to the TSSR indicated in-principle support for Recommendations 75, 76 and 77, relating to the coordination, monitoring and reporting on implementation of TSSR reforms.</p> <p>The Secretaries Board was established in early 2022 in response to the TSSR. Its Terms of Reference include responsibility for oversight of TSSR implementation, and providing twice yearly reports to Cabinet (including on TSSR implementation). The Government's Response to the TSSR commits to implementing TSSR recommendations through a reform program over 5 years across 3 stages—with each stage lasting 18 months and all recommendations being implemented within 5 years.</p>	
<b>Key milestones</b>	<b>Expected to be achieved by</b>
Tasmanian Government Response to TSSR	November 2021 (complete)
Secretaries Board and Subcommittees established (TSSR oversight included in Terms of Reference)	Early 2022 (complete)
Deputy Secretary PPG allocated responsibility for coordinating whole-of-service TSSR implementation	Early 2022 (complete)

Funding allocated for PPG Division to coordinate TSSR implementation	Early 2022 (complete)
Principal Consultant, State Service Review appointed	July 2022 (complete)
Implementation Strategy developed, including: <ul style="list-style-type: none"> <li>• Governance Structure</li> <li>• Implementation Tracker</li> <li>• Communications and Engagement Plan</li> <li>• Monitoring, Evaluation and Learning Framework (led by the ORE)</li> </ul>	Late 2022
Regular updates provided to the Secretaries Board, Premier and Cabinet on the progress of TSSR reform implementation	June 2026 (ongoing)
<b>Outputs</b>	
<ul style="list-style-type: none"> <li>• Tasmanian Government Response to TSSR</li> <li>• Secretaries Board and Subcommittees established</li> <li>• Implementation Strategy developed <ul style="list-style-type: none"> <li>○ Governance Structure</li> <li>○ Implementation Tracker</li> <li>○ Communications and Engagement Plan</li> <li>○ Monitoring, Evaluation and Learning Framework</li> </ul> </li> <li>• Reports provided to the Secretaries Board, Premier and Cabinet</li> <li>• Lessons identified and shared</li> </ul>	
<b>Outcomes (benefits)</b>	
<ul style="list-style-type: none"> <li>• Successful reform of the Tasmanian State Service as envisioned through the TSSR.</li> <li>• Effective management of risks and resources related to TSSR reform implementation.</li> <li>• Accountability provided to the Tasmanian community and Government.</li> <li>• Continuous improvement and lessons identified throughout reform implementation.</li> </ul>	

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<b>Implementation updates</b>
<ul style="list-style-type: none"> <li>• DPAC's Deputy Secretary PPG is leading coordination of TSSR implementation in line with the Tasmanian Government's Response to the TSSR, in collaboration with the HoSS, Subcommittee Chairs, SSMO and agencies.</li> <li>• A dedicated team has been established in the PPG Division of DPAC to coordinate, monitor and report on TSSR implementation.</li> <li>• Development of a comprehensive Implementation Strategy is well underway, with progress made in developing the Governance Structure, Implementation Tracker, and Communications and Engagement Plan.</li> <li>• At this stage, it is expected that the Implementation Strategy will be completed by the end of 2022.</li> </ul>

<ul style="list-style-type: none"> <li>• The ORE has engaged external consultants to develop a Monitoring, Evaluation and Learning Framework for the five-year TSSR reform program and to prepare an independent report on the first 18 months of TSSR implementation (June 2023).</li> <li>• The PPG will continue liaising with the HoSS, Subcommittee Chairs, SSMO and agencies to provide regular reports to the Secretaries Board, the Premier and Cabinet on TSSR progress.</li> </ul>
<b>Implementation challenges or risks</b>
<ul style="list-style-type: none"> <li>• There were delays in establishing a dedicated team within DPAC to monitor and coordinate TSSR in the first half of 2022—with resourcing now in place and work rapidly progressing in collaboration with the HoSS, Subcommittee Chairs, SSMO and across agencies.</li> </ul>
<b>Links to other recommendations, projects and/or priorities</b>
<ul style="list-style-type: none"> <li>• Recommendations 75, 76 and 77 link to all other TSSR recommendations.</li> <li>• In particular, this work links to Recommendations 16, 17, 18 and 19 – relating to improving review, evaluation and data capabilities and practices within the State Service.</li> <li>• This work also links to other key government priorities including the Premier’s Economic and Social Recovery Advisory Council (PESRAC) and the Commission of Inquiry into the Tasmanian Government’s Responses to Child Sexual Abuse in Institutional Settings.</li> </ul>
<b>Other notes</b>

## Leadership and direction for implementing Tasmanian State Service Review reforms

**Responsible Officer:** Rod Nockles, Deputy Secretary People, Performance and Governance (PPG), Department of Premier and Cabinet (DPAC) and Chair of the Corporate and Workforce Subcommittee

### That the Secretaries Board:

1. **Agree** that, to achieve the required cultural and structural changes recommended through the Tasmanian State Service Review (TSSR), the Secretaries Board needs to lead and direct the reforms—including owning the following recommendations (outlined in Attachment 1):

- The concept of ‘one State Service’ (Recommendation 2).
- Heads of Agency leadership on whole-of-government priorities and/or cross-portfolio priorities (Recommendations 5).
- Heads of Agency driving whole-of-reform priorities and new governance structures (Recommendations 10 and 11).
- Functional leadership (Recommendations 21 and 23).

Leadership and direction from the Secretaries Board is also pivotal to a range of recommendations owned by DPAC and/or agencies, including:

- Recommendations 3, 6 and 12—involving State Service values and whole-of-government outcomes, and amendments to the *State Service Act 2000* related to the State Service object and principles (including stewardship), led by the State Service Management Office (SSMO) through the Corporate and Workforce Subcommittee.

2. **Discuss and agree** on one of the following three options (or as directed) for coordination of Secretaries Board leadership and direction on the six foundational TSSR recommendations outlined above—noting that each option will most likely require some additional funding, as well as the contribution of existing resourcing and staff time.

- a) **Subcommittee-led**—the three Subcommittees to the Secretaries Board will be tasked with coordinating various foundational TSSR recommendations and will work directly with the Board to facilitate leadership and direction.

OR

- b) **Heads of Agency-led**—interested Heads of Agency will nominate to coordinate leadership and direction on foundational TSSR recommendations.

OR

- c) **Chair-led**—working closely with the Secretaries Board, the Secretary DPAC (as Head of the State Service) will coordinate leadership and direction on foundational TSSR recommendations.



3. **Agree** that the Secretaries Board's initial focus will be on 'one State Service' (Recommendation 2)—recognising that this concept links to all other TSSR recommendations and that it specifically requires leadership from the Secretaries Board and the wider Senior Executive Service (SES) on cultural and structural changes.
4. **Subject to 1, 2 and 3 above, approve** DPAC's engagement of a consultant or external facilitator to work with the Secretaries Board on leading the implementation of foundational TSSR recommendations. The proposed scope of the consultant or external facilitator would involve:
  - Establishing a shared understanding and collective ownership of the cultural and structural changes required across the Service, and facilitate the leadership role of the Secretaries Board and wider SES in TSSR reforms.
  - More in-depth engagement with the research that informed recommended reforms—including analysis of opportunities and approaches taken in other jurisdictions, and consultation with Tasmanian State Service staff from diverse levels and contexts.
  - Initial focus on Recommendation 2—identifying the specific actions and opportunities for the Secretaries Board and the SES to influence reform implementation and promote new ways of working as a single State Service. This may include, for example:
    - Convening a forum for the entire SES across all agencies, to foster leadership and stewardship of the State Service as a whole.
    - Facilitating and publishing a joint statement from all Heads of Agency committing to new ways of working as a single State Service.
5. **Note** that SSMO will directly engage with the Secretaries Board for their leadership and direction on Recommendations 3, 6 and 12—involving changes to the State Service Act in relation to the State Service object, values, principles (including stewardship) and whole-of-government outcomes, to guide the work of relevant Subcommittees and/or cross-agency working groups.

### Background and key points

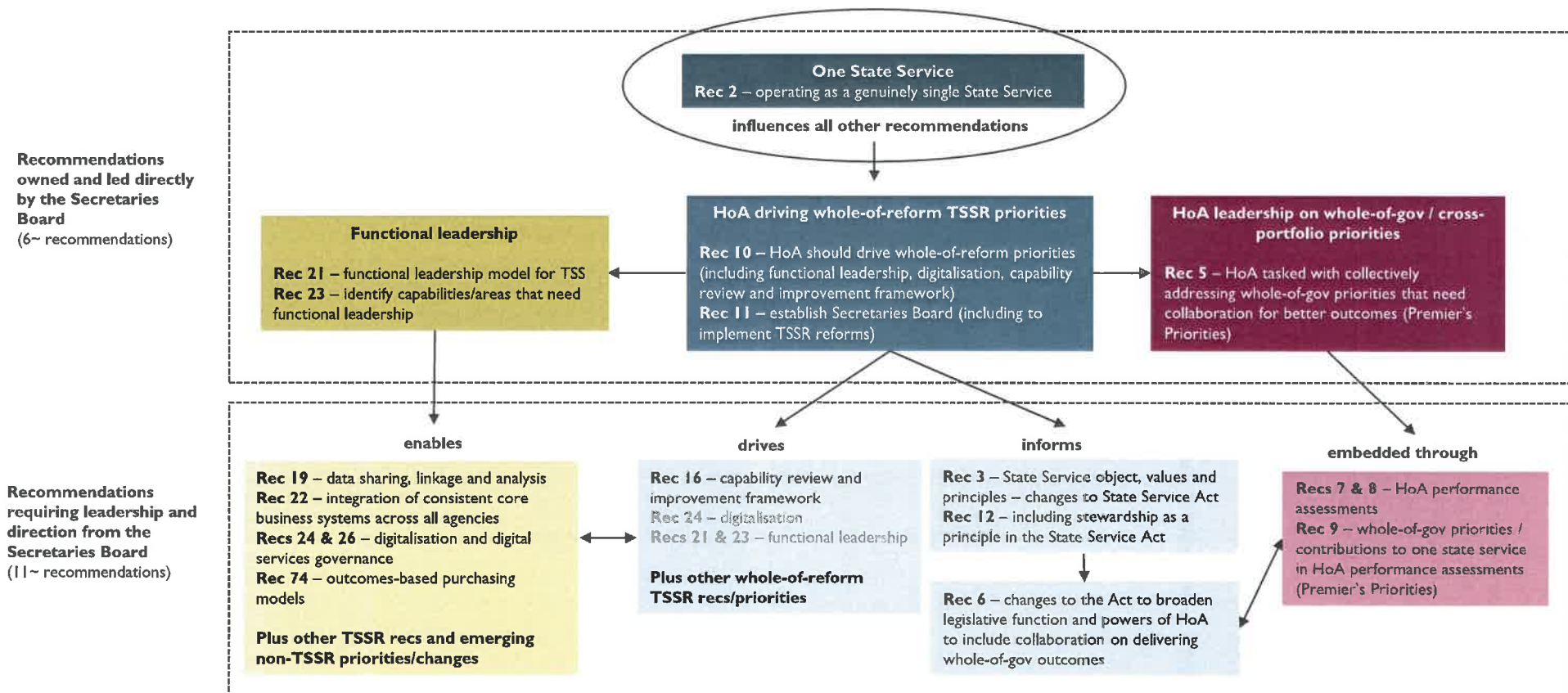
- At its recent meeting on 24 August 2022, the Secretaries Board noted and endorsed the paper brought forward on behalf of the Corporate and Workforce Subcommittee with updates on TSSR implementation progress and planning.
- This paper indicated that a range of TSSR recommendations commencing in Stages 1 and 2 require leadership and direction from the Secretaries Board. It also highlighted the importance of these recommendations as enablers for other whole-of-government reform priorities.
- In August, the Secretaries Board was also advised of likely delays with implementing Recommendations 3, 6 and 12 in line with the Tasmanian Government's Response to the TSSR. These recommendations involve changes to the State Service Act and are currently planned for completion by the end of Stage 1 (June 2023)—noting that this does not align with the timing of other recommended changes to the State Service Act due for completion in Stage 2 (by December 2024).

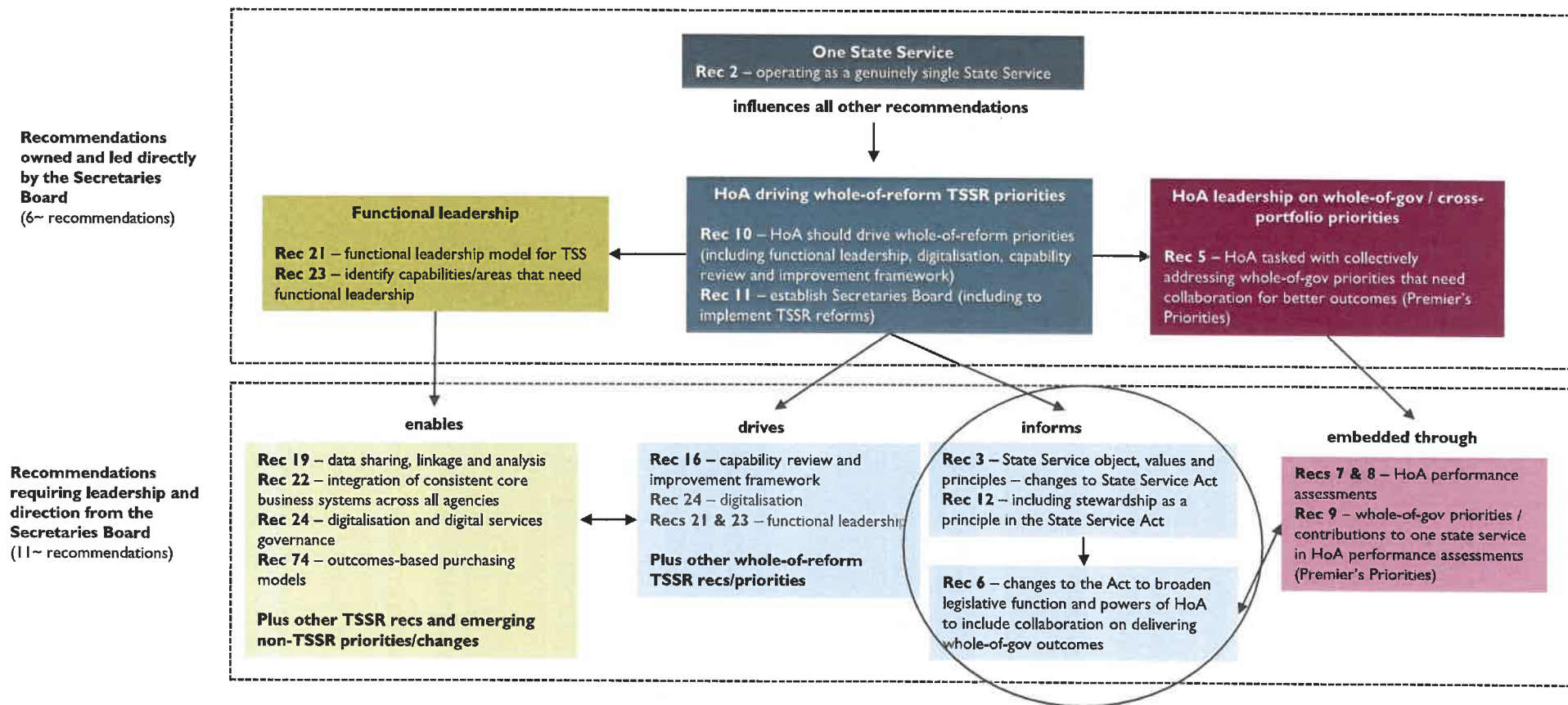
- Although the legislative changes involved in Recommendations 3, 6 and 12 will likely be delayed, progressing work on developing and/or redefining the object, values and principles of the State Service will be important enablers for cultural change through the wider reform program and should be prioritised. In particular, the Review recommends the adoption of stewardship as a core principle throughout the State Service and strengthening the role of Heads of Agency in collaborating on whole-of-government and cross-portfolio outcomes. These recommendations are closely linked with other foundational reform components (including Recommendations 2, 5, 10 and 11).

## Attachments

**Attachment I**—Secretaries Board Leadership and Direction on TSSR Reforms (22/104588/1)

# Secretaries Board oversight and leadership on TSSR recommendations – starting with developing and implementing the concept of a single state service





Secretaries Board leadership and direction on changes to the State Service Act (Stage I priority – owned by SSMO, through the Corporate and Workforce Subcommittee and cross-agency Workforce Steering Group)

**Corporate and Workforce Deputy Secretaries Subcommittee – October 2022 update**

**Responsible Officer:** Rod Nockles, Subcommittee Chair and Deputy Secretary People, Performance and Governance (PPG), Department of Premier and Cabinet (DPAC)

**That the Secretaries Board:**

- I. **Note** the updates and outcomes from the Corporate and Workforce Subcommittee's recent meeting on 13 October 2022.

**Key matters considered**

- **Not relevant**  
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- **TSS Human Resource Information System (HRIS) Business Case**—the Subcommittee was provided with an update on progress of the TSS HRIS Business Case and invited to review and contribute feedback to the HRIS Program Steering Committee Chair.
- **Managing Conduct (Keeping Children Safe)**—the Subcommittee was advised that SSMO is preparing a presentation for a first tranche update to Employment Direction 5 as a priority. This will be circulated to all agencies for their review and contribution before presenting to the Secretaries Board. Progress has also continued towards establishing a shared capability for serious code of conduct investigations—with the commencement of a Project Manager within SSMO to lead this work in collaboration with agencies. Preparation of a Project Plan and Business Case has also commenced, expected to be provided to the Board in December.



- **Agency co-sponsorship of TSSR strategic people and culture priority projects**—the Subcommittee was updated on discussions at the cross-agency Workforce Steering Group meeting on 12 October 2022:
  - Planning for implementing and resourcing the 12 priority projects (in line with TSSR recommendations) continues—including confirming responsibilities for the co-sponsorship approach and the future role of SSMO in supporting these significant structural and cultural changes from a strategic, whole-of-government perspective.
  - The Steering Group agreed that scoping and confirming resource requirements for Stage 2 and 3 TSSR recommendations (to be implemented from June 2023 onwards) is crucial—and that there is a need for additional resourcing for SSMO to provide coordinated change management and project support to agencies.
  - Endorsed by the Subcommittee, the Steering Group agreed on the need for a Project Manager in SSMO to support implementation of TSSR recommendations as well as the business-as-usual priorities of SSMO that interrelate with projects. This will be considered in SSMO's 2023-24 Budget Submission.
- **Budget planning for TSSR reform implementation out to 2025-26**—the Subcommittee Chair provided a brief update on current preparations for Budget Committee meetings and the 2023-24 Budget Submission, [s 26](#)  
[REDACTED]
- [s 26](#)  
[REDACTED]  
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- The Subcommittee also received updates in relation to:
  - [Not relevant](#)  
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  - Development of an **online tracker and dashboard for concise monitoring and reporting on TSSR implementation**—to inform decision-making and advice for Cabinet, the Secretaries Board and its three Subcommittees going forward.

**Upcoming Cabinet submission on Tasmanian State Service Review (TSSR) implementation**

**Responsible Officer:** Rod Nockles, Subcommittee Chair and Deputy Secretary People, Performance and Governance (PPG), Department of Premier and Cabinet (DPAC)

**That the Secretaries Board:**

- I. **Endorses** the proposed approach for a Cabinet Briefing on TSSR implementation, planned for 13 December 2022, in line with the Board's requirement to report to Cabinet on TSSR:

- a. s 26 [REDACTED]
- b. s 26 [REDACTED]
- c. s 26 [REDACTED]
- d. s 26 [REDACTED]
  - s 26 [REDACTED]
    - I [REDACTED]
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e. **s 26** [REDACTED]  
[REDACTED]  
[REDACTED]  
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2. **Agrees** that all agencies will support the TSSR Cabinet Briefing through the consultation and advisory process and briefing their respective Ministers—demonstrating whole-of-service stewardship, support for, and prioritisation of, TSSR reform implementation.
3. **Notes** that, following the Secretaries Board's consideration of this paper, the Chair of the Corporate and Workforce Subcommittee will prepare a set of key messages to support briefing Ministers on the TSSR Cabinet submission.

### Additional points

- In late 2021, Government committed to implementing TSSR recommendations through a five-year reform program to 2026—indicating support, or support in-principle, for all 77 recommendations, with implementation to occur across three 18-month stages. No decisions about funding were made at this time.
- Reforms are focused on ensuring that the State Service is fit-for-purpose to meet the current and future needs of the Tasmanian community. Recommendations are intended to strengthen the effectiveness and efficiency of the State Service—leading to increased productivity and improved outcomes for Tasmanians.
- **s 26** [REDACTED]  
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- Budget implications have not yet been determined for 26 recommendations, but initial work is progressing with existing resources and additional funding will likely be requested through future budget processes. This includes:
  - Ongoing funding options for the Shared Capability for Serious Code of Conduct Investigations (Rec 58).
  - A total of 19 recommendations relating to strategic workforce projects, with business cases being developed by SSMO and the cross-agency Workforce Steering Group.
  - Six recommendations linked to existing whole-of-government policy priorities.
- Importantly, some TSSR projects will continue to be implemented beyond the 5-year reform period. While many recommendations will be completed by 2026, some recommendations involve lasting changes to the State Service and a 'new business as usual' following reform—and as such will require ongoing funding after 2025-26.
- As outlined in Attachment 1 and in previous advice to the Secretaries Board, progress and planning for implanting Stage 1 TSSR recommendations is largely on track—s 26

## Attachments

Attachment 1 – TSSR Stage 1 Update Overview (CM 22/248551/1)

Attachment 2 – TSSR Budget Implications (CM 22/248551/2)

Attachment 3 – TSSR Stage 1 Update per Recommendation (CM 22/248551/3)

## Progress and Risk Status

### Stage 1 TSSR Recommendations

The following table outlines the progress and risk status for all 27 Stage 1 recommendations. This information is being further updated based on advice from recommendation owners for inclusion in the Cabinet Briefing.

Please note that some projects listed in this table also include additional recommendations prioritised to commence in Stages 2 or 3. (For example, 'Functional Leadership' also includes Recommendation 23, which is due to commence in Stage 2). **For the purposes of this report, we have only included Stage 1 recommendations.**

Please also note that some funding requests relate to multiple projects and recommendations combined—and that funding requests cover all recommendations across Stages 1, 2 and 3.

Project	Recommendation	Response	Governance	Owner/s	Stage 1 Jun 23	Stage 2 Dec 24	Stage 3 Jun 26	Progress
<b>Strategic Risk Management (Resilience and Recovery Tasmania)</b>	<b>Recommendation 1:</b> That the Government undertake a full horizon scanning process every two years as part of the process of updating the Disaster Risk Assessment.	Support	Policy and Intergov	Policy (DPAC), OSEM (DPAC)	X			Underway
<b>One State Service</b>	<b>Recommendation 2:</b> Develop and implement the concept of a single state service to help build better capabilities, increase collaboration and deliver improved outcomes for the Government and the Tasmanian community.	Support	Secretaries	Secretaries Board	X	X		Planning underway
<b>Whole-of-Government and Cross-Portfolio Priorities (Premier's Priorities)</b>	<b>Recommendation 9:</b> Consider heads of agency contributions to developing the TSS as a genuinely single state service, including the delivery of cross-portfolio outcomes (such as whole-of-government priorities) and whole-of-government capability development, in agency heads' performance assessments.	Support	Secretaries	Secretaries Board, Policy (DPAC), PPG (DPAC), OTS (DPAC)	X	X		Underway
<b>Functional Leadership</b>	<b>Recommendation 21:</b> That the government implement and fund a functional leadership model to develop capability across the TSS. That heads of agency lead the development of a functional leadership program for key whole-of-government capabilities, including clear governance for identifying capabilities for functional leadership, for empowering functional leaders and for holding them to account.	Support	Secretaries	Secretaries Board	X	X	X	Planning underway





Project	Recommendation	Response	Governance	Owner/s	Stage 1 Jun 23	Stage 2 Dec 24	Stage 3 Jun 26	Progress
<b>Heads of Agency Whole-of-Reform Governance</b>	<b>Recommendation 10:</b> That the government task heads of agency as a group to drive the capability review and improvement framework, functional leadership and digitalisation and some or all of the cross-government priorities. Provide a small amount of additional resourcing to the Department of Premier and Cabinet to support the heads of agency work and associated follow-ups.	Support	Secretaries	Secretaries Board, OTS (DPAC)	X	X		Planning underway
	<b>Recommendation 11:</b> That heads of agency advise the government, within 3 months, on the appropriate organisation and structure of heads of agency meetings and the arrangements to support its oversight of the delivery of whole-of-government priorities and the broader requirements of the Report.	Support	Secretaries	Secretaries Board, OTS (DPAC)	X	X		Complete
<b>Office of Review and Evaluation</b>	<b>Recommendation 17:</b> Establish a small review and evaluation unit with additional resourcing in the Department of Premier and Cabinet, managed by the Department of Premier and Cabinet and the Department of Treasury and Finance and overseen by a cross-portfolio steering committee of heads of agency, to annually review a small number of programs or groups of programs considered high risk or critical.	Support	Policy and Intergov	Policy (DPAC), ORE (DPAC)	X			Underway
	<b>Recommendation 18:</b> The Review and Evaluation Unit should develop a whole-of-government Review and Evaluation Framework for government consideration.	Support	Policy and Intergov	Policy (DPAC), ORE (DPAC)	X	X		Underway
<b>Data Capability in the Tasmanian State Service</b>	<b>Recommendation 19:</b> That the government develop and fund a stronger whole-of-government capability for sharing, linking and analysing data and assign a functional leader to deliver services to, or build capability across, all agencies.	Support	Policy and Intergov	Policy (DPAC), DSS (DPAC)	X	X	X	Planning underway
<b>TSS HR Transformation Program</b>	<b>Recommendation 34:</b> That the Department of Health continue to develop the Human Resource Information System (HRIS) to provide the foundation for a whole-of-government system, with clear whole-of-government business requirements for accurate and timely reporting to heads of agency, the Head of the State Service, the Employer and Parliament.	Support	Corporate and Workforce	SSMO (DPAC)	X	X	X	Underway
<b>SSMO Strategic Workforce Support</b>	<b>Recommendation 36:</b> That review of the capability and role of SSMO be completed and implemented as a priority.	Support	Corporate and Workforce	SSMO (DPAC)	X			Planning underway
<b>Shared Capability for Serious Code of Conduct Investigations</b>	<b>Recommendation 58:</b> That the government create a shared capability for the investigation of Code of Conduct breaches.	Support	Corporate and Workforce	SSMO (DPAC)	X			Underway

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Project	Recommendation	Response	Governance	Owner/s	Stage 1 Jun 23	Stage 2 Dec 24	Stage 3 Jun 26	Progress
State Service Act and Employment Directions	<b>Recommendation 3:</b> Amend the State Service Act 2000 to replace the existing State Service Principles with a clear Object, State Service Values and State Service Principles. That TSS leadership conduct an open process of engaging with stakeholders and TSS employees to help define the shared values of the TSS.	Support	Corporate and Workforce	SSMO (DPAC)	X			Planning underway
	<b>Recommendation 6:</b> Amend the State Service Act 2000 to broaden the legislative function and powers of heads of agency to include development of capability and delivery of programs across the State Service and collaboration to achieve outcomes with other heads of agency.	Support	Corporate and Workforce	SSMO (DPAC)	X			Planning underway
	<b>Recommendation 12:</b> That the government endorse stewardship as a key principle for the TSS by inclusion in the amended State Service Act 2000.	Support	Corporate and Workforce	SSMO (DPAC), PPG (DPAC)	X			Planning underway
	<b>Recommendation 37:</b> That the Employer progressively revoke all superfluous employment directions with necessary material translated into TSS practice guides or other suitable instruments. That the SSMO, in consultation with state government agencies, rewrite remaining employment directions as standards-based directions, with increased flexibility for agency decision-making and process design.	Support	Corporate and Workforce	SSMO (DPAC)	X			Underway
	<b>Recommendation 55:</b> Amend Employment Direction 5 to be standards based, allowing the relevant head of agency to tailor an investigative process based on the circumstances surrounding an alleged breach.	Support	Corporate and Workforce	SSMO (DPAC)	X			Underway
	<b>Recommendation 56:</b> Rewrite Employment Direction 5 to allow for a simple, local process to be used where the facts are clear and not disputed and the agency seeks to impose a low-level sanction (i.e. reprimand or that the employee engages in counselling for their behaviour).	Support	Corporate and Workforce	SSMO (DPAC)	X			Underway
	<b>Recommendation 57:</b> Amend Regulation 29 of the State Service Regulations to include dismissal of an employee for reasons of serious misconduct as specified in the Fair Work regulations.	Support in Principle	Corporate and Workforce	SSMO (DPAC)	X			Underway
Renewed Digitalisation Governance	<b>Recommendation 24:</b> That the TSS incorporate platform-based functional leadership into the digital services governance framework and replaces the Digital Service Board with Heads of Agency meetings.	Support	Data and Digital	SSMO (DPAC)	X	X		Underway
	<b>Recommendation 25:</b> Amend the terms of reference of the Deputy Secretaries Digital Service Committee to include the Chief Information Officer as a member.	Support	Data and Digital	SSMO (DPAC)	X			Complete

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Project	Recommendation	Response	Governance	Owner/s	Stage 1 Jun 23	Stage 2 Dec 24	Stage 3 Jun 26	Progress
<b>Transforming Tasmanian Service (Service Tasmania)</b>	<b>Recommendation 65:</b> Designate and fund Service Tasmania as the agent for the delivery of a specified range of transactional services for the TSS, including a renewed and extended clear mandate to: - partner with others to improve the customer experience and enhance sustainability of the service network - be the single digital service delivery agent for the TSS, requiring all digital services to be either developed on, or integrated with, a single platform to be built and maintained by Service Tasmania.	Support	Secretaries	Service Tas (DPAC)	X	X	X	Planning underway
<b>Government Contact Centres – Learning the Lessons from COVID-19</b>	<b>Recommendation 67:</b> Formally capture the lessons learnt from establishing and expanding call centre capabilities in response to COVID-19 and develop a business case for the possible consolidation of call centres into a unified capability for the State.	Support	Secretaries	OSEM (DPAC), Service Tas (DPAC)	X			Underway
<b>Funding and Costing Model for Service Tasmania</b>	<b>Recommendation 68:</b> That Service Tasmania develop a robust costing model apportioning all costs to an internal or external service delivery function and the Department of Treasury and Finance regularly review and assess the reasonableness of the model's assumptions and results.	Support	Secretaries	Service Tas (DPAC), Treasury	X			Underway
<b>TSSR Implementation Coordination</b>	<b>Recommendation 75:</b> That the Head of the State Service chair a small subcommittee of heads of agency that oversees the implementation of recommendations and informs and advises heads of agency as a whole, and provides regular updates to the Premier and Cabinet.	Support in Principle	Corporate and Workforce	PPG (DPAC)	X	X	X	Underway
	<b>Recommendation 76:</b> That the Government provide funding for the Department of Premier and Cabinet to establish a designated unit to monitor and support the implementation of recommendations across the TSS over a 3-year period.	Support in Principle	Corporate and Workforce	PPG (DPAC)	X	X	X	Underway
	<b>Recommendation 77:</b> Implementation should be largely complete within 3 years and fully complete within 5 years. A short independent review of progress should be undertaken after 2 years and again after 4 years.	Support in Principle	Corporate and Workforce	PPG (DPAC), ORE (DPAC)	X	X	X	Underway

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## Progress and Risk Status Descriptors

	Complete	Underway	Planning underway	Not started	At risk	To be confirmed
<b>PROGRESS</b>	Recommendation fully completed in line with Government commitments.	Implementation of recommendation is well underway. Demonstratable progress being made.	Planning has commenced for implementing the recommendation.	Planning and/or progress have not yet commenced. Recommendation may be at risk of not being implemented in line with Government commitments.	Planning and/or progress have not commenced. Recommendation is at significant risk of not being implemented in line with Government commitments.	Information not available or being confirmed with relevant stakeholders.

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## Corporate and Workforce Deputy Secretaries Subcommittee – December update

**Responsible Officer:** Rod Nockles, Subcommittee Chair and Deputy Secretary People, Performance and Governance (PPG), Department of Premier and Cabinet (DPAC)

### That the Secretaries Board:

- I. **Note** the updates and outcomes from the Corporate and Workforce Subcommittee's recent meeting on 9 December 2022.

### Key matters considered

- The Subcommittee discussed updates on a range of ongoing matters, including:

- Not relevant [REDACTED]
- Not relevant [REDACTED]
- Not relevant [REDACTED]
- **TSSR implementation planning and progress**—a Cabinet Briefing with an update on Tasmanian State Service Review (TSSR) reforms has been prepared on behalf of the Board and was signed by the Premier on 14 December 2022. Cabinet will consider the Briefing in January 2023.
  - At its November meeting, the Board agreed that all Heads of Agency will brief their respective Ministers on the TSSR update ahead of the Cabinet meeting – to demonstrate whole-of-service stewardship, support for, and prioritisation of, TSSR reform implementation. Heads of Agency will be receiving the full Cabinet package and supporting key messages to assist with briefings.



- In line with the approach endorsed by the Board, the purpose of the Briefing is to update Cabinet on TSSR reform implementation and to inform Cabinet s 26
- s 26
- The Subcommittee also discussed a range of considerations ahead of the 2023-24 State Budget process and broader budget outlook, with contributions from guest attendee James Craigie, Deputy Secretary, Department of Treasury and Finance.

## Tasmanian State Service Review (TSSR) leadership facilitation update

**Responsible Officer:** Rod Nockles, Corporate and Workforce Subcommittee Chair, and Deputy Secretary People, Performance and Governance, Department of Premier and Cabinet (DPAC)

**That the Secretaries Board:**

**I. Notes** updates on the TSSR leadership facilitation project:

- s 36, Not relevant is being contracted by DPAC as an independent consultant to work with the Secretaries Board on foundational TSSR reform components that require the Board's leadership and direction.
- The scope of this work includes facilitation of two workshops with the Secretaries Board to consider and resolve:
  - What the foundational TSSR recommendations mean.
  - What successful implementation would look like.
  - Relevant State Service aspects and actions already in place.
  - Key actions that can be taken immediately and over the next five years under the auspice of the Board to drive further reform.
- Workshops will be two-and-a-half hours in duration and are currently being planned—likely to be scheduled for the last three weeks of March 2023. Planning and scoping will involve initial one-on-one consultation with all Heads of Agency, as well as with Subcommittee Chairs, other senior State Servants and the DPAC TSSR implementation team to understand the reform context and implementation challenges and opportunities.

## Background and key points

- At its 28 September 2022 meeting, the Board considered a paper outlining the leadership and direction required in relation to the following foundational TSSR recommendations:
  - Developing and implementing 'one State Service' for Tasmania (Recommendation 2).
  - Heads of Agency leadership on whole-of-government priorities and/or cross-portfolio priorities (Recommendations 5).
  - Heads of Agency driving whole-of-reform priorities and new governance structures (Recommendations 10 and 11).
  - Functional leadership (Recommendations 21 and 23).
- The Board noted the importance of these recommendations as they relate to all other reform components. It also noted the crucial leadership role of Heads of Agency and the wider Senior Executive Service (SES) in this work in ensuring that recommended cultural and structural reforms be successfully implemented.

## Update on Tasmanian State Service Review (TSSR) implementation and coordination

### Key points

- Led by the Deputy Secretary PPG, DPAC's recent focus on TSSR coordination has included: preparation for the TSSR leadership work with Heads of Agency, contributing to budget submissions and briefings, roll-out of the online TSSR implementation tracking tool, support for TSSR implementation teams, and planning for the commencement of TSSR Stage 2.
- For the Board's reference, Attachment 2a summarises the most up-to-date status reporting on implementation of Stage 1 TSSR recommendations. There are only minor changes since the Board's last update. As previously advised, all 27 Stage 1 TSSR recommendations are either in progress or being planned for implementation, s 26  
s 26  
s 26
- TSSR reform implementation and planning is continuing alongside the Government's other existing and emerging priorities—including the Premier's Priorities and the upcoming release of the Commission of Inquiry Final Report.
- Stage 2 TSSR implementation is due to start in July 2023, with an additional 44 recommendations planned for commencement (which are largely not yet resourced).
- Depending on the outcomes of the 2023-24 State Budget and ongoing consideration of emerging priorities, the Government's current commitments to TSSR reforms will likely require reprioritisation, restructuring and/or timeframe adjustments to ensure the most valuable reform outcomes can be achieved within timing and resource constraints.
- Importantly, the upcoming TSSR leadership workshop with Heads of Agency (scheduled for 21 April 2023) will be a valuable opportunity to inform planning for ongoing reform implementation in the context of constrained resources and potentially competing priorities.

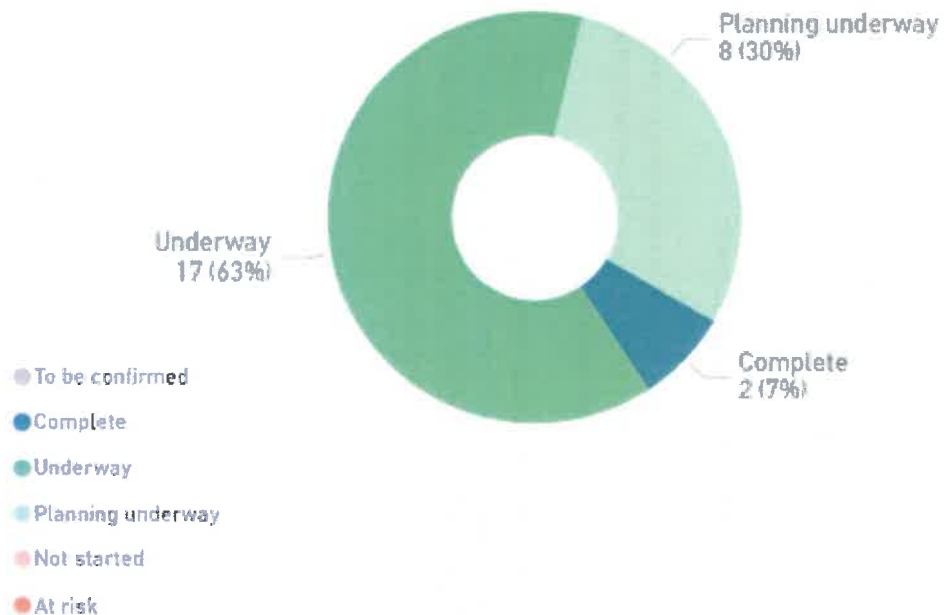
### Request the Secretaries Board:

1. **Notes** the up-to-date status reporting provided on implementation of Stage 1 TSSR recommendations (Attachment 2a)—noting that there are only minor changes since the Board's last status update.
2. **Notes** the potential need for reprioritisation, restructuring and/or timeframe adjustments of the Government's current commitments to TSSR reforms—depending on the outcomes of the 2023-24 State Budget and emerging priorities (including recently identified Premier's Priorities and the upcoming release of the Commission of Inquiry Final Report).

## Progress

### Stage 1 TSSR Recommendations

- 2 of the 27 recommendations commencing in Stage 1 are complete and ongoing.
- Implementation of 17 recommendations is underway.
- Planning is underway for 8 recommendations.



## Achievements to date

### TSSR Reform Implementation

79

- Establishment of the Secretaries Board and three standing Subcommittees – new ways of working as ‘one State Service’.
- Business case developed for whole-of-service Human Resource Digital Transformation.
- Business case developed for Transforming Tasmanian Service Delivery.
- Establishment of the Office of Review and Evaluation and commencing a draft whole-of-government evaluation framework.
- Introduction of Premier’s Priorities for structured delivery of cross-portfolio and whole-of-government outcomes.
- Aligned with the ‘Keeping Children Safer’ priority following the Commission of Inquiry, progress towards establishing a shared capability for serious code of conduct investigations, and updating Employment Direction 5.

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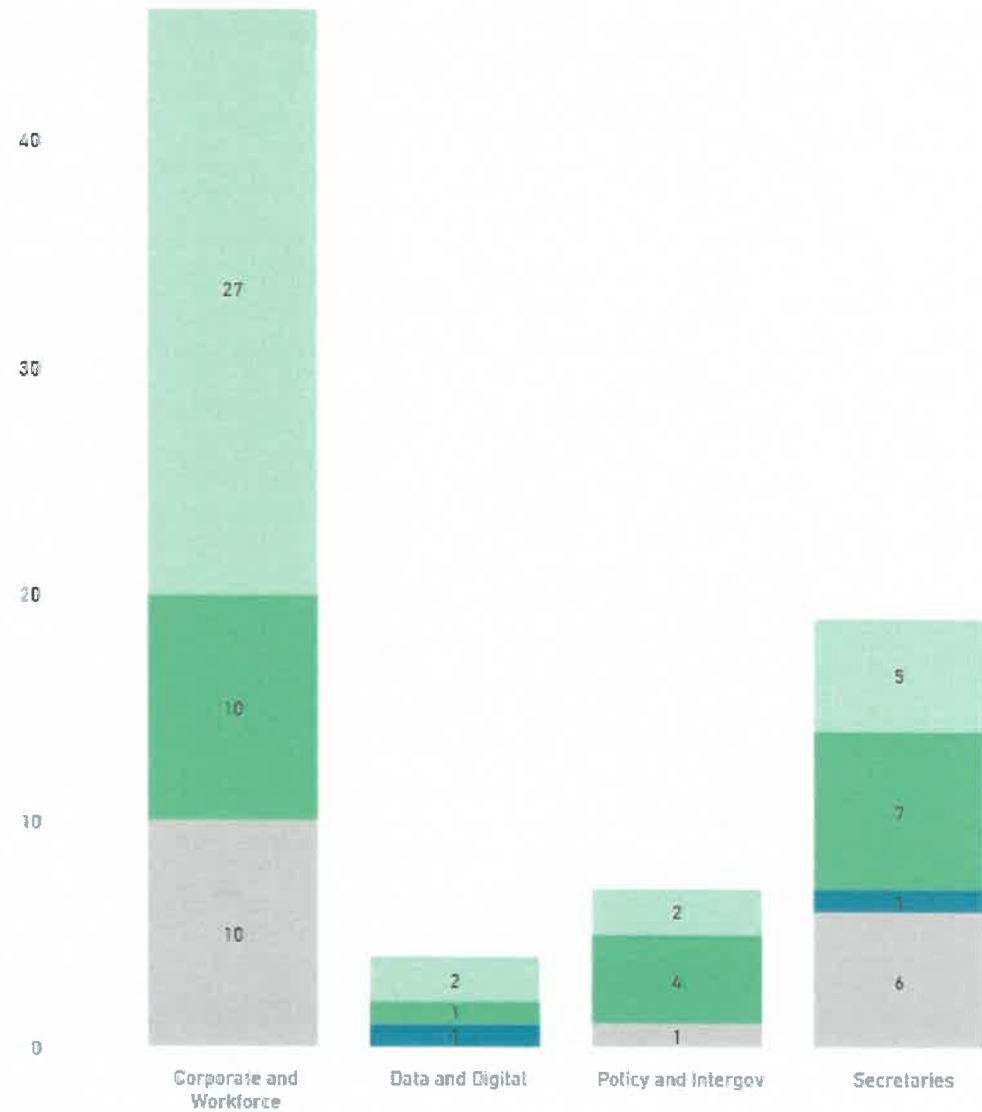
- All 27 Stage 1 TSSR recommendations are either in progress or being planned for implementation, including two recommendations that are complete and ongoing.

- Some timing issues and re-prioritisation have been identified for some Stage 1 and 2 recommendations, but are achievable with existing resources:
  - Recommendations 35, 43, 48, 52, 59 and 60—Currently prioritised for Stage 2, these recommendations are being considered during Stage 1 for planning as a comprehensive package of legislative and regulatory reform. This will ensure alignment with all TSSR recommendations relating to amendments to the *State Service Act 2000* and Employment Directions.
  - Recommendations 3, 6 and 12—Currently prioritised for completion by the end of Stage 1 (June 2023), these legislative amendments are unlikely to be enacted in this timeframe. They should be considered alongside all other recommended legislative and regulatory changes, which are planned for completion by the end of Stage 2 (December 2024), to ensure they are effective and appropriately staged.
- Resourcing and timing risks associated with some recommendations commencing in Stage 1 are yet to be confirmed. Where aligned with Stage 1 recommendations or other strategic priorities, scoping and foundational work on some Stage 2 and 3 recommendations has commenced with existing resourcing.

## Progress

### All 77 TSSR Recommendations (Stages 1, 2 and 3)

- The majority (47) of recommendations are overseen by the Corporate and Workforce Deputy Secretaries Subcommittee.



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## Corporate and Workforce Deputy Secretaries Subcommittee – April update

**Responsible Officer:** Rod Nockles, Corporate and Workforce Subcommittee Chair, and Deputy Secretary People, Performance and Governance (PPG), Department of Premier and Cabinet (DPAC)

### That the Secretaries Board:

- I. **Notes** the updates and outcomes from the Corporate and Workforce Subcommittee's recent meeting on 5 April 2023.

### Key matters considered

- Not relevant
- [REDACTED]
- [REDACTED]
- [REDACTED]
- **Tasmanian State Service Review (TSSR) implementation and leadership—** Ahead of the TSSR leadership workshop with the Secretaries Board scheduled for 21 April 2023, s 36, Not relevant attended the Subcommittee meeting for a background discussion on challenges and opportunities for TSSR implementation at the operational level from agencies' perspectives. This provided an opportunity for the Subcommittee to inform context ahead of the workshop discussion, noting that priorities and future direction on reform leadership will be driven by Heads of Agency.
- Not relevant

## Corporate and Workforce Deputy Secretaries Subcommittee – May update

**Responsible Officer:** Noelene Kelly, Corporate and Workforce Subcommittee Acting Chair, and Acting Deputy Secretary People, Performance and Governance (PPG), Department of Premier and Cabinet (DPAC)

### That the Secretaries Board:

- I. **Notes** the updates and outcomes from the Corporate and Workforce Subcommittee's recent meeting on 3 May 2023.

### Key matters considered

At its recent meeting, the Subcommittee considered updates on a range of ongoing matters:

- Not relevant
- [REDACTED]
- [REDACTED]
    - [REDACTED]
    - [REDACTED]
    - [REDACTED]
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    - [REDACTED]

- Not relevant [REDACTED]
- [REDACTED]
- [REDACTED]
- **Managing conduct (Keeping Children Safer)**—SSMO provided an update on key projects emerging from the Commission of Inquiry (into the Tasmanian Government’s Responses to Child Sexual Abuse in Institutional Settings) and the Tasmanian State Service Review (TSSR).
  - **Review of Employment Direction 5 (ED5)**—Progress on ED5 amendments continues, with a guide distributed to all agencies for consideration, ongoing work through the internal Reference Group, and commencing engagement with key external stakeholders (including the Integrity Commission and unions). Aligned to this work, SSMO is also progressing TSSR Recommendation 57, involving amendments to State Service Regulation 29 to include dismissal for reasons of serious misconduct as specified in the *Fair Work Act 2009*. SSMO is consulting with counterparts in other state and territory jurisdictions and the Australian Public Service on approaches used, and will keep agencies informed on outcomes.
  - **Shared Capability for Serious Code of Conduct Investigations**—Work on this project continues in line with updates provided to the Board at its April meeting.
- Not relevant [REDACTED]
- **TSSR implementation and leadership**—The Acting Chair noted that the Secretaries Board TSSR leadership workshop planned for 21 April (to be facilitated by s 36, Not relevant) did not go ahead and has been rescheduled for Friday 30 June to ensure attendance by all Heads of Agency. It was also noted that this will provide DPAC and agencies time to consider implications from the 2023-24 State Budget on TSSR planning, scoping and implementation ahead of this important strategic discussion.
- Not relevant [REDACTED]
  - Not relevant [REDACTED]
  - [REDACTED]
  - [REDACTED]



## Corporate and Workforce Deputy Secretaries Subcommittee – June update

**Responsible Officer:** Noelene Kelly Corporate and Workforce Subcommittee Acting Chair, and Acting Deputy Secretary People, Performance and Governance (PPG), Department of Premier and Cabinet (DPAC)

### That the Secretaries Board:

1. **Notes** the updates and outcomes from the Corporate and Workforce Subcommittee's recent meeting on 14 June 2023.

### Key matters considered

At its recent meeting, the Subcommittee considered updates on a range of ongoing matters:

- **Not relevant**  
[Redacted]
- [Redacted]
- [Redacted]
- [Redacted]
- **Managing conduct (Keeping Children Safer)**—SSMO provided an update on key projects emerging from the Commission of Inquiry hearings (into the Tasmanian Government's Responses to Child Sexual Abuse in Institutional Settings) and the Tasmanian State Service Review (TSSR).
  - SSMO recently held an initial meeting with unions in relation to both the review of ED5 and shared capability for serious code of conduct investigations. Several issues were discussed including behaviour management and the use of external investigators. SSMO's future engagement with unions will be undertaken separately around the individual projects – noting diverse views exist, particularly about the use of external investigators. SSMO's consultation draft on the shared capability project will be distributed to agencies in late-June seeking feedback on the proposed model.
- **TSSR leadership, planning and implementation**—The Chair provided the Subcommittee an update on next steps for TSSR leadership, planning and implementation, noting that:
  - The TSSR Leadership Workshop with the Secretaries Board will be conducted on Friday 30 June as planned. This is a crucial opportunity for Heads of Agency to

consider whole-of-service leadership, shared ownership and stewardship across the TSS.

- The Chairs of the three Subcommittees to the Secretaries Board and the Director SSMO recently met to discuss and confirm next steps for future planning, reprioritisation and implementation of TSSR recommendations across Stages 1, 2 and 3.
- Following the Board's high-level discussion about TSSR leadership at the 30 June workshop, more detailed work in relation to the future planning, reprioritisation and implementation of TSSR recommendations will continue – in collaboration with the three Subcommittees and key recommendation 'owners' across DPAC and agencies.
- This will inform the preparation of detailed advice to the Secretaries Board at its July meeting – which will include:

- s 26 [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]

- Not relevant [REDACTED]

- Not relevant [REDACTED]

**Corporate and Workforce Deputy Secretaries Subcommittee – August update**

**Responsible Officer:** Noelene Kelly Corporate and Workforce Subcommittee Acting Chair, and Acting Deputy Secretary People, Performance and Governance (PPG), Department of Premier and Cabinet (DPAC)

**That the Secretaries Board:**

- I. **Notes** the updates and outcomes from the Corporate and Workforce Subcommittee's recent meeting on 9 August 2023.

**Key matters considered**

At its recent meeting, the Subcommittee considered updates on a range of ongoing matters:

- **Not relevant** [REDACTED]
- **Not relevant** [REDACTED]
- **Not relevant** [REDACTED]
- **Managing conduct (Keeping Children Safer)**—SSMO provided an update on key projects emerging from the Commission of Inquiry hearings (into the Tasmanian Government's Responses to Child Sexual Abuse in Institutional Settings) and the Tasmanian State Service Review (TSSR):
  - **Shared Capability for Serious Code of Conduct Investigations**—SSMO advised that the funding bid for the establishment of a central unit for serious code of conduct investigations has been granted for a period of 12 months. There is ongoing work on the development of duty statements and recruitment for the unit will commence before the end of August. SSMO is currently undertaking consultation with Agencies and Unions and other key stakeholders on the implementation of the shared capability model. A summary of the issues raised will be the subject of a further update to the Secretaries Board in September.
  - **Review of Employment Direction 5 (ED5)**—This work is ongoing, as per the Board's most recent update.
- **TSSR leadership, planning and implementation** —The Acting Chair provided an update on TSSR advice being prepared for Cabinet. s 26 [REDACTED]

A Minute is being prepared for consideration at the Cabinet meeting scheduled for 29

August 2023. Confirmation of Cabinet's decision will be provided to the Secretaries Board at the September meeting.

- **Whole-of-TSS HR Digital Transformation Program**— SSMO will be engaging agencies and arranging meetings during August for the preparation of a more detailed paper on HRIS for the Secretaries Board in September which will outline the Department of Health's (DoH) implementation progress. The paper will also outline the questions and observations made by Human Resource Directors (HRDs) in terms of the importance of the continuation of whole of Government implementation for the Whole-of-TSS HR Digital Transformation Program.

- Not relevant
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## Corporate and Workforce Deputy Secretaries Subcommittee – September update

**Responsible Officer:** Noelene Kelly Corporate and Workforce Subcommittee Co- Chair and Change Director Office of the Secretary and Amanda Russell, Corporate and Workforce Subcommittee Co- Chair and Director State Service Management Office Department of Premier and Cabinet (DPAC)

### That the Secretaries Board:

- I. **Notes** the updates and outcomes from the Corporate and Workforce Subcommittee's recent meeting on 13 September 2023.

### Key matters considered

At its recent meeting, the Subcommittee considered updates on a range of ongoing matters:

- **Not relevant** [REDACTED]
- **Not relevant** [REDACTED]
  - [REDACTED]
  - [REDACTED]
  - [REDACTED]
  - [REDACTED]
- **Managing conduct (Keeping Children Safer)**—SSMO provided an update on key projects emerging from the Commission of Inquiry hearings (into the Tasmanian Government's Responses to Child Sexual Abuse in Institutional Settings) and the Tasmanian State Service Review (TSSR):
  - **Shared Capability for Serious Code of Conduct Investigations**—A consultation paper has been provided to agencies, Unions, the Ombudsman, and the Integrity Commission. The paper is focused on approaches to implementing the model for a shared capability and establishment of the central unit. A productive session was held with Agencies and Unions and a holistic approach will be taken to determine how the model will proceed to implementation taking on board the feedback from the consultation process..
- **Update on the HRIS Project** – SSMO gave a presentation to the Subcommittee on the status of the HRIS Project.

- There have been series of engagements that have occurred with the Secretaries Board over past year which have been aimed at addressing recommendation 34 of the Tasmanian state service review (TSSR) s 26 [REDACTED]  
[REDACTED]  
[REDACTED]
- The Secretaries Board indicated at its June 2023 meeting that it would like more information prior to endorsing a proposed way forward.
- SSMO outlined a number of challenges and risks to the project including:
  - Strategic direction and governance
  - Driver for change – HR transformation
  - Drivers for change - System costs
  - Skills and resources
  - Agency readiness
  - Funding
- A number of options were outlined going forward which included the recommended approach of having a common core where a new business case is submitted where agencies adopt a common foundation and selected agencies take a lead on prioritising system gaps. These projects would occur in parallel.
- The governance structure will be revised and a Steering Committee be re-established to deliver:
  1. A revised TSSR transformation business case incorporating a program (implementation) roadmap for the revised approach to TSS HR transformation
  2. A TSS HR transformation procurement strategy
  3. A TSS HR transformation Organisation change strategy
  4. A TSS HR transformation Resourcing strategy
- **TSSR leadership, planning and implementation** —The Subcommittee noted that Cabinet is yet to consider s 26 [REDACTED]
- Not relevant [REDACTED]  
[REDACTED]
- Not relevant [REDACTED]  
[REDACTED]  
[REDACTED]  
[REDACTED]  
[REDACTED]



## Corporate and Workforce Deputy Secretaries Subcommittee – October update

**Responsible Officers:** Noelene Kelly A/Corporate and Workforce Subcommittee Co- Chair and A/Deputy Secretary Corporate and Government Services Department Premier and Cabinet (DPAC) and Amanda Russell, Corporate and Workforce Subcommittee Co- Chair and Director State Service Management Office (DPAC)

### That the Secretaries Board:

1. **Notes** the updates and outcomes from the Corporate and Workforce Subcommittee's recent meeting on 11 October 2023.

### Key matters considered

At its recent meeting, the Subcommittee considered updates on a range of ongoing matters:

- **Not relevant** [REDACTED]  
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  - [REDACTED]  
[REDACTED]
  - [REDACTED]

- Not relevant
- **Update on the HRIS Project** – SSMO gave a presentation to the Subcommittee on the status of the HRIS Project.
  - The Subcommittee noted that \$5 million has been allocated to HRIS through the Ministerial Statement tabling the Commission of Inquiry Report.
  - The Secretaries Board indicated at its June 2023 meeting that DPAC along with DOH were to provide information about the modules, configuration and customisation available through the HRIS solution to the Board, prior to the Board endorsing the proposed way forward for HRIS implementation in TSS agencies whilst the DoH continues to progress their implementation.
  - The next steps in the Project include:
    - Establish a revised governance structure and short-term resourcing (to June 2024)
    - Revisit the assumptions in the Business Case and resubmit a budget bid for the initial implementation phase
    - By June 2024 develop a Roadmap to drive the HR Transformational Change Strategy, the Procurement Strategy and longer-term Resourcing Strategy.
- **TSSR Recommendations** —The Subcommittee noted that Cabinet is scheduled to consider the Minutes 26 on 16 October 2023.
- Not relevant
-

**Corporate and Workforce Deputy Secretaries Subcommittee – November update**

**Responsible Officer:** Noelene Kelly Corporate and Workforce Subcommittee Co- Chair and Acting Deputy Secretary Corporate and Government Services Division and Amanda Russell, Corporate and Workforce Subcommittee Co- Chair and Director State Service Management Office Department of Premier and Cabinet (DPAC)

**That the Secretaries Board:**

- I. **Notes** the updates and outcomes from the Corporate and Workforce Subcommittee's recent meeting on 28 November 2023.

**Key matters considered**

At its recent meeting, the Subcommittee considered updates on a range of matters:

- Not relevant [REDACTED]
- [REDACTED]
- [REDACTED]
- Not relevant [REDACTED]
- Not relevant [REDACTED]
- **Whole of TSS HR Digital Transformation Program.** The Subcommittee noted that the first stage of the Project is to confirm the procurement pathway, to gain agency commitment and confirming the design, working with the Department of Health on what has been built to date and how this may apply to agencies.
- **TSSR.** A Communique outlining the re-prioritisation of implementing the recommendations from the Review has been drafted and will be circulated to Secretaries Board out of session. s 26 [REDACTED]

## Communique on the implementation status of the TSSR Recommendations

The purpose of this email is to provide an update on TSSR implementation, coordination, reporting and planning given the Government's priority of implementing the Commission of Inquiry into the Tasmanian Government's Responses to Child Sexual Abuse in Institutional Settings (the Commission of Inquiry) recommendations.

The Secretaries Board has approved a revised Government commitment to delivering TSSR reforms to align more strongly with emerging strategic priorities and the most critical areas for reform investment.

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In the Premier's Ministerial Statement tabling the Commission of Inquiry Report on 26 September 2023, an investment of \$5 million was announced to implement new human resource administration management systems across State Service agencies. This funding will bring on additional modules in the Health system and will expand the system on a whole-of-government basis.

A contemporary HRIS platform (Recommendation 34) would also improve the capacity of agencies to access current information broadly relating to the conduct of State Service employees, a critical issue raised through the Commission of Inquiry. This accords with the Premier's announcement that the Government would reduce barriers to information sharing that contribute to child safety risks and inhibit transparency for victim survivors. This includes examining whether issues of custom, practice and culture create unnecessary barriers. The implementation of Recommendation 34 will ultimately transform the Tasmanian Government workforce as one employer and one provider of services and enable the realisation of over 20 other TSSR recommendations; and address the increasing risks of the unsustainable systems currently used across the TSS.

In addition to Recommendation 34, a further 25 recommendations will be prioritised in the short and medium term. Recommendations to be prioritised are:

- One State Service (Recommendation 2)
- Functional Leadership (Recommendation 21)
- Whole-of-Government and Cross-Portfolio Priorities (Premier's Priorities) (Recommendations 5, 9)
- Employment Directions / Regulations (Recommendations 35, 37, 43, 54, 55, 56, 57, 58, 59)
- Strategic Workforce Planning (Recommendation 38)
- Employee Mobility (Recommendations 46, 49)
- Employee Capability Assessment and Development (Recommendations 13, 50, 51)
- Employment Engagement Pathways and Remote Work (Recommendations 41, 61, 63)
- Strategic Risk Management (Resilience and Recovery Tasmania) (Recommendation 1)
- Whole-of-Government Evaluation Framework (Recommendation 18)
- TSSR Implementation Coordination (Recommendation 76)

Importantly, there is a clear opportunity to continue implementing TSSR recommendations that align to the Government's emerging strategic priorities and the core principles of the reforms, and will have the most meaningful impact on the key challenges for the State Service.

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We will continue to update you on any decisions and context changes regarding TSSR reform.

## Corporate and Workforce Deputy Secretaries Subcommittee – March 2024 Update

**Responsible Officer:** Noelene Kelly Corporate and Workforce Subcommittee Chair and Acting Deputy Secretary Corporate and Government Services Division and Amanda Russell, Corporate and Workforce Subcommittee Co- Chair and Director State Service Management Office Department of Premier and Cabinet (DPAC)

### That the Secretaries Board:

1. **Review and Endorse** the attached draft Corporate and Workforce Subcommittee's Work plan for 2024 (Attachment 1).
2. Not relevant
3. Not relevant

## Corporate and Workforce Subcommittee Draft Work plan 2024

Following the planning session in January 2024, the Subcommittee has held several sessions to identify, discuss and finalise the workplan for 2024. In particular the Subcommittee determined:

- The workplan for 2024 should broaden its scope beyond the Tasmanian State Service Review (TSSR) as per previous iterations to include a wider breadth of corporate-related initiatives;
- The workplan will include a small number of critical and achievable initiatives that the Subcommittee will take active leadership on;
- Lead agencies will partner to progress initiatives; and
- There are a small number of initiatives underway (eg: HRIS and Commission of Inquiry) that already have substantial governance structures to support them. The role of the Subcommittee is to keep informed of progress and issues that require advice and input, and to advocate and act as support for these committees where required.

Following endorsement of the 2024 Workplan, the Subcommittee will progress initiatives providing regular updates to the Secretaries Board throughout 2024.

Not relevant

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### State Service Management Office update from February Meeting

Amanda Russell, Director SSMO provided updates to the Subcommittee as follows:

- Not relevant [REDACTED]
- Extensive feedback regarding changes to Employment Direction 5 has been received and collated. There are two elements that will require further consideration: more guidance on the reportable conduct scheme and changing language from 'must' to 'may' with regard to providing Heads of Agency more discretion regarding whether a formal ED5 process will be undertaken.
- Not relevant [REDACTED]

**Corporate and Workforce Deputy Secretaries Subcommittee – June 2024 update**

**Responsible Officer:** Noelene Kelly, Corporate and Workforce Subcommittee Chair, Acting Deputy Secretary Corporate and Government Services  
Amanda Russell, Corporate and Workforce Subcommittee Co-Chair, Director State Service Management Office

**That the Secretaries Board:**

1. **Notes** updates on key matters relating to the Corporate and Workforce Subcommittee.

**Key issues***Tasmanian State Service Review (TSSR)*

- As previously noted by the Board, in October 2023, **s 26**  
[REDACTED]  
[REDACTED] In addition to the 8 recommendations already completed, the following 26 recommendations are proceeding as a priority:
  - One State Service (Recommendation 2)
  - Functional Leadership (Recommendation 21)
  - Whole-of-Government and Cross-Portfolio Priorities (Premier's Priorities) (Recommendations 5, 9)
  - Human Resource Information System (HRIS) (Recommendation 34)
  - Employment Directions / Regulations (Recommendations 35, 37, 43, 54, 55, 56, 57, 58, 59)
  - Strategic Workforce Planning (Recommendation 38)
  - Employee Mobility (Recommendations 46, 49)
  - Employee Capability Assessment and Development (Recommendations 13, 50, 51)
  - Employment Engagement Pathways and Remote Work (Recommendations 41, 61, 63)
  - Strategic Risk Management (Resilience and Recovery Tasmania) (Recommendation 1)
  - Whole-of-Government Evaluation Framework (Recommendation 18)
  - TSSR Implementation Coordination (Recommendation 76)
- In line with Cabinet's revised commitment to TSSR reforms, and following advice from the new Head of the State Service / Secretary DPAC, implementation of TSSR recommendations will proceed in alignment with Commission of Inquiry recommendations and Keeping Children Safe priorities.
- DPAC (in collaboration with the Chairs and Co-Chairs of the four Subcommittees to the Secretaries Board) is currently revising the full suite of 77 recommendations for any additional opportunities for alignment to Keeping Children Safe priorities and/or Commission of Inquiry recommendations.
- As agreed by the Secretaries Board at the TSSR leadership workshop in June 2023 (facilitated by **s 36, Not relevant** and endorsed by Cabinet in October 2023, the Board is responsible for leading two key priority areas that underpin the whole TSSR reform

agenda – One State Service (Recommendation 2) and Functional Leadership (Recommendation 21).

- DPAC (in collaboration with the Subcommittee Chairs and Co-Chairs) is also preparing further advice to the Secretaries Board on how these two foundational areas for State Service reform can be progressed – noting that there is some resourcing available to support this through allocations from the 2022-23 State Budget, and opportunities for alignment with Keeping Children Safe reforms.
- Keeping Children Safe reforms, HRIS implementation, myServiceTas (see the separate paper for the Board's consideration), emergency management, and cyber security are key examples of where Functional Leadership is already occurring across the State Service. Importantly, further progress on both One State Service and Functional Leadership will prioritise building on, and strengthening, successful models already in place. A proposed approach for progressing this work is currently being prepared for consideration by the Secretaries Board.
- The Secretaries Board is required to provide twice yearly updates to Cabinet on the status of TSSR reform implementation. A briefing is currently being drafted by DPAC and will be provided to the Secretaries Board for review and endorsement.

#### *State Service Management Office (SSMO) updates*

- A comprehensive update on the whole-of-government Human Resource Information System (HRIS) is provided in a separate paper for the Board's consideration.
- Regarding ED5, advice has been received from unions and SSMO is preparing a draft minute from the Head of the State Service and the Premier about issuing ED5s. Amendments to ED1 and ED5 will be discussed at the June Secretaries Board meeting and a Minute is progressing to the Premier for his consideration. Further information around potential conflicts of interest that may arise in the management of ED5 matters will be progressed for a future discussion at Secretaries Board.
- Work continues to establish the Shared Capability Unit within SSMO. The Unit Manager has been appointed and recruitment for team members is well advanced. SSMO has been working with the Department for Children and Young People (DECYP) on the number of ED5s resulting from the Commission of Inquiry, including identifying process improvements to complex investigations.

- Not relevant [REDACTED]

- Not relevant [REDACTED]

#### *Other matters*

- Not relevant [REDACTED]