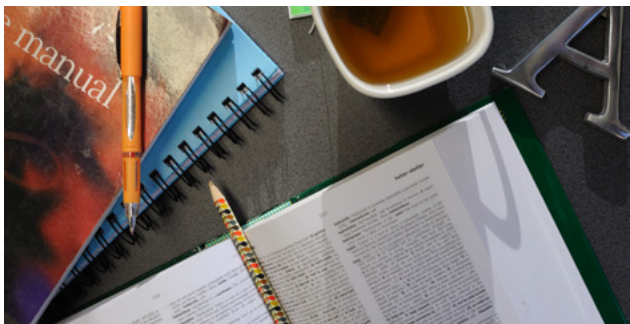
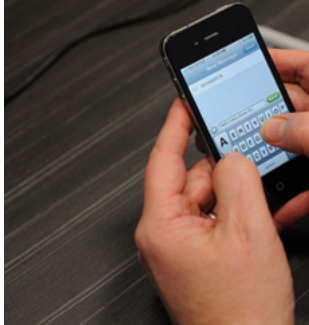
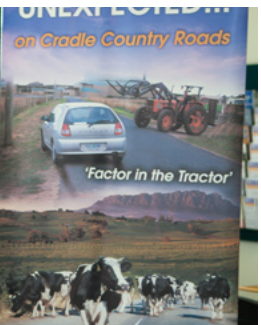
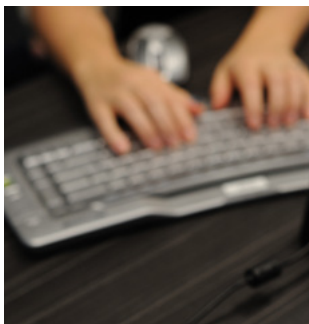




Governance





THE DEPARTMENT

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

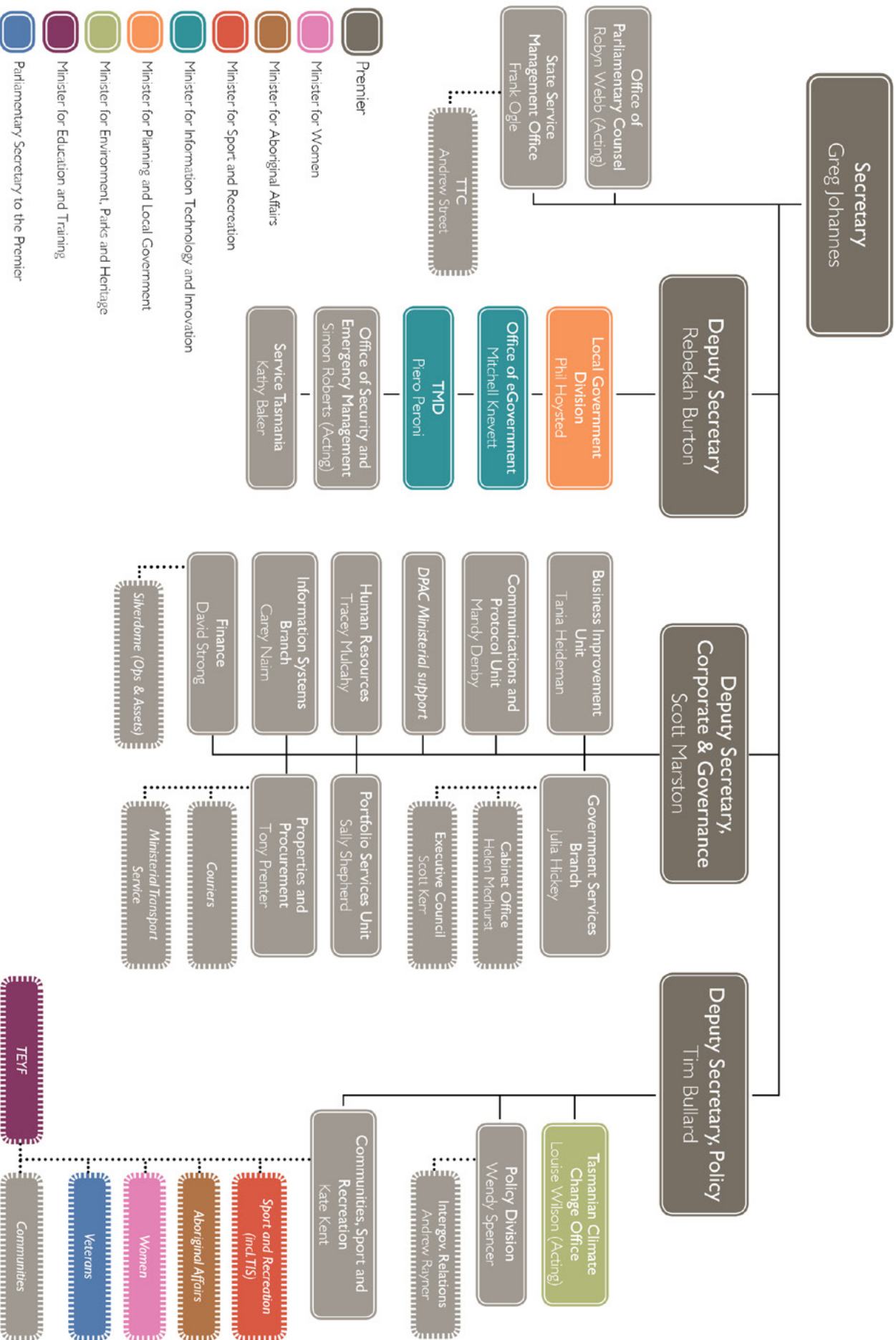
The DPAC Leadership Group (DLG) is chaired by the Secretary and is attended by the directors or managers of each division and business unit. DLG meetings are held quarterly, and provide an opportunity to communicate and review Agency issues, policies and procedures.

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

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

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

ORGANISATION CHART



MINISTERIAL RESPONSIBILITIES AND OUTPUT GROUP STRUCTURE

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

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

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

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

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

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

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

RELATED TRUSTS AND BOARDS

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

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

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

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

RISK MANAGEMENT

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

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

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

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

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

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

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

ASSET MANAGEMENT

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

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

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

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

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

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

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

INDEPENDENT SCRUTINY, BOTH EXTERNAL AND INTERNAL

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

The elements of this independent scrutiny include:

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

Audit Committee

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

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

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

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

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

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

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

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

Internal Audit

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

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

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

LEGISLATION ADMINISTERED

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

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

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

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

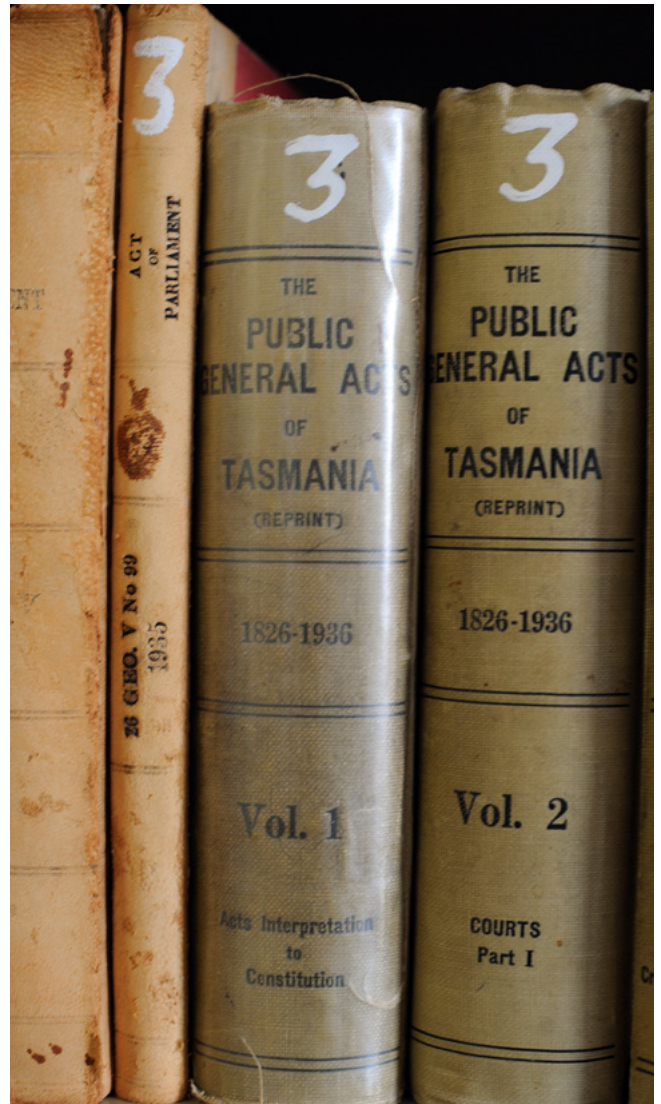
During the year we were responsible for amendments to two Acts and the drafting of one Bill. The details are as follows:

Parliamentary Salaries, Superannuation and Allowances Act 2012

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

Local Government Amendment (Mayoral Candidate Eligibility) Act 2014

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



Local Government Amendment (Code of Conduct) Bill 2015

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



Our Strategic Goals – How we performed



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

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

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

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



Strategic Goal 1

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

DELIVER ELECTION COMMITMENTS

Reporting on the 365 Day Plan and broader election commitments

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

ESTABLISH THE NEW MACHINERY OF GOVERNMENT

Machinery of government changes

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

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

Agency restructures

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

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

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

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

Ministerial and Parliamentary Support

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

SUPPORT THE CURRENT REFORM AGENDA

Health Reform

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

A Hand up for Vulnerable People

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

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

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

School Education Reform

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

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

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

Supporting business and investment activity

Planning

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

De-regulation

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

Delivering the COAG agenda

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

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

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



Bushfire Inquiry

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

Further Agency structural changes

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

Improving Tasmania's energy efficiency

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

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

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

Family Violence

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

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

ICT governance and policy development

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

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

WORKING CLOSELY WITH THE TASMANIAN COMMUNITY

National Plan to Reduce Violence Against Women – Community Launch

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

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

Aboriginal Affairs

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

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

Red Cross Bushfire Appeal

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

Dealing with Violent Extremism

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



Coastal adaptation and planning

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

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

Assisting the Agricultural industry to adapt to climate change

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

Building community capacity

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

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

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

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

POSITIONING FOR THE NEXT WAVE OF REFORMS

White papers

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

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

GETTING ON WITH CORE BUSINESS

Intergovernmental relations

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

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

Inquiries

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

Trade and Treaties

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

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

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

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

Community policy advice

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

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

Terrorism

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

Governor's appointment and Parliamentary matters

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

Preparing for climate change

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

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

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

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

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

Mobile device use

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

Whole-of-Government ICT initiatives

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

Policy services to the Premier and Cabinet

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



Strategic Goal 2

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

DELIVER ELECTION COMMITMENTS

Develop a framework for monitoring and reporting on election commitments

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

Legislation as a result of election commitments

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

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

Integration of Sport and Recreation Tasmania

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

Ministerial Transport Service

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

SUPPORT THE CURRENT REFORM AGENDA

COAG Disability Reform Council

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

Counter-terrorism and emergency management response and advice

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

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

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

WORKING CLOSELY WITH THE TASMANIAN COMMUNITY

Australia Day program

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

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

TasALERT

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

State Funeral – His Excellency, the Honourable Peter Underwood AC

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

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

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

Other Official Visits

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

GETTING ON WITH CORE BUSINESS

National Terrorism Public Alert Level

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

Modern Communications Project

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

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

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

Corporate Application Support

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

Data Centre

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

Tasmanian Legislation Website

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

Right to information requests

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

Strategic Goal 3

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

DELIVER ELECTION COMMITMENTS

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

Recognising and supporting Tasmanian veterans

CSR implemented the following election commitments:

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

Carers

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



Men's sheds

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

Mobile food vans

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



WORKING CLOSELY WITH THE TASMANIAN COMMUNITY

LGBTI Consultation

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

Multicultural Policy

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

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

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

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

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

Inclusive Ageing

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

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

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

Volunteering

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

Tasmanian Women's Plan

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

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

Disability Framework for Action

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

These reports may be accessed on line at:

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

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

Children and young people

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

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

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

Tasmanian Early Years Foundation

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

Tasmanian Community Fund

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

Electricity Hardship Fund

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

Emergency Food Relief

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

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

GETTING ON WITH CORE BUSINESS

Programs and Services

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

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

Grants and Funding Agreements

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

Tasmanian Institute of Sport

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

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

Participation – Premier's Physical Activity Council

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

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

Sport and Club Development

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

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

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

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

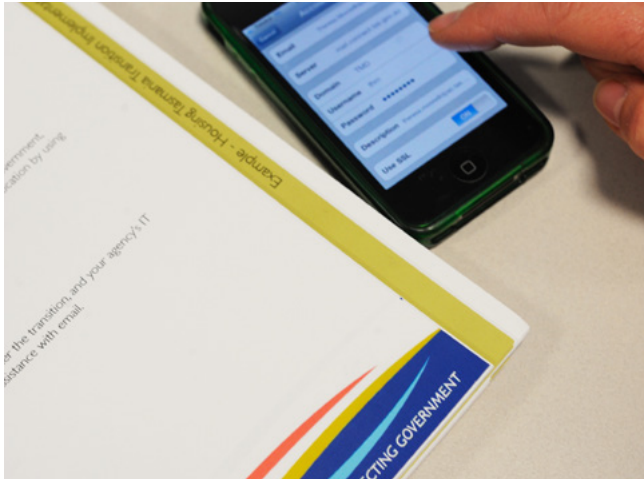
Sport and Recreation Infrastructure

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

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

Strategic Goal 4

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



DELIVER ELECTION COMMITMENTS

Tasmanian Cloud

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

ESTABLISH THE NEW MACHINERY OF GOVERNMENT

Sport and Recreation Tasmania IT Environment Integration

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

SUPPORT THE CURRENT REFORM AGENDA

Service Tasmania Integration

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

Tasmanian Government Contact Centre

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

Managing positions in the State Service

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

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

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

WORKING CLOSELY WITH THE TASMANIAN COMMUNITY

George Town Hub

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

Customer Satisfaction – Service Tasmania

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

Services provided by Service Tasmania shops

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

GETTING ON WITH CORE BUSINESS

Workplace Health and Safety

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

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

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

Tasmanian State Service careers website

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

Video conferencing technologies

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

Whole-of-Government wide area network

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

Future Direction – Service Tasmania

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

Industrial Relations (IR) Governance review

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

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



Jobs website

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

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

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

Integration and automation of HR Systems

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

Service Tasmania

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

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

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

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

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

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

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

Building management capability

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

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

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

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

The Training Consortium

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

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

Employment Directions

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

Two instruments were revised and updated:

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

Three instruments were rescinded:

- On 28 August 2014, ED 25 State Service Vacancy Control Process (SSVCP) – which was replaced by Managing Positions in the State Service;
- On 21 November 2014, ED 19 Consultation in the Tasmanian State Services and the supporting Practices, Procedures and Standards; and
- On 28 August 2104, PPS 4 Targeted Voluntary Redundancy – which was replaced by Managing Positions in the State Service.

One instrument was amended:

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

People Matter Survey

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

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

Strategic Goal 5

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

DELIVER ELECTION COMMITMENTS

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

ESTABLISH THE NEW MACHINERY OF GOVERNMENT

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

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

SUPPORT THE CURRENT REFORM AGENDA

Natural hazards framework

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

Role of local government project

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



Voluntary Amalgamations and Strategic Resource Sharing

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

WORKING CLOSELY WITH THE TASMANIAN COMMUNITY

Web-based training

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

GETTING ON WITH CORE BUSINESS

Sustainability Objectives and Indicators (SOI) project

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

Local Government Division

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

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

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

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

Strategic Goal 6

To develop a supportive, innovative and productive workplace.

ESTABLISH THE NEW MACHINERY OF GOVERNMENT

Ministerial and Parliamentary Support

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

SUPPORT THE CURRENT REFORM AGENDA

Right to Information – Disclosure log

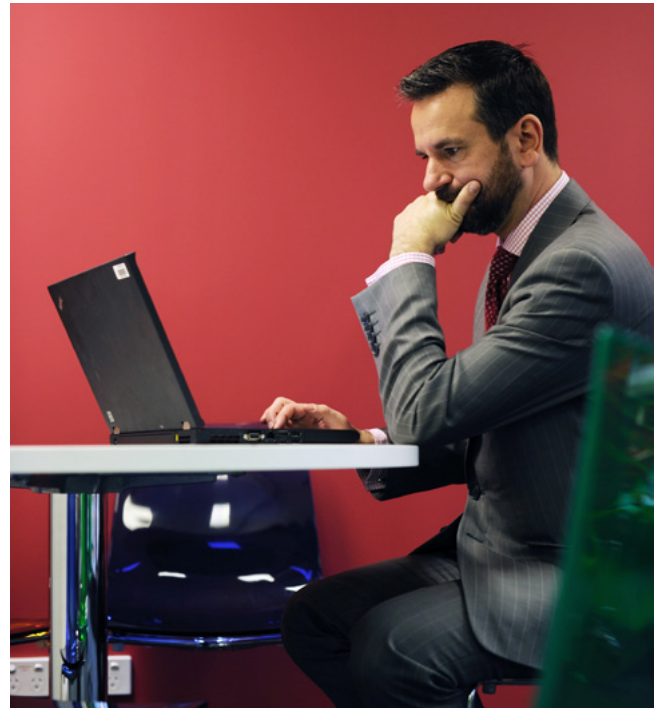
Our ExecDiv led the development of a new Policy regarding a 'disclosure log'. It provides that certain responses to requests for assessed disclosure of information under the *Right to Information Act 2009* are published online within 48 hours of being released to the applicant. This approach makes information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

New Strategic Plan

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

Ministerial Requests for Information

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



WORKING CLOSELY WITH THE TASMANIAN COMMUNITY

Casual clothes for a cause

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

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

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

GETTING ON WITH CORE BUSINESS

Graduate program

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

Policy development

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

Plain English program

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

Leadership program

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

Staff mobility program

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

Property portfolio management

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

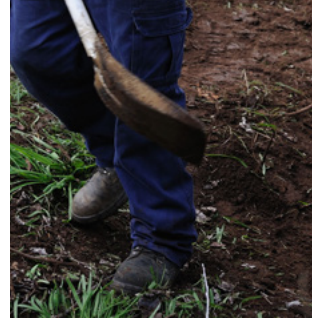
Workplace Health and Safety

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

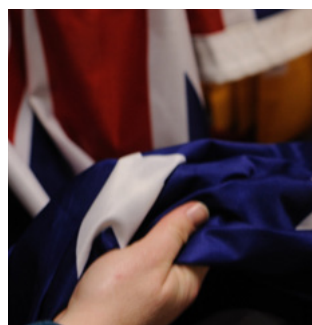
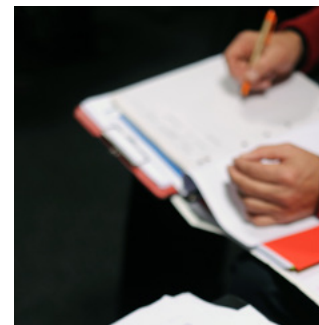
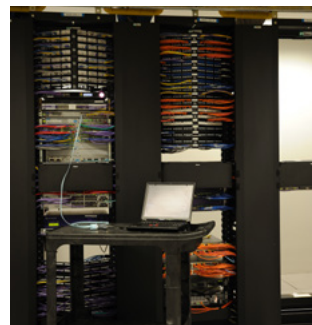
Budget management

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

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



Our Performance Measures



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

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

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

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