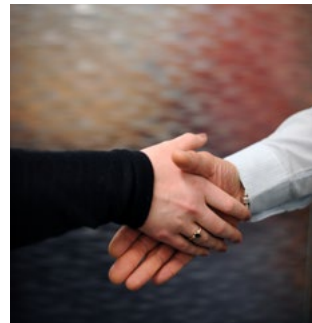




Our Compliance Report



CARBON EMISSION REDUCTION PLAN

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

Building		Actual 2014-15 KWH	Actual 2015-16 KWH	(Decrease) Increase KWH
Energy	Executive Building 15 Murray Street ^{1,2}	588 248	815 419	227 171
	144 Macquarie Street Building ^{1,2}	120 677	26 890	(93 787)
	Henty House ³	86 451	187 268	100 817
	10 Murray Street	271 572	264 163	(7 409)
	St Johns Street	137 013	128 558	(8 455)
	22 Elizabeth Street ¹	74 750	75 574	824
Total for all sites		1 278 711	1 497 872	219 161

Notes:

1. Data does not include energy use for air conditioning.
2. The variances in these two properties is due to the co-location of Communities, Sport and Recreation to Level 4, 15 Murray Street.
3. The variance is due to the management responsibility of the Service Tasmania Service Centres being transferred to DPAC from DPIPWE.
4. Departmental information only, excludes Ministerial offices and Service Tasmania Service Centres except for the Centre that is located in Henty House.

DPAC's energy usage increased during the year, but this was attributable to recent agency restructures, associated with the addition of Service Tasmania.

DPAC endeavours to participate in initiatives that reduce its carbon emissions such as:

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

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

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

DISABILITY ACTION PLAN

The Department of Premier and Cabinet (DPAC) remains committed to ensuring that the services, facilities, information and employment it provides are inclusive and accessible. Over the past year, DPAC has made progress across the four key action areas of the *Disability Access Plan*, including the following highlights:

Access to Services and Programs

The Secretary endorsed DPAC's revised *Disability Action Plan* and it was made publicly available in May 2016. In June 2016, the Local Government Division, in partnership with the Local Government Association of Tasmania (LGAT), facilitated a forum for local government staff and elected members. The objectives of the forum were to build knowledge and capacity to help councils create accessible environments. Representatives from 13 councils attended including access and inclusion officers, an engineer, community development officers, councillors, building surveyors, a manager of building and marine infrastructure, a deputy general manager and an access committee member.

Access to Employment Opportunities, Career Development, Retention and Recruitment

The State Service Management Office (SSMO) has developed a project plan to support a principle-based Reasonable Adjustment Policy Template (RAPT) for the State Service to provide a mechanism for responding to the individual adjustment needs of existing and potential employees.

SMMO is working with the Communities, Sport and Recreation Division to support this initiative. All HR documents used for advertising have been converted into a fully accessible format, including the Statement of Duties and Information for Applicants documents.

As part of its work on the Diversity and Inclusion Framework Project, SSMO has met with community stakeholders including the Premier's Disability Advisory Council (PDAC), disability employment service providers and members of the Tasmanian Carers and Advisory Council. The information gathered through these meetings will help to identify ways that we can improve the support offered to people with a disability and their carers who work (or wish to work) in the State Service.

Job opportunities have been advertised as 'flexible' since January 2016. A review of the outcome of this initiative will occur after one year

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

DPAC continues to take all reasonable endeavours to ensure that all new and leased property is accessible and complies with access standards. This involves taking into account financial constraints and property market constraints, including building fabrics and the willingness of building owners to make changes. The recent refurbishment of the Glenorchy Service Centre provided significant improvements for clients using wheelchairs or for those who rely on the aid of walkers. The Department actively works with building owners to undertake fit-outs and minor works so that Departmental and electorate offices comply with access requirements and do not pose an impediment to entry.

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

DPAC developed a draft DPAC Web Accessibility Project Plan that incorporates Tasmanian Government Web Accessibility Strategy outputs relating to policy updates, resources web page and awareness-raising.

Initial training has been undertaken to train web editors to enhance and maintain website accessibility and accessible documents.

Emergency preparedness information has been translated into 11 languages on the TasALERT website.

RIGHT TO INFORMATION

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

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

During 2015-16, 40 applications for assessed disclosure were received compared with 73 in 2014-15. Although the number of applications decreased compared to the previous year, there was a substantial increase in the complexity of the requests resulting in a greater demand on resources.

Of the 40 applications, 38 were assessed for disclosure following two applications being withdrawn by the applicant. Out of the 38 determined for assessed disclosure, information was provided in full for 19 requests, partial information was provided for five requests and eight applications were refused or claimed as exempt. There were six applications where the information requested was not held by DPAC.

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

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

PUBLIC INTEREST DISCLOSURES – PUBLIC ACCESS TO INFORMATION ON OUR DECISIONS

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

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

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

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

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

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

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

No public interest disclosures were received during 2015-16.

PROTECTING PRIVACY

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

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

There were no requests in 2015-16 from persons seeking access to, or update of, personal information held by us pertaining to them.

PUBLICATIONS

During 2015-16, we produced 44 publications by our various operating units within the Department and there are available from:

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

A complete list of our publications can be found in Appendix E – Publications and Web Sites.

WEBSITES

As at 30 June 2016 we managed 26 web sites on behalf of the Department and the Premier's Office.

During 2015-16 we archived six web sites and through creation and transfers the number of websites to be managed decreased by one.

A complete list of the websites we manage can be found in Appendix E – Publications and Web Sites.

PRICING POLICIES FOR GOODS AND SERVICES

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

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

TMD charges for telecommunications and computing services.

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

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

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

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

The Silverdome receives funding from the hirers of the facility and the fee charged is based on full-cost recovery. During 2015-16, the charging fees were reviewed to ensure there were reflective of the total operational costs for the Silverdome.

PROCUREMENT

There were no major capital works projects (i.e. greater than \$250 000) undertaken during 2015-16.

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

During 2015-16, we awarded 30 of the 45 contracts valued greater than \$50 000 (excluding GST) to Tasmanian suppliers. The contract value for Tasmanian suppliers excluding contract extensions was \$11 279 952 of the total contract value (excluding contract extensions) of \$42 917 110 representing 26.28 per cent.

Of the 15 contracts awarded externally, three were awarded as a result of direct/limited sourcing on contract extension pursuant to the *Treasurer's Instruction No. 1114: Direct/limited submission sourcing: goods and services* and one contract was awarded as a result of legal services exemption pursuant to *Treasurer's Instruction No. 1118: Procurement of Legal Services: goods and services*.

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

No contracts were awarded as panel arrangements.

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*.

RISK MANAGEMENT

Reviewing key business risks is fundamental to strategic management and improved business processes. During the year we embarked on a process that reviewed how we manage risks and how we could improve our management of risk.

This process commenced in August 2015 with a series of workshops with each of our divisions and branches that resulted in the creation of draft operational risk registers. In November 2015, all the draft operational risk registers were re-evaluated by the divisions and branches along with the draft strategic risk register developed by our Executive Management Team.

In December 2015, a Risk Maturity Index for the Department was presented to the Executive together with a proposed timeline to attain the desired risk maturity level.

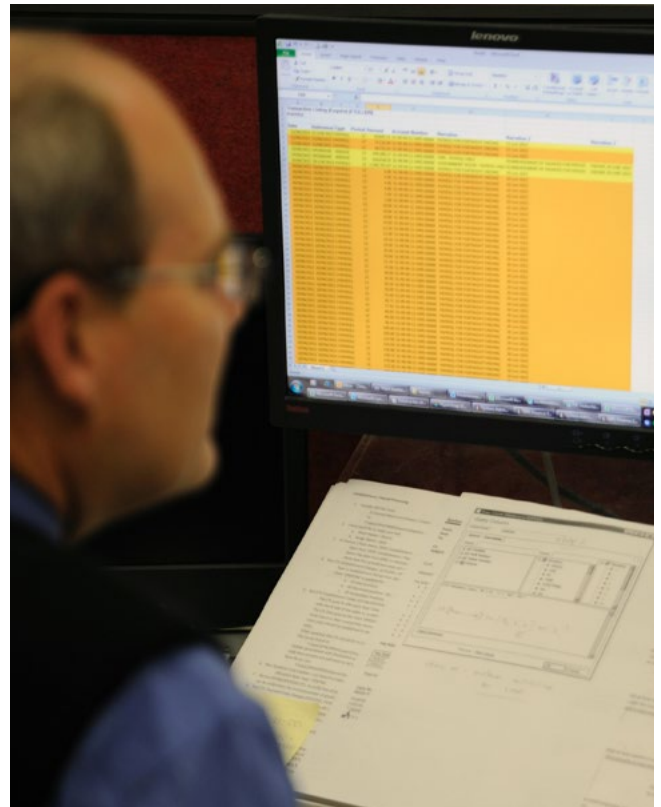
During the year we reviewed and revised our Risk Management Policy and Risk Management Framework. In revising the Risk Management Framework, new risk templates were developed to assist the risk owners in each division and branch to assess each risk identified in more detail.

The development of our Risk Management System (RMS) commenced during the year with the creation of reports and on-line dashboards in accordance with the new risk management framework.

ASSET MANAGEMENT

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 our properties to 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 via a strategy to consolidate our functions across a reduced leasehold footprint.

With the exception of TMD, DPAC records 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 2015-16 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 costs.
- 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 there to five years depending on the asset and the depreciated amount 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 (EXTERNAL AND INTERNAL)

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

The elements of this independent scrutiny include:

- our Risk and 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; and
- Parliamentary reviews such as the annual budget estimates committee and other Parliamentary committees.

RISK AND AUDIT COMMITTEE

From 1 July 2015, the Audit Committee became known as the Risk and Audit Committee, operating with a revised charter and, as the name suggests, a significant emphasis on risk.

The new Risk and Audit Charter defines the role of the Committee as providing independent assurance to the Secretary on the Department's financial and performance reporting responsibilities; risk oversight and management; and our systems of internal control.

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

During 2015-16, the Committee was chaired by a Deputy Secretary, had one independent member, Mr David Hudson, and met every quarter and in August to review the annual financial statements. Matters discussed this year included:

- Risk Management Policy;
- Risk Management Framework;
- workplace health and safety;
- risk assessments;
- Risk and Audit Charter;
- progress with action from external and internal audit reviews;
- Strategic External Audit Plan;
- Financial Statements for 2014-15;

- performance audits undertaken by the Tasmanian Audit Office; and
- internal audits undertaken by our internal auditors.

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

INTERNAL AUDIT

During 2015-16, Deloitte were re-appointed as the Department's internal auditor for a further three years.

During the year, Deloitte attended the five Risk and Audit Committee meetings and undertook several internal reviews. These reviews were:

- Risk assessments project;
- TI 1128 – Agency Procurement of goods and services compliance; and
- Travel Policy review – Frank McDonald.

During the year Deloitte presented their Strategic Internal Audit Plan to the Risk and Audit Committee based on the Department's new risk assessments and this was approved.

LEGISLATION ADMINISTERED

We administered 67 Acts on behalf of the Premier and our responsible Ministers. The full list of legislation that we administered can be found in Appendix B. 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	49
Minister for Planning and Local Government	7
Minister for Aboriginal Affairs	4
Minister for Environment, Parks and Heritage	6
Minister for Education and Training	1

Two Acts were repealed during the year. These were:

- *Launceston Flood Protection Act 1977*
- *Tasmania Together Progress Board Repeal Act 2012*.

During the year we were responsible for drafting one Bill, the State Service Legislation (Miscellaneous Amendments) Bill 2015.

The Bill amends the *Building and Construction Industry Training Fund Act 1990*, *Ombudsman Act 1978*, *Personal Information Protection Act 2004*, *Public Interest Disclosure Act 2002*, *Right to Information Act 2009*, *Tasmanian Development Act 1983*, and *Threatened Species Protection Act 1995* to remove references to the former offices of the Commissioner for Public Employment and the State Service Commissioner.



The Bill completes the consequential amendments in relation to the *State Service Amendment Act 2012*. The *State Service Amendment Act* amended the *State Service Act 2000* to support improved governance, role clarity and increased accountability.

INTEGRITY

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

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

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

We are currently working with the Integrity Commission to implement an e-learning module regarding “Ethical Decisions at Work”. This joint project is in-line with our commitment to ethical conduct and building integrity behaviour. Before we roll-out this to all our staff as part of our mandatory training suite for all employees we are waiting for the release of the whole-of-government gifts, benefits and hospitality policy.

During the year we have been working closely with the Integrity Commission on legislative matters and awareness of ethical behaviour.

GRANTS, CONTRIBUTIONS AND ELECTION COMMITMENTS

During the year we processed 528 grant, contribution and election commitment payments. The following table summarises the payments by the Minister and program.

Program	Total Payment Amount	No. of Payments
Premier		
Australia Day grants	\$8 637	5
Communities, Sport and Recreation grants		
Council of the Ageing Tasmania	\$358 247	7
Emergency relief	\$300 000	3
Family Assistance program	\$330 000	5
Food Vans program	\$60 000	3
LGBTI grants	\$51 150	5
Multicultural Council of Tasmania	\$144 999	4
Multicultural Grants program	\$99 414	13
National Youth Week	\$47 661	23
Women's grants	\$6 436	5
Other Communities, Sport and Recreation grants	\$3 265 201	22
Volunteering Tasmania	\$287 442	3
Youth Network of Tasmania	\$266 847	2
Other Grants	\$345 708	10
Premier's Discretionary Fund	\$314 329	177
Veteran's Affairs		
Centenary of ANZAC grants	\$49 933	14
	\$5 936 004	301
Minister for Aboriginal Affairs		
Aboriginal Land Council	\$314 000	1
Other grants	\$21 200	2
	\$335 200	3
Minister for Sport and Recreation		
Community Sports Levy – Sports and Recreation Development grants	\$1 418 870	89
National / International Sport Championships	\$40 000	10
State Grants program	\$1 158 500	38
Other Sport and Recreation grants	\$478 000	7
Tasmanian Institute of Sport grants	\$4 800	1
	\$3 100 170	145
Election Commitments	\$5 509 924	79
TOTAL	\$14 881 298	528

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

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Abbreviations

AA	<i>Audit Act 2008</i>	GBE	Government Business Enterprise
ABS	Australian Bureau of Statistics	GOE	General Operating Expenses
Act	Activity	GSB	Government Services Branch
ADEPT	Administrative Data Exchange Protocols for Tasmania	GST	Goods and Services Tax
ANZSOG	Australian New Zealand School of Government	HR	Human Resources
BMT	Budget Management Team	ICA	<i>Integrity Commission Act 2009</i>
BSOS	Building Standards and Occupational Services	ICT	Information and Communication Technology
CAF	Council for the Australian Federation	ITIL	Information Technology Infrastructure Library
CER	Clean Energy Regulator	JARS	Justice Agency Reporting Service
CPU	Communications and Protocol Unit	IaaS	Infrastructure as a Service
COAG	Council of Australian Governments	LGAT	Local Government Association of Tasmania
COTA	Council on the Ageing	LGBTI	Lesbian, Gay, Bisexual, Transgender and Intersex
CSR	Communities Sport and Recreation	LGD	Local Government Division
CUS	Client Service Update	LWOP	Leave Without Pay
DCaaS	Data Centre as a Service	MPES	Monetary Penalty Enforcement Service
DFAT	Department of Foreign Affairs and Trade (Commonwealth)	M&PS	Ministerial and Parliamentary Support
DHHS	Department of Health and Human Services	MCOT	Multicultural Council of Tasmania
DLG	Departmental Leadership Group	MCP	Modern Communications Project
DPAC	Department of Premier and Cabinet	MP	Member of Parliament
DPFEM	Department of Police, Fire and Emergency Management	MPS	Ministerial and Parliamentary Support
DPIPWE	Department of Primary Industries Parks Water	MPSS	Managing Positions in the State Service
EAP	Employee Assistance Program and the Environment	NA	Not Applicable or Not Available
Eco	Economy	NT	Networking Tasmania
EEAT	Energy Efficiency Advisory Team	NatHERS	Nationwide House Energy Rating Scheme
Eff	Efficiency	NBN	National Broadband Network
EIA	Empower Integration and Automation Program	NDIS	National Disability Insurance Scheme
ERF	Emission Reduction Fund	NEPP	National Energy Productivity Plan
Ess	Effectiveness	OAA	Office of Aboriginal Affairs
FinOps	Financial Operations Team	OeG	Office of eGovernment
FMAA	<i>Financial Management and Audit Act 1990</i>	OPC	Office of Parliamentary Counsel
FMIS	Financial Management and Information System	OSEM	Office of Security and Emergency Management
FMT	Financial Management Team	PA	Planning Allowance
FTE	Full-time Equivalent	PACER	Pacific Agreement on Closer Economic Relations
G50	Departmental Manager's Group	PDAC	Premier's Disability Advisory Council
		PIC	Personal Information Card
		PID	Public Interest Disclosure
		PIDA	<i>Public Interest Disclosures Act 2002</i>

PLGC	Premier's Local Government Council	SSA	<i>State Service Act 2000</i>
PMD	Performance Management and Development	SSMO	State Service Management Office
PPAC	Premier's Physical Activity Council	SSR	<i>State Service Regulations Act 2011</i>
PPB	Properties and Procurement Branch	TCCO	Tasmanian Climate Change Office
PSSRA	<i>Public Sector Superannuation Reform Act 1999</i>	TCF	Tasmanian Community Fund
RAPT	Reasonable Adjustment Policy Template	TEYF	Tasmanian Early Years Foundation
RMS	Risk Management System	TI	Treasurer's Instruction
RSL	Returned Services League	TIS	Tasmanian Institute of Sport
RTI	Right to Information	TNVR	Targeted Negotiated Voluntary Redundancy
RTIA	<i>Right to Information Act 2009</i>	TSS	Tasmanian State Service
S3MP	Strategic State Service Management Program	TTC	The Training Consortium
SAMP	Strategic Asset Management Plan	UNFCCC	United Nations Framework Convention on Climate Change
SAP	Strategic Action Plan	WHS	Work Health and Safety
SerTas	Service Tasmania	WRIP	Workplace Renewal Incentive Program
SES	Senior Executive Service	YNOT	Youth Network of Tasmania
SLR	Sea Level Rise		

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Facsimile	(03) 6223 5685
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Email	secretary@dpac.tas.gov.au
Website	www.dpac.tas.gov.au

Office	Address	Telephone	Facsimile
Cabinet Office and Executive Council Secretariat	Level 4, Executive Building, 15 Murray Street Hobart TAS 7000	6270 5659 6270 56662054829	6233 2201
Communications and Protocol Unit	Level 5, Executive Building, 15 Murray Street Hobart TAS 7000	6270 5493	6233 5685
Communities, Sport and Recreation	Level 4, Executive Building, 15 Murray Street Hobart TAS 7000	6232 7133	6233 5685
Corporate Services	Level 6, Executive Building, 15 Murray Street Hobart TAS 7000	6270 5482	6233 5685
Government Services	Level 7, Executive Building, 15 Murray Street Hobart TAS 7000	6232 7184	
Local Government Division	Level 5, Executive Building, 15 Murray Street Hobart TAS 7000	6232 7022	6233 5685
Office of eGovernment	Level 6, Executive Building, 15 Murray Street Hobart TAS 7000	6232 7722	
Office of Parliamentary Counsel	Level 11, 86 Collins Street Hobart TAS 7000	6233 2223	
Office of Security and Emergency Management	Level 1, 47 Liverpool Street Hobart TAS 7000	6232 7979	
Office of the Secretary	Level 7, Executive Building, 15 Murray Street Hobart TAS 7000	6232 7184	
Policy Division	Level 7, Executive Building, 15 Murray Street Hobart TAS 7000	6232 7109	
Service Tasmania Unit	Level 7, 144 Macquarie Street Hobart TAS 7000	6165 4292	6233 2412
State Protocol Office	Level 5, Executive Building, 15 Murray Street Hobart TAS 7000	6270 5667	
State Service Management Office	Level 9, 144 Macquarie Street Hobart TAS 7000	6232 7040	
Tasmanian Climate Change Office	Level 5, Executive Building, 15 Murray Street Hobart TAS 7000	6232 7173	
Tasmanian Government Courier	Basement, Franklin Square Hobart TAS 7000 Level 1, 1 Civic Square Launceston TAS 7250	6232 7053 0408 139 057 0417 299 548	6233 5685
Tasmanian Institute of Sport	Silverdome 55 Oakden Road Prospect TAS 7250 Technopark 33-38 Innovation Drive Dowsing Point TAS 7010	6777 2828 6165 6630	6336 2211 6336 2211
The Training Consortium	Level 9, 144 Macquarie Street Hobart TAS 7000	6232 7511	
TMD	Level 9, 22 Elizabeth Street Hobart TAS 7000	6166 3111	6233 7222