



First Session of the Fifty-Second Parliament

LEGISLATIVE COUNCIL SELECT COMMITTEE

ESTIMATES 'B'

Estimates of the HON JEREMY ROCKLIFF MP

Premier

Members of Committee:

Hon Rosemary Armitage MLC (Chair)

Hon Luke Edmunds MLC

Hon Mike Gaffney MLC

Hon Casey Hiscutt MLC

Hon Meg Webb MLC

Table of Contents

Reports

<i>Appropriation Bill (No. 1) 2025, Division 1, Brand Tasmania</i>	<i>3</i>
<i>Appropriation Bill (No. 1) 2025, Division 7, Ministerial and Parliamentary Support.....</i>	<i>4</i>
<i>Appropriation Bill (No. 1) 2025, Division 10, Department of Premier and Cabinet</i>	<i>5</i>
<i>Appropriation Bill (No. 2) 2025, Division 6, Office of the Governor</i>	<i>6</i>

Appendices

Appendix A

<i>Order of the Council establishing the Committee.....</i>	<i>9</i>
---	----------

Appendix B

<i>Minutes.....</i>	<i>10</i>
---------------------	-----------

Appendix C

Additional Information

<i>Premier</i>	<i>40</i>
----------------------	-----------

Appendix D

Correspondence

<i>Letter dated 14 November 2025 from the Premier regarding lead-agency responsibilities for Commission of Inquiry recommendations.....</i>	<i>45</i>
---	-----------

Appendix E

Tabled Documents

<i>Change for Children: Tasmania's 10-year strategy for upholding the rights of children by preventing, identifying and responding to child sexual abuse, Keeping Children Safe, Tasmanian Government, March 2025</i>	<i>46</i>
---	-----------

<i>Attachment 3 – Current composition of Government business boards by region</i>	<i>154</i>
---	------------

<i>TasInsure for Tasmania, Discussion Paper and Preliminary Draft Bill, Tasmanian Government.....</i>	<i>155</i>
---	------------

<i>Resilience and Recovery Tasmania Highlights for Financial Year 2024-25, Department of Premier and Cabinet, Tasmanian Government, June 2025.....</i>	<i>164</i>
--	------------

<i>Guidance for the use of artificial intelligence in Tasmanian Government, Tasmanian Government, September 2024.....</i>	<i>174</i>
---	------------

<i>myServiceTas information, 1 July 24 to 30 June 25, Service Tasmania</i>	<i>194</i>
--	------------

<i>Key highlights, 1 July 24 to 30 June 25, Service Tasmania</i>	<i>195</i>
--	------------

Appendix F

<i>Transcript.....</i>	<i>196</i>
------------------------	------------



REPORT

PREMIER

APPROPRIATION BILL (No. 1) 2025 DIVISION 1 BRAND TASMANIA

Legislative Council Estimates Committee 'B' examined the Estimates of Brand Tasmania, the Hon Jeremy Rockliff MP on Tuesday, 18 November 2025.

The Committee examined the Estimates contained in the following Output Group and makes the following recommendation:

Output Group 1 – Brand Tasmania	
1.1 Brand Tasmania	RECOMMENDED

The Committee further recommends the report, together with the minutes of proceedings, additional information and transcript be tabled.

A handwritten signature in blue ink, reading 'Rosemary Armitage'.

HON ROSEMARY ARMITAGE MLC
Chair



REPORT

PREMIER

APPROPRIATION BILL (No. 1) 2025 DIVISION 7 MINISTERIAL AND PARLIAMENTARY SUPPORT

Legislative Council Estimates Committee 'B' examined the Estimates of Ministerial and Parliamentary Support, the Hon Jeremy Rockliff MP on Tuesday, 18 November 2025.

The Committee examined the Estimates contained in the following Output Group and makes the following recommendations:

Output Group 1 – Support for Members of Parliament	
1.1 Support for Ministers and certain Parliamentary Office Holders	FURTHER DEBATE 1. Can you please provide an organisation chart of each ministerial office, including the bands each staff member are on? (LE)
1.2 Support for Members of the House of Assembly	FURTHER DEBATE 1. What is the total number of staff allocated to non-ministers in each area of parliament opposition, minor parties, micro parties (1 member parties), independents, MLCs)? (CH)

The Committee further recommends the report, together with the minutes of proceedings, additional information and transcript be tabled.

A handwritten signature in blue ink that reads "Rosemary Armitage".

HON ROSEMARY ARMITAGE MLC
Chair



REPORT

PREMIER

APPROPRIATION BILL (No. 1) 2025 DIVISION 10 DEPARTMENT OF PREMIER AND CABINET

Legislative Council Estimates Committee 'B' examined the Estimates of the Department of Premier and Cabinet, the Hon Jeremy Rockliff MP on Tuesday, 18 November 2025.

The Committee examined the Estimates contained in the following Output Groups and makes the following recommendations:

Output Group 1 – Policy Reform and Government Priorities	
1.1 Strategic Policy and Government Priorities	<p>FURTHER DEBATE</p> <ol style="list-style-type: none">1. With regard to board representation, can you please provide a current list of the regional (north, northwest, south, interstate) representation for Government Business Enterprises and State Owned Companies? (RA)2. The Premier agreed to table the letter from the Government to the Integrity Commission on concerns with the implementation of the Lobbying Framework, which prompted the implementation to be stopped in June 2025 – can the letter please be provided. (MW)

	<p>3. With regard to the agreement between the Department of State Growth and Deloitte to develop a report into the social and economic impact of electronic gaming machines reform (Pokies Card) in Tasmania, a draft report was provided to Government.</p> <ul style="list-style-type: none"> a. When did the Government receive that draft report? b. Given that a draft report has been received, why has the work taken so long to deliver the final report? c. Has the Premier or anyone else in his Government made a decision to stall the completion of the final report? d. What was the cost of the Deloitte review? (MW)
1.2 Child and Youth Wellbeing	RECOMMENDED
1.3 Security and Emergency Management	RECOMMENDED
Output Group 2 – Government System Support	
2.1 Support Services for Government, Ministerial Parliamentary Offices and Office of the Governor	RECOMMENDED
2.2 Principal and Subordinate Legislation	RECOMMENDED
2.3 State Service Employment Management	RECOMMENDED

Output Group 3 – Community and Government Service Delivery	
3.2 Management and Ongoing Development of Service Tasmania	RECOMMENDED
Capital Investment Program	RECOMMENDED

The Committee further recommends the report, together with the minutes of proceedings, additional information and transcript be tabled.



HON ROSEMARY ARMITAGE MLC
Chair



REPORT

PREMIER

APPROPRIATION BILL (No. 2) 2025 DIVISION 6 THE OFFICE OF THE GOVERNOR

Legislative Council Estimates Committee 'B' examined the Estimates of The Office of the Governor, the Hon Jeremy Rockliff MP on Tuesday, 18 November 2025.

The Committee examined the Estimates contained in the following Output Group and makes the following recommendations:

Output Group 1 – The Office of the Governor	
1.1 Support for the Governor	RECOMMENDED
Capital Investment Program	RECOMMENDED

The Committee further recommends the report, together with the minutes of proceedings, additional information and transcript be tabled.

A handwritten signature in blue ink, reading "Rosemary Armitage".

HON ROSEMARY ARMITAGE MLC
Chair



OFFICE OF THE CLERK

p: +61 3 6212 2331 e: catherine.vickers@parliament.tas.gov.au
Parliament of Tasmania, Hobart, TAS 7000
www.parliament.tas.gov.au

4 November 2025

MEMORANDUM FOR :

The Clerk-Assistant & Usher of the Black Rod
Legislative Council

The Legislative Council today resolved: —

That the Legislative Council establish two Estimates Committees each consisting of five members.

And that —

Ms Forrest,
Mr Harriss,
Ms Lovell,
Ms O'Connor, and
Ms Thomas
be of Committee A

and

Ms Armitage,
Mr Edmunds,
Mr Gaffney,
Mr Hiscutt, and
Ms Webb
be of Committee B

That the Estimates Committees report upon the proposed expenditures contained in the Appropriation Bills (No. 1 and No. 2) and budget papers by no later than Friday, 5 December 2025.

And that the schedule emailed to Members on Monday, 3 November 2025 be adopted as the Estimates Committees timetable.

A handwritten signature in black ink, appearing to read "C. Vickers".

C.L. VICKERS
Clerk of the Legislative Council

ESTIMATES B**MINUTES****TUESDAY 11 NOVEMBER 2025**

The Committee met at 9:31 am in Committee Room 2, Parliament House, Hobart.

Present

Ms Armitage (Chair)

Mr Edmunds

Mr Gaffney

Mr Hiscutt

Ms Webb

Apologies

Nil

In Attendance

Ms Julie Thompson (Co-Secretary)

Mr James Reynolds (Co-Secretary)

Order of the Council

The Order of the Council establishing the Committee dated 4 November 2025 was noted.

Election of Deputy Chair

The *Chair* called for nominations for Deputy Chair. Ms Webb nominated Mr Gaffney. Mr Gaffney being the only nominee, the *Chair* declared Mr Gaffney to be duly elected Deputy Chair.

Portfolio Order and Meeting Times

The Committee **AGREED** that the order of business and approximate times for each portfolio, be as follows:

Monday 17 November 2025

Hon Guy Barnett MP	
9:00 am – 11:15 am	Attorney-General and Minister for Justice, Corrections and Rehabilitation
11:15 am – 11:30 am	Break
11:30 am – 1:45 pm	Attorney-General and Minister for Justice, Corrections and Rehabilitation (cont)
1:45 pm – 2:45 pm	Lunch
2:45 pm – 15:15 pm	<i>Integrity Commission</i>
3:15 pm – 3:45 pm	<i>Office of the Ombudsman</i>
3:45 pm – 4:15 pm	<i>Office of the Director of Public Prosecutions</i>
4:15 pm – 4:30 pm	Break
4:30 pm – 5:30 pm	Minister for Small Business, Trade and Consumer Affairs
5:30 pm – 6:30 pm	Dinner

Monday, 17 November cont.	
Hon Gavin Pearce MP	
6:30 pm – 8:00 pm	Minister for Primary Industries and Water
8:00 pm – 8:30 pm	<i>Inland Fisheries</i>
8:30 pm – 9:00 pm	Minister for Veterans' Affairs

Tuesday 18 November 2025

Hon Jeremy Rockliff MP	
9:00 am – 10:30 am	Premier
10:30 am – 10:45 am	Break
10:45 am – 12:15 pm	Premier (cont) including Brand Tasmania
Hon Jane Howlett MP	
12:15 pm – 1:15 pm	Minister for Tourism, Hospitality and Events including Tourism Tasmania
1:15 pm – 2:15pm	Lunch
2:15pm – 3:15 pm	Minister for Women and the Prevention of Family Violence
3:15 pm – 4:15 pm	Minister for Racing

Wednesday 19 November 2025

Hon Felix Ellis MP	
9:00 am – 11:00 am	Minister for Police, Fire and Emergency Management
11:00 am – 11:15 am	Break
11:15 am – 12:15 pm	Minister for Police, Fire and Emergency Management (cont)
12:15 pm – 1:00 pm	<i>State Fire Commission</i>
1:00 pm – 2:00 pm	Lunch
2:00 pm – 3:30pm	<i>TasTAFE</i>
3:30 pm – 4:30pm	Minister for Skills and Job
4:30 pm – 4:45 pm	Break
4:45 pm – 5:45 pm	Minister for Business, Industry and Resources

Thursday 20 November 2025

Hon Jo Palmer MLC	
9:00 am – 11:00 am	Minister for Education
11:00 am – 11:15 am	Break
11:15 am – 12:15 pm	Minister for Education (cont)
12:15 pm – 1:15 pm	Minister for Children and Youth
1:15 pm – 2:15 pm	Lunch
2:15 pm – 4:15 pm	Minister for Children and Youth (cont)
4:15 pm – 4:30 pm	Break
4:30 pm – 5:30 pm	Minister for Disability Services

Allocation of Outputs

The Committee allocated areas of responsibility to commence questioning on outputs in each portfolio.

Other Business

Report Deliberations

The Committee **AGREED** to meet on Tuesday 2 December 2025 at 9:30 am for final report deliberations.

Next Meeting

Monday 17 November at 8:45 am in Committee Room 3.

Adjournment

The Committee adjourned at 9:52 am.

DATE 17/11/2025

CONFIRMED

A handwritten signature in blue ink, reading "Rosmary Arncliffe".

CHAIR

LEGISLATIVE COUNCIL SELECT COMMITTEE
ESTIMATES 'B'

MINUTES OF MEETING

MONDAY, 17 NOVEMBER– THURSDAY, 20 NOVEMBER 2025

MONDAY, 17 NOVEMBER 2025

The Committee met at 8:45 am in Committee Room 3, Parliament House, Hobart.

Members present

Ms Armitage (Chair)
Mr Edmunds (from 8:47 am)
Mr Gaffney (Deputy Chair)
Mr Hiscutt; and
Ms Webb

In attendance

Mr James Reynolds (Committee Secretary)
Ms Julie Thompson (Committee Secretary)

Confirmation of Minutes

The Minutes of the Meeting held on Tuesday, 11 November 2025 were confirmed as a true and accurate record.

Correspondence

Incoming

1. Letter dated 14 November 2025 from the Premier, the Hon Jeremy Rockliff MP in relation to lead-agency responsibilities for Commission of Inquiry recommendations.

The Committee **RECEIVED** incoming correspondence.

Outgoing

1. Letters from President dated 12 November 2025 advising Ministers of their attendance at Estimates.
2. Letters from Secretariat dated 12 November 2025 to: Inland Fisheries, State Fire Commission, TasTAFE, Integrity Commission, Office of the Director of Public Prosecutions, and Office of the Ombudsman advising hearing times.
3. Letter to President dated 13 November 2025 relating to the Committee's intention to sit beyond 7:00 p.m.

The Committee **ENDORSED** the outgoing correspondence.

General Discussion

A discussion regarding time allocations and outputs ensued.

The Committee suspended at 8:47 am

The Committee resumed at 9:02 am in Committee Room 2, Parliament House, Hobart.

Examination of Estimates

According to the Order the Minister attended the Committee.

Hon Guy Barnett MP

Attorney-General and Minister for Justice, Corrections and Rehabilitation and Minister for Small Business, Trade and Consumer Affairs

Bill 1 Division 6 – Department of Justice

Attorney-General and Minister for Justice, Corrections and Rehabilitation **\$394 730 000**

Witnesses:

Kristy Bourne *Secretary, Department of Justice*

Pauline van Adrichem *Deputy Secretary, Justice and Reform, Department of Justice*

The witnesses took their places at 9:02 am

The Attorney-General provided an overview.

Output Group 1 – Administration of Justice

1.1 Supreme Court Services – considered

1.2 Magisterial Court Services – considered

1.3 Births, Deaths and Marriages - considered

Witness:

Gavin Wailes *Director, Finance, Department of Justice*
(9:38 am to 9:39 am)

1.4 Tasmanian Civil and Administrative Tribunal – considered

1.5 Tasmania Legal Aid - considered

Witness:

Gavin Wailes *Director, Tasmania Legal Aid*
(9:57 am to 9:57 am)

1.6 Legal Assistance – considered

QUESTION ON NOTICE

1. Confirm commitment to provide more published details regarding the current allocations including amounts and timelines under the Solicitors' Guarantee Fund.
(MW)

1.7 Office of the Anti-Discrimination Commissioner – considered

1.8 Elections and Referendums - considered

Witness:

Gavin Wailes *Director, Finance, Department of Justice*
(10:38 am to 10:40 am)

Witness:

Andrew Hawkey *Tasmanian Electoral Commissioner, Tasmanian Electoral Commission
(10:40 am to 10:50 am)*

QUESTION ON NOTICE

1. Provide an updated corporate structure based on increase in staffing within the Tasmanian Electoral Commission. (MW)

1.9 Tasmanian Industrial Commission - considered

1.10 Office of the Independent Regulator – considered

1.11 Office of the Implementation Monitor - considered

1.15 Commission for Children and Young People - considered

The Committee suspended for at 11:08 am

The Committee resumed at 11:25 am

Output Group 2 – Legal Services

2.1 Crown Law – considered

QUESTION ON NOTICE

1. In relation to funding allocations for legal support services for future public infrastructure, please provide an annual breakdown since 2020 including this budget and its forward estimates of internal and outsourced contracts and the projects to which they are related. (MG)

2.2 Legislation Development and Review - considered

Output Group 3 – Corrections, Rehabilitation and Enforcement

3.1 Prison Services- considered

Witness:

Colin Shepherd *Deputy Secretary, Corrective Services, Department of Justice (11:59am to 12: pm)*

Witness:

Narelle Pamplin *Director of Prisons, Department of Justice (12:23 pm to 12:33 pm)*

QUESTION ON NOTICE

1. Please provide details of the amount and source (if under a specific funding stream) of funding in the 2024-2025 and 2025-26 financial periods for the following programs provided in the TPS: Family Violence Program, EQUIPS Foundation, Dialectic Behavioural Therapy Program, Making Changes Program, New Direction Sex Offender Treatment Program, Resilience Program, Respectful Men, and EQUIPS Aggression? (MW)

3.2 Community Corrective Services - considered

Witness:

Christopher Carney *Director, Community Corrections, Department of Justice (12:34 pm to 12:52 pm)*

QUESTION ON NOTICE

1. In terms of the Key Deliverables listed, the Community Corrections - Managing High Risk Offenders is receiving \$1.38m this year and each year across the forward estimates. It is stated in the Budget that it is for operational funding to manage high risk offenders orders and case-manage and monitor dangerous criminals, and high-risk offenders post release including psychological assessments and secretariat services. Can you provide a breakdown of how those funds will be used across those elements? (MW)

3.3 Enforcement of Monetary Penalties – considered

Witness:

Wayne Johnson *Director, Monetary Penalties Enforcement Service, Department of Justice*
(12:52 pm to 13:06 pm)

Output Group 5 – Justice Support Services

5.1 Victims Support – considered

Witnesses:

Ross Smith *Deputy Secretary, Regulation and Service Delivery, Department of Justice*
(1:07 pm to 1:45 pm)

Angela McCrossen *Executive Director, Justice Support Services, Department of Justice*
(1:07 pm to 1:45 pm)

5.2 Victims of Crime Assistance and Redress – considered

Witness:

Gavin Wailes *Director, Finance, Department of Justice*
(1:15 pm to 1:19 pm)

5.3 Office of the Public Guardian – considered

Witness:

Jeremy Harbottle *Public Guardian, Department of Justice*
(1:22 pm to 1:28 pm)

5.4 Safe at Home – considered

Witness:

Gavin Wailes *Director, Finance, Department of Justice*
(1:35 pm to 1:36 pm)

QUESTION ON NOTICE

1. Provide proportion of victim survivors within the Safe at Home program that utilise flexible support packages? (MW)

Witness:

Gavin Wailes *Director, Finance, Department of Justice*
(1:44 pm to 1:45 pm)

Capital Investment Program – considered

The witnesses withdrew at 1:45 pm.

The Committee suspended at 1:45 pm

The Committee resumed at 2:45 pm

Bill 2 Division 2 – Integrity Commission

Attorney-General and Minister of Justice, Corrections and Rehabilitation

\$3 688 000

Witnesses:

Kristy Bourne	<i>Secretary, Department of Justice</i>
Ellen McKenzie	<i>CEO, Integrity Commission</i>
Naomi Martin Edwards	<i>Director, Complaints and Oversight, Integrity Commission</i>

The witnesses took their places at 2.45 pm

Output Group 1 – Integrity Commission

1.1 Integrity Commission - considered

Witness

Gavin Wailes	<i>Director, Finance, Department of Justice</i> <i>(3:08 pm to 3.09 pm)</i>
---------------------	--

QUESTIONS ON NOTICE

1. In 2024-2025 financial year with 166 complaints received, how many complaints were deemed to not be relevant to the Integrity Commission and ultimately be refused without being investigated. (RA)
2. With regard to the total number of FTEs within the Integrity Commission:
 - a. How many commenced in the last year?
 - b. Is that turnover rate similar to the previous 3 years? (MW)

The witnesses withdrew at 3:18 pm

Bill 2 Division 7 – Office of the Ombudsman

Attorney-General and Minister of Justice, Corrections and Rehabilitation

\$5 314 000

Witnesses:

Grant Davies	<i>Ombudsman</i>
Kristy Bourne	<i>Secretary</i>
Gavin Wailes	<i>Director, Finance (3:28 – 3:30 pm)</i>
Mark Huber	<i>Director, Office of the Tasmanian NPM (3:31 – 3:32 pm)</i>

The witnesses took their places at 3:18 pm

Output Group 1 – The Office of the Ombudsman

1.1 Decisions on Complaints referred to the Ombudsman and Health Complaints Commissioner and Right to Information - considered

Questions on Notice

1. Provide details of staff roles across each activity area in the Ombudsman's Office. (MW)
2. Noting that there were no complaints raised by children to the Official Visitors Scheme in 2024-25, how many complaints were raised by children in each in the three years previous to that? (MW)
3. In the 2024-25 year, were there fewer instances of children being visited in mental health facilities by the Official Visitors Scheme than in recent years? (MW)

The witnesses withdrew at 3:40 pm

Bill 2 Division 5 – The Office of the Director of Public Prosecutions

Attorney-General and Minister of Justice, Corrections and Rehabilitation

\$14 321 000

Witnesses:

Daryl Coates *Director, Public Prosecutions*

Kristy Bourne *Secretary*

The witnesses took their places at 3:41pm

Output Group 1 – The Office of the Director of Public Prosecutions

1.1 The Office of the Director of Public Prosecutions - considered

The witnesses withdrew at 3:57 pm.

The Committee suspended at 3:57 pm

The Committee resumed at 4:15 pm

Bill 1 Division 6 – Department of Justice

Minister for Small Business, Trade and Consumer Affairs

\$18 1103 000

Witnesses:

Kristy Bourne *Secretary*

Ross Smith *Deputy Secretary, Regulation and Service Delivery*

Brad Parker *Executive Director, WorkSafe Tasmania (4:15 pm-to 4:37 pm)*

Robyn Pearce *Executive Director, CBOS (4:37 pm to 5:01 pm)*

Gavin Wailes *Director, Finance (4:58 pm – 5:01 pm)*

The witnesses took their places at 4:15 pm

The Minister for Small Business, Trade and Consumer Affairs provided an overview.

Output Group 4- Regulatory and Other Services

4.1 WorkSafe Tasmania – considered

4.3 Consumer, Building and Occupational Services - considered

Question on notice:

1. Provide detail and frequency of ABS data in relation to private rental bonds and whether this data can be made available on CBOS website. (LE&MW)

The witnesses withdrew at 5:01 pm

Bill No 1 Division 11 – Department of State Growth

Minister for Small Business Trade and Consumer Affairs

\$12 803 000

Witnesses:

Michael Mogridge *Deputy Secretary, Economic Development*

Cameron Shield *Senior Director, Trade*

The witnesses took their places at 5:03 pm

The Minister provided an overview.

Output Group 1 – Industry and Business Growth

1.3 Trade – considered

The witnesses withdrew at 5.25 pm

The Committee suspended for at 5:25 pm

The Committee resumed at 6:30 pm

Examination of Estimates

According to the Order the Minister attended the Committee.

Hon Gavin Pearce

Minister for Primary Industries and Water and Minister for Veterans' Affairs

Bill 1 Division 8 – Department of Natural Resources and Environment Tasmania

Minister for Primary Industries and Water

\$93 218 000

Witnesses:

Jason Jacobi *Secretary, Department of NRE Tas*

Mandy Clarke *Acting Deputy Secretary, Primary Industries and Water, NRE Tas*

The witnesses took their places at 6:30 pm

The Minister for Primary Industries and Water provided an overview.

Output Group 2 – Primary Industries and Water

2.1 Primary Industries - considered

2.2 Supervision of Poppy and Hemp Crops - considered

Witness:

Bryce Graham *Director (Water), NRE Tas (7:10 pm to 7:18 pm)*

2.3 Water Resources Management – considered

Question on Notice:

1. Has the State Policy on Water Quality Objectives been reviewed? If so, is the review complete? If so, please provide the review report or indicate where it is available in the public domain. Are there recommendations from the review? If so, has the government agreed to implement the recommendations? (MW)

Witness:

David Midson *General Manager, Water Resources, Department of NRE Tas (7:33 pm to 7:36 pm)*

2.4 Marine Resources – considered

Mr Edmunds left the meeting at 7:28 pm

Question on Notice:

1. In relation to recommendations from Tasmania's Plan for Closing the Gap 2025-28 which come under the responsibility of NRE relating to water resources, can you please advise if progress against these recommendations is reported or published, eg on the NRE Tas website? If not, will you give consideration to doing so? (MW)

Witness:

Justn Helmich Acting General Manager, Biosecurity Tasmania, NRE Tas (7:41 pm to 7:54 pm)

Output Group 3 – Biosecurity

3.1 Biosecurity and Product Integrity - considered

Witness:

Jo Crisp General Manager, Environment, NRE Tas (7:56 pm to 8:02 pm)

Output Group 7 – Environment

7.3 Natural Values Management – considered

Grants and Subsidies – considered

Capital Investment Program - considered

Witness:

Dr Ryan Wilkinson Director, Inland Fisheries

Inland Fisheries – considered

Tabled Document:

1. Arthurs Lake – graph below = catch rate (fish/day) – from IFS Angler Postal Survey (conducted annually)

Questions on Notice:

1. Provide explanation in relation to the (438) number in Budget Paper 2, Volume 2, page 75, Table 23.4 – Cash outflows – GST PAYMENTS - trend over the forwards (80), (82), (85), (87), (438). (CH)
2. What is the maximum drawdown level on Arthurs Lake for irrigation purposes? Is the maximum drawdown level still in place? If not, why not? (RA)

The witnesses withdrew at 8:27 pm

The Committee suspended at 8:27 am

The Committee resumed at 8:30 am

Bill 1 Division 10 – Department of Premier and Cabinet

Minister for Veterans' Affairs

\$1 197 000

Witness:

Shane Gregory Associate Secretary, Department of Premier and Cabinet

The witnesses took their places at 8:30 pm

The Minister for Veterans' Affairs provided an overview.

Output Group 1 – Policy Reform and Government Priorities

1.5 Veterans' Affairs - considered

The witness withdrew at 8:57 pm

The Committee suspended at 8:57 pm

The Committee resumed at 9:02 pm

Draft questions on notice

The Committee considered the draft correspondence in relation to questions taken on notice.

RESOLVED, that the questions on notice as amended be adopted.

Outgoing Correspondence

1. Letter dated 17 November 2025 to the Hon Guy Barnett MP, Attorney General and Minister for Justice, Corrections and Rehabilitation providing questions on notice.
2. Letter dated 17 November 2025 to the Hon Guy Barnett MP, Attorney General and Minister for Justice, Corrections and Rehabilitation providing questions on notice in relation to the Integrity Commission.
3. Letter dated 17 November 2025 to the Hon Guy Barnett MP, Attorney General and Minister for Justice, Corrections and Rehabilitation providing questions on notice in relation to the Office of the Ombudsman.
4. Letter dated 17 November 2025 to the Hon Gavin Pearce MP, Minister for Primary Industries and Water providing questions taken on notice.

The Committee **ENDORSED** the outgoing correspondence.

The Committee suspended at 9:17 pm until 8:45 am on Tuesday, 18 November 2025.

TUESDAY, 18 NOVEMBER 2025

The Committee resumed at 8:45 am in Committee Room 3, Parliament House, Hobart.

Members present

Ms Armitage (Chair)

Mr Edmunds (apology - from 10:15 am)

Mr Gaffney (Deputy Chair)

Mr Hiscutt; and

Ms Webb

In attendance

Mr James Reynolds (Committee Secretary)

Ms Julie Thompson (Committee Secretary)

The Committee had a general discussion.

The Committee suspended at 8:47 am

The Committee resumed at 9:00 am in Committee Room 2, Parliament House, Hobart.

Examination of Estimates

According to the Order the Premier attended the Committee.

Hon Jeremy Rockliff MP Premier

Bill No 1 Division 10 – Department of Premier and Cabinet

Premier

\$77 746 000

Witnesses:

Kathrine Morgan-Wicks

Secretary, Department of Premier and Cabinet

Shane Gregory

Associate Secretary, Department of Premier and Cabinet

Ned Whitehouse

Chief of Staff

Melissa Gray –

Deputy Secretary, Policy and Reform, Department of Premier and Cabinet (9:54 am – 9:57 am)

The witnesses took their places at 9:00 am

The Premier provided an overview.

Output Group 1 – Policy Reform and Government Priorities

1.1 Strategic Policy and Government Priorities – considered

Tabled Documents:

1. Change for Children: Tasmania's 10-year strategy, State of Tasmania (2025)
2. Attachment 3 – Current composition of Government business boards by region
3. TasInsure Discussion Paper and Preliminary Draft Bill, Tasmanian Government (14 November 2025)

Questions on Notice:

1. With regard to board representation, can you please provide a current list of the regional (north, northwest, south, interstate) representation for Government Business Enterprises and State Owned Companies? (RA)
2. The Premier agreed to table the letter from the Government to the Integrity Commission on concerns with the implementation of the Lobbying Framework, which prompted the implementation to be stopped in June 2025 – can the letter please be provided. (MW)
3. With regard to the agreement between the Department of State Growth and Deloitte to develop a report into the social and economic impact of electronic gaming machines reform (Pokies Card) in Tasmania, a draft report was provided to Government.
 - a. When did the Government receive that draft report?
 - b. Given that a draft report has been received, why has the work taken so long to deliver the final report?
 - c. Has the Premier or anyone else in his Government made a decision to stall the completion of the final report?
 - d. What was the cost of the Deloitte review? (MW)
4. With regard to Closing the Gap, will you commit to a separate Closing the Gap line item to be included in all future budgets to enable tracking of progress and that be required across all portfolios? (MW)
5. As the Government has budgeted \$40,000 a year for women over the four years of budget estimates, will the Government consider providing some funding for International Mens Day? (MG)

1.2 Child and Youth Wellbeing – considered

Mr Edmunds took his place at 10:15 am

The Committee suspended at 10:27 am

The Committee resumed at 10:44 am

1.3 Security and Emergency Management - considered

Tabled Document:

1. Resilience and Recovery Tasmania Highlights for Financial Year 2024-25, Department of Premier and Cabinet, June 2025

Output Group 2 – Government System Support

2.1 Support Services for Government, Ministerial Parliamentary Offices and Office of the Governor – considered

Tabled Document:

1. Guidance for the use of artificial intelligence in Tasmanian Government, Tasmanian Government, September 2024

3.2 Principal and Subordinate Legislation – considered

Question on Notice:

1. With regard to the current vacancies (x3) within the Office of Parliamentary Counsel, how long have these positions been unfilled? (CH)

3.3 State Service Employment and Management – considered

Output Group 3 – Community and Government Service Delivery

3.2 Management and Ongoing Development of Service Tasmania– considered

Tabled Documents:

1. myServiceTas information: 1 July 24 to 30 June 25, Service Tasmania
2. Key highlights: 1 July 24 to 30 June 25, Service Tasmania

Witness:

Noelene Kelly *Deputy Secretary Community and Government Services*
(11:44 am to 11:50 am)

Capital Investment Program - considered

Bill No 1 Division 7 – Ministerial and Parliamentary Support

Premier

\$32 140 000

Witnesses:

<i>Kathrine Morgan-Wicks</i>	<i>Secretary</i>
<i>Shane Gregory</i>	<i>Associate Secretary</i>
<i>Ned Whitehouse</i>	<i>Chief of Staff</i>

Output Group 1 – Support for Members of Parliament

1.1 Support for Ministers and certain Parliamentary Office Holders – considered

Question on Notice:

1. Can you please provide an organisation chart of each ministerial office, including the bands each staff member are on? (LE)

1.2 Support for Members of the House of Assembly – considered

Question on Notice

1. What is the total number of staff allocated to non-ministers in each area of parliament opposition, minor parties, micro parties (1 member parties), independents, MLCs)? (CH)

Bill No 2 Division 6 – Office of the Governor

Premier **\$10 178 000**

1.1 Support for the Governor – considered

Capital Investment Program - considered

Bill No 1 Division 1 – Brand Tasmania

Premier **\$2 374 000**

Witnesses:

Kathrine Morgan-Wicks	<i>Secretary</i>
Shane Gregory	<i>Associate Secretary</i>
Ned Whitehouse	<i>Chief of Staff</i>
Jessica Radford	<i>Acting CEO, Brand Tasmania</i>

The witnesses took their places at 12:01 pm

The Premier provided an overview

Output Group 1 – Brand Tasmania

1.1 Brand Tasmania – considered

Question on Notice:

1. With regard to Table 2.4 Statement of Comprehensive Income (Budget paper 2 vol 1, page 20): Supplies and consumables decrease from \$1,512,000 in 2024-2025 to \$512,000 in 2028-2029. Can you explain this significant reduction? (CH)

The witnesses withdrew at 12:15 pm

The Committee suspended at 12:15 pm

The Committee resumed at 12:24 pm

Examination of Estimates

According to the Order the Minister attended the Committee.

Hon Jane Howlett MP

Minister for Tourism, Hospitality and Events; Minister for Women and the Prevention of Family Violence and Minister for Racing

Division 12 – Tourism Tasmania

Minister for Tourism, Hospitality and Events **\$39 125 000**

Witnesses:

Brett Stewart Deputy Secretary, Creative Industries, Sport and Visitor Economy, DSG
Sarah Clark Chief Executive Officer, Tourism Tasmania

The witnesses took their places at 12:24 pm

The Minister for Tourism, Hospitality and Events provided an overview.

Output Group 1 – Tourism

1.1 Tourism - considered

Division 11 – Department of State Growth

Minister for Tourism, Hospitality and Events

\$61 406 000

Witnesses:

Brett Stewart Deputy Secretary, Creative Industries, Sport and Visitor Economy, DSG
Sarah Clark Chief Executive Officer, Tourism Tasmania

Output Group 5 – Cultural and Tourism Development

5.4 Events – considered

5.5 Visitor Economy Support – considered

Tabled Document:

1. Eat Local, Stay Local Average Spend

Capital Investment Program - considered

The witnesses withdrew at 1:27 pm

The Committee suspended at 1:27 pm

The Committee resumed at 2:15 pm

Division 10 – Department of Premier and Cabinet

Minister for Women and the Prevention of Family Violence

\$17 468 000

Witnesses:

Courtney Hurworth Chief Reform Lead, Keeping Children Safe Reform Group, DPAC
Sam Gunner Executive Director, Keeping Children Safe Reform Group, DPAC

Output Group 1 – Policy Reform and Government Priorities

1.4 Women and the Prevention of Family Violence – considered

Tabled Documents:

1. Data on 500 Worker Distribution
2. Primary prevention of violence against women in Tasmania – October 2025

Questions on Notice:

1. With regard to Table 11.2 Revenue from Appropriation by Portfolio and Output for the Minister for Women and the Prevention of Family Violence (p 216), it appears that the years 2026-27, 2027-28 and 2028-29 do not include indexation. Can you confirm this will be included or explain why there is none? (CH)

2. Under the state plan for *Closing the Gap 2025-2028*, action number 49 requires you to work with the Attorney General to ensure the family violence prevention legal service is funded through the National Access to Justice Partnership, which is meant to be underway by the end of the 2025-26 year. Can you provide an update on progress in meeting this Closing the Gap priority? And where is progress on this action reported? (MW)

The witnesses withdrew at 3:16 pm

The Committee suspended at 3:16 pm

The Committee resumed at 3:21 pm

Division 8 – Department of Natural Resources and Environment Tasmania

Minister for Racing

\$44 595 000

Witnesses:

Deidre Wilson	<i>Deputy Secretary Primary Industries and Water, NRE Tas</i>
Sean Carroll	<i>Racing Integrity Commissioner</i>
Anita Yan	<i>Deputy Chief Operations Officer</i>

The witnesses took their places at 3:21 pm

The Minister for Racing provided an overview.

Output Group 5 – Racing Regulation and Policy

1.1 Racing Regulation and Policy – considered

Grants and Subsidies – considered

The witnesses withdrew at 4:15 pm

The Committee suspended at 4:15 pm

The Committee resumed at 4:19 pm

Draft Questions on Notice

The Committee considered the draft correspondence in relation to questions taken on notice.

The Committee **AGREED** that the questions on notice be sent without amendment.

Mr *Hiscutt* left the meeting at 4: 25 pm.

Outgoing Correspondence

1. Letter dated 18 November 2025 to the Premier, the Hon Jeremy Rockliff MP providing questions taken on notice.
2. Letter dated 18 November 2025 to the Minister for Women and the Prevention of Family Violence, the Hon Jane Howlett MP providing questions taken on notice.

The Committee **ENDORSED** the outgoing correspondence.

The Committee suspended at 4:26 pm until 8:50 am on Wednesday, 19 November 2025.

WEDNESDAY, 19 NOVEMBER 2025

The Committee met at 8:45 am in Committee Room 3, Parliament House, Hobart.

Members present

Ms Armitage (Chair)
Mr Edmunds (from 10:19 am)
Mr Gaffney (Deputy Chair)
Mr Hiscutt; and
Ms Webb

In attendance

Mr James Reynolds (Committee Secretary)
Ms Julie Thompson (Committee Secretary)

The Committee had a general discussion.

The Committee suspended at 8:49 am

The Committee resumed at 9:00 am in Committee Room 2, Parliament House, Hobart.

Examination of Estimates

According to the Order the Minister attended the Committee.

Hon Felix Ellis MP

Minister for Police, Fire and Emergency Management, Minister for Skills and Jobs and Minister for Business, Industry and Resources

Division 9 – Department of Police, Fire and Emergency Management

Minister for Police, Fire and Emergency Management

\$452 177 000

Witnesses:

Adam Foster	<i>Chief of Staff</i>
Donna Adams	<i>Commissioner of Police/Secretary, DPFEM/State Controller</i>
Jonathan Higgins	<i>Deputy Commissioner of Police</i>
Adrian Bodnar	<i>Assistant Commissioner Operations</i>
Robert Blackwood	<i>Assistant Commissioner Specialist Support</i>
Doug Oosterloo	<i>Assistant Commissioner Capability</i>
Ross Hinkley	<i>A/Deputy Secretary</i>
Scott Wilson-Haffenden	<i>A/Executive Director, People & Business Services</i>

The witnesses took their places at 9:00 am

The Minister for Police, Fire and Emergency Management provided an overview.

Output Group 1 – Public Safety

1.1 Support to the Community - considered

Output Group 2 – Crime

2.1 Investigation of Crime – considered

2.2 Fisheries Security - considered

2.3 Support to Judicial Services - considered

The Committee suspended at 11:02 am

The Committee resumed at 11:16 am

2.3 Support to Judicial Services – further considered

Output Group 3 – Traffic Policing

3.1 Traffic Policing - considered

Output Group 4 – Emergency Management

4.2 State Security and Rescue Operations - considered

Question on Notice:

1. Regarding search and rescue operations, are you able to provide the cost of these operations to Tasmania Police? (RA)

Capital Investment Program – considered

The witnesses withdrew at 12:15 pm

Mr Gaffney left the table at 12:15 pm

The Committee suspended at 12:15 pm

The Committee resumed at 12:17 pm

Witnesses:

Adam Foster	<i>Chief of Staff</i>
Jeremy Smith	<i>Fire and Emergency Services Commissioner</i>
Matt Lowe	<i>Deputy Chief Officer - Operations</i>
Andrea Heath	<i>Executive Director, Strategy and Capability</i>
Mick Lowe	<i>Executive Director, SES and Volunteers</i>
Ross Hinkley	<i>A/Deputy Secretary</i>
Scott Wilson-Haffenden	<i>Director Finance</i>

The witnesses took their places at 12:17 pm

4.1 Fire and Emergency Services - considered

State Fire Commission - considered

Mr Gaffney took his place at the table at 12:32 pm

Mr Edmunds left the table at 12:41 pm

Mr Edmunds took his place at 12:46 pm

The witnesses withdrew at 12:59 pm.

The Committee suspended at 12:59 pm.

The Committee resumed at 2:01 pm.

TasTAFE

Witnesses:

Tim Gardner	<i>Chair, TasTAFE</i>
Will McShane	<i>Interim CEO, TasTAFE</i>
Alex Paterson	<i>General Manager, Skills and Workforce</i>
Adam Foster	<i>Chief of Staff</i>

The witnesses took their places at 2:01 pm

TasTAFE - considered

Mr *Edmunds* left the table at 2:29 pm
Mr *Edmunds* took his place at 2:41 pm

Mr *Gaffney* left the table at 2:53 pm
Mr *Gaffney* took his place at 3:08 pm

QUESTIONS ON NOTICE

1. The relatively recent decision to cut subsidies from 12 mainly arts and design courses will no doubt have a chilling effect on the current 450 enrolments and another 50 in the Laboratory Technician courses: An average completion rate of 42% across the 12 affected courses was cited as a reason for the cuts.

What are the student numbers of and completion rates across, the current 'in demand' courses covered by the Fee-Free TAFE funding scheme? (MG)

2. What is the process for exposure sites to the kinetic sand to communicate with TasTAFE students, is this done directly or via TasTAFE? (LE)

The witnesses withdrew at 3:12 pm

The Committee suspended at 3:12 pm

The Committee resumed at 3:16 pm

Division 11 – Department of State Growth

Minister for Skills and Jobs

\$133 469 000

Witnesses:

Alex Paterson	<i>General Manager, Skills and Workforce</i>
Stuart Hollingsworth	<i>Executive Director, Economy and Jobs Strategy</i>
Adam Foster	<i>Chief of Staff</i>

The witnesses took their places at 3:16 pm

The Minister for Skills and Jobs provided an overview

Output Group 3 – Skills, Training and Workforce Growth**3.1 Skills and Workforce Growth** - considered**Question on Notice:**

1. In relation to the Rapid Response Skill Initiative, please provide data on the participants from the community services industry, in each of the past three years. (MW)

Output Group 90 – COVID-19 Response and Recovery**90.2 Rapid Response Skills Initiative** - considered

The witnesses withdrew at 4:02 pm

The Committee suspended at 4:02 pm

The Committee resumed at 4:19 pm

Bill No 1 Division 11 – Department of State Growth

Minister for Business, Industry and Resources

\$93 809 000

Witnesses:

Dennis Hendriks *Acting Co-ordinator General*

Craig Limkin *Secretary*

Adam Foster *Chief of Staff*

The witnesses took their places at 4:19 pm

The Minister for Business, Industry and Resources provided an overview

Output Group 1 – Industry and Business Growth

1.1 Office of the Coordinator General – considered

1.2 Industry and Business Development – considered

Question on Notice

1. In relation to the reduction in appropriation in this line item from 2024-25 to 2025-26, please provide complete list of the programs and associated amounts that represent that reduction. (MW)

Witness

Vanessa Pinto *Deputy Secretary, ReCFIT and Resources*

Output Group 4 – Resources Policy and Regulatory Services

4.1 Forest Policy – considered

Question on Notice

1. In relation to the 2024-25 On-Island Processing Program, it was expected that the first round of almost \$6 million to 7 projects would generate an expected \$23 million of investment and a specified number of jobs – was that expectation of investment met? How is that quantified? (MW)

Witness:

Alastair Morton *Director, Mineral Resources Tasmania*

4.2 Mineral Resources – considered

The witnesses withdrew at 5:16 pm

The Committee suspended at 5:17 pm

The Committee resumed at 5:24 pm

Draft Questions on Notice

The Committee considered the draft correspondence in relation to questions taken on notice.

The Committee **AGREED** that the questions on notice be sent.

Outgoing Correspondence

1. Letter dated 19 November 2025 to the Minister for Skills and Jobs and Minister for Business, Industry and Resources, the Hon Felix Ellis MP providing questions taken on notice.
2. Letter dated 19 November 2025 to the Minister for Skills and Jobs providing questions taken on notice in relation to TasTAFE.
3. Letter dated 19 November 2025 to the Minister for Police, Fire and Emergency Management, the Hon Felix Ellis MP providing questions taken on notice.

The Committee **ENDORSED** the outgoing correspondence.

The Committee suspended at 5:30 pm until 8:50 am on Thursday, 20 November 2025.

THURSDAY, 20 NOVEMBER 2025

The Committee met at 8:49 am in Committee Room 3, Parliament House, Hobart.

Members present

Ms Armitage (Chair)
Mr Edmunds (from 9:00 am)
Mr Gaffney (Deputy Chair)
Mr Hiscutt; and
Ms Webb

In attendance

Mr James Reynolds (Committee Secretary)
Ms Julie Thompson (Committee Secretary)

The Committee had a general discussion.

The Committee suspended at 8:50 am

The Committee resumed at 9:00 am in Committee Room 2, Parliament House, Hobart.

Examination of Estimates

According to the Order the Minister attended the Committee.

Hon Jo Palmer MLC

Minister for Education, Minister for Children and Youth and Minister for Disability Services

Division 2 – Department of Education, Children and Young People

Minister for Education

\$2 047 580 000

Witnesses

Ginna Webster	<i>Secretary, Department of Education, Children and Young People</i>
Jenny Burgess	<i>Deputy Secretary Strategy and Performance</i>
Trudy Pearce	<i>Deputy Secretary Schools & Early Years (to 11:58 am)</i>
Sue McKerracher	<i>Deputy Secretary People and Culture</i>

The witnesses took their places at the table at 9:00 am

The Minister for Education provided an overview.

The Minister for Education made a statement regarding school closures relating to the presence of coloured sand products found to have traces of asbestos.

Output Group 1 – Education

1.1 In School Education – considered

Witness

Jodee Wilson, Deputy Secretary Development and Support (9:40 am – 9:42 am)

1.2 Early Learning – considered

The Committee suspended at 11:04 am

The Committee resumed at 11:21 am

1.2 Early Learning – further considered

Output Group 2 – Libraries Tasmania

2.1 Libraries Tasmania – considered

Witness:

Patrick Gregory Executive Director, Libraries Tasmania (11:30 am-11.58 am)

Output Group 3 – Education Regulation

3.1 Education Regulation – considered

Witness:

Katharine O'Donnell Director Education Regulation (11:58 am – 12:24 pm)

Grants and Subsidies – considered

Capital Investment Program – considered

Witness:

Todd Williams Acting Deputy Secretary Business, Operations and Support Services (12:24 pm)

The witnesses withdrew at 12:31 pm

The Committee suspended at 12:31 pm

The Committee resumed at 12:36 pm

Bill No 1 Division 2 – Department of Education, Children and Young People

Minister for Children and Youth

\$250 126 000

Witnesses:

Ginna Webster Secretary, Department of Education, children and Young People

Peter Whitcombe Deputy Secretary Child Safety and Youth Justice Operations

Jason Sowell Director Business Planning and Improvement

Tiffany Black Executive Director Services for Children Youth and Families

The witnesses took their places at 12:36 pm

The Minister for Children and Youth provided an overview.

Output Group 4 – Children Services

4.1 Services for Children and Families – considered

Question on Notice:

1. With regard to the Bringing Baby Home program –
 - a) By region, how many children are currently receiving services from that program?
 - b) How many children under interim care and protection orders are currently receiving services from that program?
 - c) How many children have been referred but are awaiting services under that program?
 - d) What is the average waiting time (by region) for children who have been referred (from the point of referral to the time of being allocated support)? (MW)

4.2 Services for Youth Justice – considered

The Committee suspended at 1:15 pm.

The Committee resumed at 2:19 pm.

4.1 Services for Children and Families – further considered

Witness:

Shane Murdoch *Director Custodial Youth Justice Services (4:01 pm to 4:05 pm)*

4.2 Services for Youth Justice – considered

Output Group 5 – Independent Children’s and Young Persons’ Review Service

3.1 Office of the Commissioner for Children and Young People – considered

The Committee suspended at 4:20 pm

The Committee resumed at 4:41 pm

Answers to outstanding questions were provided in relation to Children Services.

The witnesses withdrew at 4:47 pm.

The Committee suspended at 4:47 pm

The Committee resumed at 4:52 pm

Bill No 1 Division 10 – Department of Premier and Cabinet

Minister for Disability Services

\$298 634 000

Witnesses:

Mellisa (Mel) Gray *Deputy Secretary, Policy and Reform*

Ingrid Ganley *Acting Executive Director, Disability and Reform*

The witnesses took their places at 4:52 pm

The Minister for Disability Services provided an overview

Output Group 1 – Policy Reform and Government Priorities

1.7 Disability Services – considered

1.8 National Disability Insurance Scheme - considered

The witnesses withdrew at 5:15 pm

The Committee suspended at 5:15 pm

The Committee resumed at 5:19 pm

Draft Questions on Notice

The Committee considered the draft correspondence in relation to the question taken on notice.

The Committee **AGREED** that the question on notice be sent.

Outgoing Correspondence

1. Letter dated 20 November 2025 to the Minister for Children and Youth, the Hon Jo Palmer MLC providing a question on notice.

The Committee **ENDORSED** the outgoing correspondence

Other Business

NIL

Next Meeting

Tuesday, 2 December at 9:30 am in CR2 (Teams available)

Adjournment

The Committee adjourned at 5:24 pm

DATE 2 December 2025

CONFIRMED



CHAIR

LEGISLATIVE COUNCIL SELECT COMMITTEE

ESTIMATES 'B'

MINUTES

TUESDAY 2 DECEMBER 2025

At 9:30 am in Committee Room 2, Parliament House, Hobart.

Members Present

Ms Armitage (Chair)

Mr Gaffney

Mr Hiscutt

Mr Edmunds

Ms Webb

Apologies

Nil

In Attendance

Julie Thompson (Committee Secretary)

James Reynolds (Committee Secretary)

Confirmation of Minutes

The Minutes of the Meeting held on Monday, 17 November – Thursday, 20 November 2025 were confirmed as a true and accurate record.

Correspondence

Incoming

1. Letter dated and received 24 November 2025 from the Hon Jane Howlett MP, providing responses to questions taken on notice in relation to portfolio of Minister for Women and the Prevention of Family Violence.
2. Letter dated and received 24 November 2025 from the Hon Guy Barnett MP providing responses to questions taken on notice in relation to portfolio Attorney-General, Minister for Justice, Corrections and Rehabilitation.
3. Letter dated and received 24 November 2025 from the Hon Guy Barnett MP providing responses to questions taken on notice in relation to portfolio Attorney-General, Minister for Justice, Corrections and Rehabilitation (Integrity Commission).
4. Letter dated and received 24 November 2025 from the Hon Guy Barnett MP providing responses to questions taken on notice in relation to portfolio Attorney-General, Minister for Justice, Corrections and Rehabilitation (Office of the Ombudsman)
5. Letter dated and received 24 November 2025 from the Hon Guy Barnett MP providing response to question taken on notice in relation to portfolio Small Business, Trade and Consumer Affairs.
6. Letter dated and received 25 November 2025 from the Hon Gavin Pearce MP providing response to questions taken on notice in relation to portfolio Minister for Primary Industries and Water.

7. Letter dated and received 25 November 2025 from the Hon Jeremy Rockliff MP, providing responses to questions taken on notice in relation to portfolio of Premier (including two attachments).
8. Letter dated and received 27 November 2025 from the Hon Felix Ellis MP, providing response to question taken on notice in relation to portfolio of Minister for Police, Fire and Emergency Management.
9. Letter dated and received 27 November 2025 from the Hon Felix Ellis MP, providing responses to questions taken on notice in relation to portfolio of Business, Industry and Resources.
10. Letter dated 28 November 2025 (received 1 December 2025) from the Hon Felix Ellis MP, providing responses to questions taken on notice in relation to portfolio of Minister for Skills and Jobs (TasTAFE).
11. Response dated 27 November 2025 (received 1 December 2025) from the Hon Jo Palmer MLC, providing response to question taken on notice in relation to portfolio of Minister for Children and Youth.

The Committee **RECEIVED** the incoming correspondence.

Outgoing

Nil

Consideration of Draft Reports

1. Hon Guy Barnett MP

Attorney General and Minister for Justice, Corrections and Rehabilitation – Department of Justice

Integrity Commission

The Office of the Director of Public Prosecutions

The Office of the Ombudsman

Minister for Small Business, Trade and Consumer Affairs

RESOLVED—

Pages 1, 2 and 3, stand part of the Report.

Page 4, with amendments to output lines 1.6 and 1.8, stand part of the Report.

Page 5, with amendments to output lines 3.1 and 3.2, stand part of the Report.

Page 6, with amendment to output line 5.4, stand part of the Report.

Page 7, with amendment to output line 1.1, stand part of the Report.

Page 8, stand part of the Report.

Page 9, with amendment to output line 1.1, stand part of the Report.

Page 10, stand part of the Report.

Page 11, with amendment to output line 4.3, stand part of the Report.

Page 12, stand part of the Report.

To adopt the Draft Report, as amended, as the Final Report of the Committee.

2. Hon Gavin Pearce MP

Minister for Primary Industries and Water – Department of Natural Resources and Environment Tasmania
Minister for Veterans' Affairs – Department of Premier and Cabinet

RESOLVED—

Pages 1 and 2, stand part of the Report.

Page 3, with amendment to output line 2.3, stand part of the Report.

Page 4, with amendment to output line 2.4 and Inland Fisheries, stand part of the Report.

Pages 5 and 6, stand part of the Report.

To adopt the Draft Report, as amended, as the Final Report of the Committee.

3. Hon Jeremy Rockliff MP

Premier – Brand Tasmania
Premier – Ministerial and Parliamentary Support
Premier – Department of Premier and Cabinet
Premier – *The Office of the Governor*

RESOLVED—

Pages 1 and 2, stand part of the Report.

Page 3, with amendment to output line 1.1, stand part of the Report.

Page 4, with amendment to output lines 1.1 and 1.2, stand part of the Report.

Pages 5 and 6, with amendment to output line 1.1, stand part of the Report.

Page 7, with amendment to output line 2.2, stand part of the Report.

Page 8, stand part of the Report.

To adopt the Draft Report, as amended, as the Final Report of the Committee.

4. Hon Jane Howlett MP

Minister for Racing – Department of Natural Resources and Environment Tasmania
Minister for Women and the Prevention of Family Violence – Department of Premier and Cabinet
Minister for Tourism, Hospitality and Events – Department of State Growth
Minister for Tourism, Hospitality and Events – Tourism Tasmania

RESOLVED—

Pages 1, 2 and 3, stand part of the Report.

Page 4, with amendment to output line 1.4, stand part of the Report.

Pages 5, 6 and 7, stand part of the Report.

To adopt the Draft Report, as amended, as the Final Report of the Committee.

5. Hon Felix Ellis MP

Minister for Police, Fire and Emergency Management – Department of Police, Fire and
Emergency Management

Minister for Business, Industry and Resources – Department of State Growth

Minister for Skills and Training – Department of State Growth

RESOLVED—

Pages 1, 2 and 3, stand part of the Report.

Page 4, with amendment to output line 4.2, stand part of the Report.

Page 5, with amendment to output lines 1.2 and 4.1, stand part of the Report.

Page 6, stand part of the Report.

Page 7, with amendment to output line 3.1 and TasTAFE, stand part of the Report.

Page 8, stand part of the Report.

To adopt the Draft Report, as amended, as the Final Report of the Committee.

6. Hon Jo Palmer MLC

Minister for Education – Department of Education, Children and Youth

Minister for Children and Youth – Department of Education, Children and Youth

Minister for Disability Services – Department of Premier and Cabinet

RESOLVED—

Pages 1, 2, 3 and 4, stand part of the Report.

Page 5, with amendment to output line 4.1, stand part of the Report.

Pages 6 and 7, stand part of the Report.

To adopt the Draft Report, as amended, as the Final Report of the Committee.

Other Business

1. Presentation for Tabling Final Reports

RESOLVED, the final reports of the Committee be presented for tabling by the Chair
in the Legislative Council on Thursday, 4 December 2025.

2. Minutes from Today's Meeting

RESOLVED, the Chair sign off on today's minutes on behalf of the Committee.

Adjournment

At 10:01 am the Committee adjourned *sine die*.

DATE 2 December 2025

CONFIRMED

A handwritten signature in blue ink, reading "Rosmary Armitage". The signature is written in a cursive style with a large initial 'R' and a long, sweeping underline.

CHAIR



PREMIER OF TASMANIA

Hon Rosemary Armitage MLC
Chair
Legislative Council Estimates Committee B
Email: julie.thompson@parliament.tas.gov.au

Dear Ms Armitage

APPROPRIATION BILL (No. 1) 2025

Please find attached responses to the question raised at the Estimates Committee B hearing on Tuesday 18 November.

DIVISION 10 – DEPARTMENT OF PREMIER AND CABINET

Output Group 1.1 – Strategic Policy and Government Priorities

1. With regard to board representation, can you please provide a current list of the regional (north, northwest, south, interstate) representation for Government Business Enterprises and State-Owned Companies? (RA)

Answer:

Please refer to Attachment 1 - Current composition of Government business boards by region

2. The Premier agreed to table the letter from the Government to the Integrity Commission on concerns with the implementation of the Lobbying Framework, which prompted the implementation to be stopped in June 2025 – can the letter please be provided. (MW)

Answer:

Please refer to Attachment 2 – correspondence from Attorney General to Integrity Commission.

3. With regard to the agreement between the Department of State Growth and Deloitte to develop a report into the social and economic impact of electronic gaming machines reform (Pokies Card) in Tasmania, a draft report was provided to Government.
 - a) When did the Government receive that draft report?
 - b) Given that a draft report has been received, why has the work taken so long to deliver the final report?
 - c) Has the Premier or anyone else in his Government made a decision to stall the completion of the final report?
 - d) What was the cost of the Deloitte review? (MW)

Answer:

The Government has not yet received the final Deloitte Access Economics report. As previously stated publicly, once the final report is received by the Government, it will be released.

The Department of State Growth (State Growth) has received two drafts of the report and has been working with the consultants to finalise the report. This has included requesting:

1. more information be included in the report so readers can understand the methodology, assumptions, and analysis undertaken.
2. the report include details regarding why international benchmarking was selected compared to other benchmarking.
3. an analysis of how this works compared against the 'Comparison to the Fifth Social and Economic Impact Study of Gambling in Tasmania 2021' and documenting why assumptions and results may vary

In relation to 3(c) the answer is no.

In relation to 3(d) the cost of this work has already been publicly disclosed and is available at:

https://www.stategrowth.tas.gov.au/about/right_to_information/disclosure_log

4. With regard to Closing the Gap, will you commit to a separate Closing the Gap line item to be included in all future budgets to enable tracking of progress and that be required across all portfolios? (MW)

Answer:

It is not considered practical or appropriate to provide a separate Closing the Gap line item in every portfolio within the Budget Papers.

The National Agreement on Closing the Gap is a cross-government commitment involving 17 socio-economic outcomes and 4 priority reforms, delivered across multiple portfolios.

Funding is integrated into mainstream Outputs to ensure Aboriginal and Torres Strait Islander outcomes are part of core service delivery, not siloed.

Creating a separate Closing the Gap line item would require restructuring the Output framework and could obscure the link between funding and service delivery.

To this point, it is of note that no jurisdiction in Australia includes Closing the Gap as a separate line item across all portfolios.

Further, Closing the Gap focuses on measurable outcomes (e.g. life expectancy, education attainment, housing), not funding inputs.

Reporting is outcome-driven and supported by independent monitoring, which provides clearer accountability than a Budget line item.

Transparency is achieved through:

- Annual Implementation Plans and Reports (e.g. Commonwealth Closing the Gap Annual Report and Implementation Plan).
- The Productivity Commission's Closing the Gap Dashboard and Annual Data Compilation Report, which tracks performance against 19 targets and 26 indicators.
- Jurisdictional Implementation Plans published by states and territories.

5. As the Government has budgeted \$40,000 a year for women over the four years of budget estimates, will the Government consider providing some funding for International Mens Day? (MG)

Answer:

The Government has noted the suggestion and will consider it as part of future policy and budget development processes.

Output Group 2.2 Principal and Subordinate Legislation

- 1 With regard to the current vacancies (x3) within the Office of Parliamentary Counsel, how long have these positions been unfilled? (CH)

Answer:

OPC currently have 3 vacant positions.

- Level 1 Legal Practitioner vacant since January 2025.
- Level 2 Legal Practitioner vacant since August 2021 (position is shortly to be filled by current Level 1 Legal Practitioner through promotion)
- Level 4 Legal Practitioner vacant since June 2024 (incumbent promoted to Deputy Chief Parliamentary Counsel).

DIVISION 7 – MINISTERIAL AND PARLIAMENTARY SUPPORT

1.1 Support for Ministers and certain Parliamentary Office Holders

- 1 Can you please provide an organisation chart of each ministerial office, including the bands each staff member are on? (LE)

Answer:

The six monthly Ministerial disclosures on staff in MPS to the 30th September is available on the DPAC website, along with a range of other routinely disclosed information - for further information please visit: https://www.dpac.tas.gov.au/rti/MPS_routine_disclosure_log

1.2 Support for Members of the House of Assembly

2. What is the total number of staff allocated to non-ministers in each area of parliament opposition, minor parties, micro parties (1 member parties), independents, MLCs)? (CH)

Answer:

At 30th September 2025, the staffing allocations for each of the Labor Opposition, Tasmanian Greens, Shooters Fishers & Farmers and Independents are outlined below. Opposition Parties and Independent Members are provided with their own annual budget funding to manage, including employee recruitment.

Labor Opposition	FTE
Chief of Staff	1.0
Director Policy	1.0
Office Manager	1.0
Adviser Strategy	1.0
Adviser Digital	1.0

Advisers	2.0
Director Media	1.0
Media Advisers	2.0
Electorate Officers	10.35
Community Organisers	3.37
Total	23.72

Tasmanian Greens	FTE
Chief of Staff	1.0
Senior Policy & Parliamentary Adviser	1.0
Policy Adviser	1.0
Campaigns Coordinator	1.0
Office Manager	1.0
Senior Communications Adviser	1.0
Communications and Campaign Adviser	1.0
Digital Media Adviser	1.0
Electorate Advisers	2.9
Electorate Officers	4.1
Total	15.0
Shooters Fishers & Farmers	FTE
Adviser	1.0
Media Adviser	0.4
Electorate Officer	1.0
Total	2.4
Independent for Bass, George Razay	FTE
Electorate Officer	1.0
Total	1.0
Independent for Braddon, Craig Garland	FTE
Adviser	1.0
Electorate Officers	1.5
Total	2.5
Independent for Clark, Kristie Johnston	FTE
Adviser	1.0
Media Adviser	0.5
Electorate Officer	1.0
Total	2.5
Independent for Franklin, David O'Byrne	FTE
Advisers	1.8
Electorate Officer	0.8
Total	2.6
Independent for Franklin, Peter George	FTE
Chief of Staff	1.0
Senior Adviser	0.9
Electorate Officer	0.33
Total	2.23

DIVISION 1 - BRAND TASMANIA

Output Group 1 – Brand Tasmania

1.1 Brand Tasmania

1. About Table 2.4 Statement of Comprehensive Income (Budget paper 2 vol 1, page 20): Supplies and consumables decrease from \$1,512,000 in 2024-2025 to \$512,000 in 2028-2029. Can you explain this significant reduction? (CH)

Answer:

The decrease in Expenses – Supplies and consumables primarily reflects the profile of funding for the Little Tasmanian initiative provided in the 2025-26 and prior year Budgets and the completion of funding for the Tasmanian Mark Certification Scheme in 2026-27.

Yours sincerely,

A handwritten signature in black ink, appearing to read 'Jeremy Rockliff', written in a cursive style.

Jeremy Rockliff MP
Premier

25 November 2025

cc . julie.thompson@parliament.tas.gov.au

Att. 1 - Current composition of Government business boards by region

Att. 2 – Letters to Integrity Commission from the Attorney-General



PREMIER OF TASMANIA

14 November 2025

Hon Rosemary Armitage MLC
Chair
Legislative Council Estimates Committee B
Parliament House
Via: julie.thompson@parliament.tas.gov.au
james.reynolds@parliament.tas.gov.au

Dear Chair

Re: Lead agency responsibilities for Commission of Inquiry recommendations

I am writing to provide the Committee with the current lead-agency responsibilities for implementation of the Commission of Inquiry recommendations.

The Government's implementation approach recognises that responsibility for some recommendations may move over time, particularly where policy or legislative work is initiated in one agency and service design or delivery is progressed in another. This reflects the collaborative, system-wide reform approach encouraged by the Commission, ensuring each stage of work is led by the agency best placed to deliver it and working together.

The most up-to-date lead-agency assignments, along with progress updates, are kept current on the Keeping Children Safe website and are updated as changes are approved through the established governance. The recommendations tracker is the point of truth at all times for the lead agency for assigned recommendations and their status. I encourage you to check the tracker for this information: keepingchildrensafe.tas.gov.au

Please contact my office if the Committee would like further detail.

Yours sincerely

Jeremy Rockliff MP
Premier

Keeping
Children
Safe



Change for Children

Tasmania's 10-year strategy for upholding the rights of children by preventing, identifying and responding to child sexual abuse

© Crown in the Right of the State of Tasmania 2025

Department of Premier and Cabinet, GPO Box 123, HOBART TAS 7001

keepingchildrensafe@dpac.tas.gov.au

keepingchildrensafe.tas.gov.au

ISSN: 978-1-925906-54-7

Published March 2025

Support

Content in this strategy may raise issues of concern for some readers. Child sexual abuse is a challenging issue. We encourage readers to exercise self-care in engaging with this content and seek support and care if required. If you need support, a range of free and confidential support services are available by phone and/or face-to-face. If you need to talk to someone, you can contact:

State-wide Sexual Assault Support Line

24/7 support from local specialist counsellors provided by the Sexual Assault Support Service and Laurel House: 1800 697 877 (1800 MY SUPPORT)

Lifeline

Lifeline – 24/7 crisis support: 13 11 14

A Tasmanian Lifeline – 8am–8pm, 365 days a year: 1800 98 44 34 for support and referral

13 YARN – 24/7: 13 92 76 – crisis support for Aboriginal and Torres Strait Islander people

Relationships Australia Tasmania

Specialist complex trauma counselling, trauma-informed counselling, wellbeing information and referral

9am–5pm, Monday to Friday: 1300 364 277

Kids Helpline

24/7 support for children and young people provided by specialist counsellors: 1800 55 1800

A comprehensive list of additional supports is available in [Appendix 1](#).

Reporting child sexual abuse

If you believe or suspect a child is at risk, you must report it.

For an emergency where there is immediate risk of harm or a crime is happening now, contact police on 000.

For advice or to refer an abuse matter, contact the Advice and Referral Line on 1800 000 123.

Where a crime may have been committed, contact police on 131 144 or Crime Stoppers on 1800 333 000.

Visit the Tell Someone website tellsomeone.tas.gov.au for more information about recognising the signs of child sexual abuse.

Dedication

Change for Children is dedicated to all victims of child sexual abuse – those who have survived, and those who have lost their lives.

The victim-survivors, whistleblowers and advocates involved in the *Commission of Inquiry into the Tasmanian Government's Responses to Child Sexual Abuse in Institutional Settings* are the true change-makers and champions for children.

The Tasmanian Government acknowledges the profound trauma that affects victim-survivors of child sexual abuse and their families, caregivers, advocates and supporters. This trauma can be lifelong.

As ongoing custodians of the public institutions that failed to protect children from harm, the Tasmanian Government and its administering agencies are deeply sorry.

The Tasmanian Government honours and respectfully remembers the victims of child sexual abuse who are sadly no longer with us.

In their memory and for all victim-survivors we commit to real change.

Acknowledgment of Aboriginal People and Country

Change for Children acknowledges Tasmanian Aboriginal people as the traditional owners and ongoing custodians of Tasmania and pay our respects to Elders past and present.

Caring for Country is caring for children and young people. This connection to Country, culture and community supports the wellbeing of today's children and the children of tomorrow.

We acknowledge the institutional betrayal of Tasmanian Aboriginal people caused by colonisation, dispossession, discrimination and the forced removal of children from their families.¹

We acknowledge and are committed to taking urgent and positive action, in partnership with Tasmanian Aboriginal people, to remedy the disproportionate over-representation of Aboriginal children and young people who have lived, are living with or who remain at risk of child sexual abuse.



Thank you to contributors

We sincerely appreciate the contributions of the over 450 Tasmanians involved in developing this strategy.

This builds on the many Tasmanians who came forward and shared their expertise with the Commission of Inquiry and the reviews that pre-dated it.

We particularly wish to acknowledge the people and groups representing the interests and experiences of:

- Victim-survivors of child sexual abuse
- Families, caregivers, supporters, friends and advocates of victim-survivors
- Children and young people
- Tasmanian Aboriginal people
- People with disability
- Culturally and linguistically diverse people
- LGBTIQ+ people
- Specialist sexual violence support services
- Frontline workers and other child safety experts
- Researchers and subject matter experts.

We would also like to thank the people who attended a workshop in November 2024 and assisted in the development and co-design of the framework for this strategy, which included representatives from:

- Department of Justice Lived Experience Advisory Panel members
- Specialist sexual violence support services
- Community and local government sectors
- Commissioner for Children and Young People
- National Centre for Action on Child Sexual Abuse
- Relevant Tasmanian Government agencies, including child safety-related regulators.

We would also like to thank all the participants who attended the regional and online workshops in late 2024 and provided feedback on *Change for Children*, including peak bodies of diverse population groups, the community sector, specialist services and relevant government agencies.

Without your wisdom and knowledge, we could not have developed this strategy to inspire and achieve real and lasting change to keep children safe.

Contents

Support	i
Reporting child sexual abuse	ii
Dedication	ii
Acknowledgment of Aboriginal People and Country	iii
Thank you to contributors	1
Message from the Premier	4
Enduring Statement of Intent	6
How to read this strategy	7
Meanings matter	9
1 What is the purpose of this strategy?	12
1.1 Change for Children	18
1.2 Upholding children's rights	24
1.3 Why do we need a strategy?	30
2. What is our approach?	34
2.1 Our Theory of Change	44
2.2 How we will work together	48
2.3 Who is accountable for making change?	58
2.4 How will we know that we are having an impact?	66
Appendices	68
Appendix 1: Seeking support and advice	69
Appendix 2: Meanings matter	71
Appendix 3: Policy context	79
Appendix 4: Risk factors and drivers	82
Endnotes	93



Message from the Premier

Many people have shared stories with me and I am acutely aware of the profound impact that child sexual abuse has on individuals, families, and communities. The *Commission of Inquiry into the Tasmanian Government's Responses to Child Sexual Abuse in Institutional Settings* (Commission of Inquiry) has demonstrated the depth and breadth of the impact of child sexual abuse. Addressing this issue is a critical priority for our Government. It is our moral duty to protect our children, support victim-survivors and create a safe, nurturing environment where they can grow, learn, work and thrive without fear.

The haunting question, "Who was looking after me?" was repeatedly asked in the Commission of Inquiry. This strategy responds to that question—an unequivocal statement that such failures must never happen again. This question, raised by victim-survivors of child sexual abuse and their families, embodies feelings of abandonment and betrayal. No child, nor any adult reflecting on their childhood, should ever feel that their safety and wellbeing were neglected.

At its heart, *Change for Children* is a plan for meaningful change. It commits to upholding the rights of all children, centring the voices of victim-survivors, and ensuring that every child is safe from child sexual abuse. While the focus of the Commission of Inquiry was on Government institutions, this strategy acknowledges that child sexual abuse often occurs in homes, and so, the broader attitudes and beliefs about children's rights that Tasmanians hold must be addressed. Our approach is embedded in the principles of prevention, protection, support, and justice. This multi-faceted approach will seek not only to prevent abuse from occurring but also to support victim-survivors in their healing journey and ensure that perpetrators are held to account.

The Commission of Inquiry's findings have exposed profound and widespread failings in the care and protection of children in Tasmanian institutions, highlighting a system that was fragmented and, at times, dysfunctional. The voices of victim-survivors reflect not only their pain and trauma but also the long-lasting impact on future generations. This strategy recognises these past failures and seeks to strengthen a system that protects children, values the expertise of victim-survivors, and listens to their stories.

The development of the *Change for Children* Strategy is a foundational action taken by the Tasmanian Government in response to the Commission of Inquiry report and demonstrates a commitment to accountability and transparency moving forward. This strategy emphasises the Tasmanian Government's responsibility to implement all 191 recommendations from the Commission of Inquiry and related reviews to ensure that the mistakes of the past are not repeated.

This strategy is a call for action across the Tasmanian community. It represents a partnership between the Tasmanian Government, other tiers of government, community organisations, and all stakeholders to drive sustained change. This strategy not only commits to protecting children but also empowers adults, especially those who have survived abuse, to contribute to a future where no child is left to wonder, "Who is looking after me?"

The wellbeing of our children is at the heart of this strategy. We must honour the courage of victim-survivors who have shared their stories and work tirelessly to prevent any child from suffering child sexual abuse. Our Government stands united in the pursuit of a Tasmania where every child can feel and is safe, respected, and valued.

To the victim-survivors, families, and advocates who have shaped this strategy, I thank you. Your voices and experiences are the foundation of our collective approach, and together, we are taking a stand to protect our children and create a brighter future for all Tasmanians.

Jeremy Rockliff MP

Premier of Tasmania

Enduring Statement of Intent

The Tasmanian Government, and future governments, are accountable to the people of Tasmania through the Parliament of Tasmania.

The Tasmanian Government will act with intent, and ensure:

- children and young people of today and tomorrow are safe
- the rights of all children and young people to be safe, listened to and respected are upheld in all places where children engage with the Government and its services
- all parts of the system that children and young people interact and engage with are supported to ensure the failures of the past are not repeated
- communities know that children and young people must be safe in their homes, and that knowledge is shared and strengthened with their families and caregivers
- victim-survivors and their families are engaged with and listened to as change is prioritised and implemented.

The Tasmanian Government and governments of the future will work in partnership with community organisations and specialist services and act with sustained transparency to make change for children and young people.



How to read this strategy

"One resounding call has emerged: a demand for change."²

The *Change for Children* 10-year strategy takes an important step forward in fulfilling commitments to keep children safe in Tasmania. These include delivering on the recommendations of the Commission of Inquiry, upholding the rights of all children, and centring and believing the voices of victim-survivors to ensure that children and young people are safe now and into the future.

Over time, this strategy and associated action plans will assist in transforming Government institutions and the system they comprise. The development of a child sexual abuse strategy and action plans to address institutional child sexual abuse in Tasmania was a key recommendation of the Commission of Inquiry (recommendation 19.1). But *Change for Children* goes beyond this, acknowledging that most child sexual abuse happens in homes, not institutions. This strategy details how the Tasmanian community can work together towards a state where all children and young people are safe from child sexual abuse.

This strategy is comprised of two interrelated parts:

- it starts with the purpose of this strategy, including our vision, objectives, long-term outcomes, principles, and focus on child-rights. Some of the evidence on the impacts of child sexual abuse, risks and drivers, and intersection between child sexual abuse and family and sexual violence which has informed our approach is detailed in [Appendix 4](#).
- it then details our approach to implementing this strategy, including our public health and socioecological framework, Theory of Change, accountabilities for reform, and how we will know we are making a difference.

At the core of *Change for Children* is the recognition that to effectively address child sexual abuse in Tasmania we need a coordinated government and community effort to shift the conditions which have held the problem of child sexual abuse in place. This will ensure the failings of the past, both within and outside of institutions, are not repeated.

Change for Children builds on the Government's Response to the Commission of Inquiry, *Keeping Children Safe and Rebuilding Trust*, which outlined agency responsibilities and timing for implementing recommendations. It outlines how we can work together to achieve the holistic, community-wide change needed to keep children safe. It also includes terminology and concepts (see [Appendix 2](#)) and an overview of the relevant policy landscape (see [Appendix 3](#)).

Work is happening across Australia to prevent, identify and respond to child sexual abuse. This work follows the findings of the *Royal Commission into Institutional Responses to Child Sexual Abuse* (Royal Commission) and, more recently through the implementation of the *National Strategy to Prevent and Respond to Child Sexual Abuse 2021-2030* (National Strategy). *Change for Children* seeks to complement this work and provides the framework for Tasmania's ongoing commitment to the National Strategy.

Change for Children is not only a call for change but a plan for change. It moves the Tasmanian Government, its agencies, and community organisations forward in our commitment, recognising that significant reform is already underway but that much more work remains to be done.



Meanings matter

“It is important that the government and leaders normalise talking about child sexual abuse so that parents and other adults who have influence in the lives of children are alert to the fact that child sexual abuse is common and that all adults need to listen to and support children.”

— Victim-survivor, Laurel House consultation survey participant³

The right words can educate and empower but attaching inappropriate or incomplete meanings to words and concepts can silence and stigmatise.

Meanings matter: a complete list of terms and their meanings is available in [Appendix 2](#). Where possible and applicable to the Tasmanian context, this strategy adopts the most current terminology used by the [National Office for Child Safety](#) and is aligned with the National Strategy to assist in monitoring and evaluation.⁴

The most common terms used in this strategy are below.

- 'Child sexual abuse' is any act that exposes a child or young person to, or involves a child or young person in, sexual activities that:
 - they do not understand
 - they do not or cannot consent to
 - are not accepted by the community or
 - are unlawful.⁵
- 'Children and young people' are people under the age of 18.⁶
- 'Harmful sexual behaviours' are behaviours displayed by children and young people that fall outside what may be considered developmentally typical or socially appropriate, and cause harm to themselves or others. When these behaviours involve others, they may include a lack of consent, reciprocity, mutuality, and may involve the use of coercion, shame, force, or a misuse of power. Harmful sexual behaviours evoke worry about the development and wellbeing of the child, young person, or others involved, and where they involve other children or young people, the behaviours may cause significant harm and may be experienced as abusive by other children and young people involved. Harmful sexual behaviours may include illegal behaviours that require a criminal justice response. Harmful sexual behaviours can occur in any setting, including in person and online.⁷

- 'Institutional child sexual abuse' is abuse that occurs within, is enabled by or attributable to the premises, action, inaction, activities or operations of a government or non-government organisation and/or its paid/unpaid workers in the course of or in connection with their duties.
- 'Tasmanian Aboriginal people' is used throughout *Change for Children* to recognise and identify Aboriginal people who are the cultural and rightful custodians through ancestry, cultural lore, and connections to the songlines of Tasmania before the arrival of Western culture.
- 'Aboriginal people in Tasmania' refers to all Aboriginal and/or Torres Strait Islander people who live in Tasmania, regardless of their origin. Their ancestors, cultural lore and songlines may be from mainland Australia, and they are part of the Tasmanian Aboriginal community.
- 'Victim-survivor' refers to someone who has experienced sexual abuse as a child or young person.



1

What is the purpose of this strategy?



“If there were better systems, my abuse could have been prevented. We're not the only family where there's been multi-generational access for perpetrators. It is not inevitable; it does not have to be inevitable.”

— Participant, Sexual Assault Support Service consultation⁸

The *Change for Children* 10-year strategy recognises the complexity of the issue of child sexual abuse. The Tasmanian Government will work in partnership with all levels of government, community organisations and the wider community to implement this strategy through three consecutive action plans, which will be built over time, based on evidence and continual feedback from victim-survivors, children and young people and the community:

- *Collaboration for Change* 2025-26 – First Action Plan
- *Lasting Change* 2026-29 – Second Action Plan
- *Maintaining the Momentum* 2029-34 – Third Action Plan

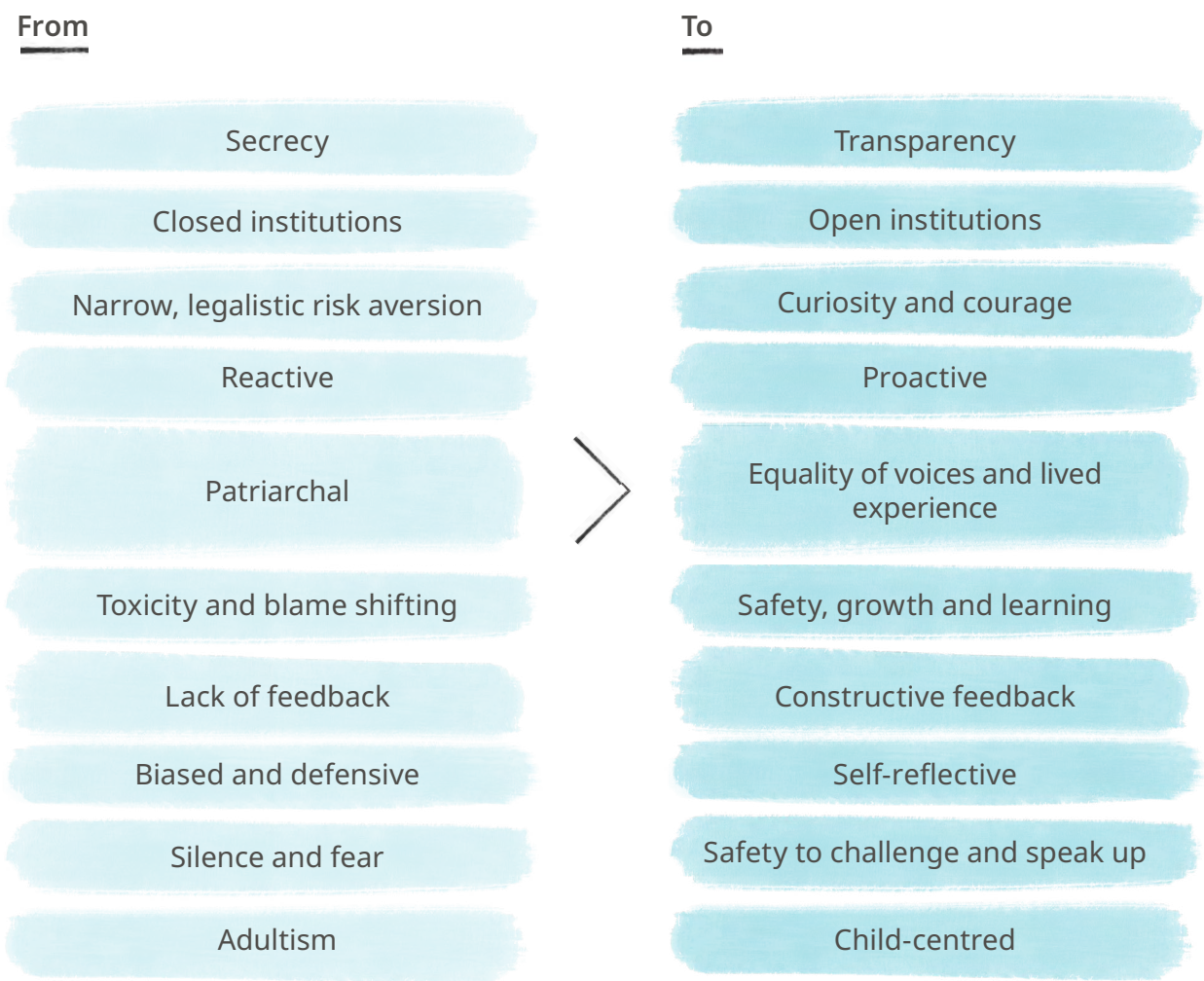
Our approach emphasises prevention, early intervention, effective response, and long-term recovery while tackling the underlying factors that perpetuate child sexual abuse. This strategy seeks to create meaningful change by fostering a culture of safety, respect, and accountability. It prioritises collaboration, equity, and a trauma-informed lens to ensure that interventions are effective, inclusive, and responsive to the diverse needs of children and young people, victim-survivors, families and communities.

This strategy acknowledges that the Tasmanian Government remains responsible for implementing the Commission of Inquiry recommendations and all related child safety reforms, but recognises that a collective, coordinated effort across the broader community is needed to safeguard children and young people and support victim-survivors effectively. This strategy details the framework to achieve this.

In Tasmania, reform commenced following the release of the Royal Commission report and has been significantly shaped by the findings of the Commission of Inquiry report recommendations. Reform continues, with the Tasmanian Government allocating significant funding to implement recommendations from the Commission of Inquiry, including \$55.1 million for initial reforms in 2023-24, and an additional \$425 million in the 2024-25 Budget.⁹

The Commission of Inquiry report made several recommendations for improvements to the child safety system to ensure timely and effective responses to support children and young people as well as victim-survivors. This strategy acknowledges that a strengthened child safety system is integral to keeping children safe.

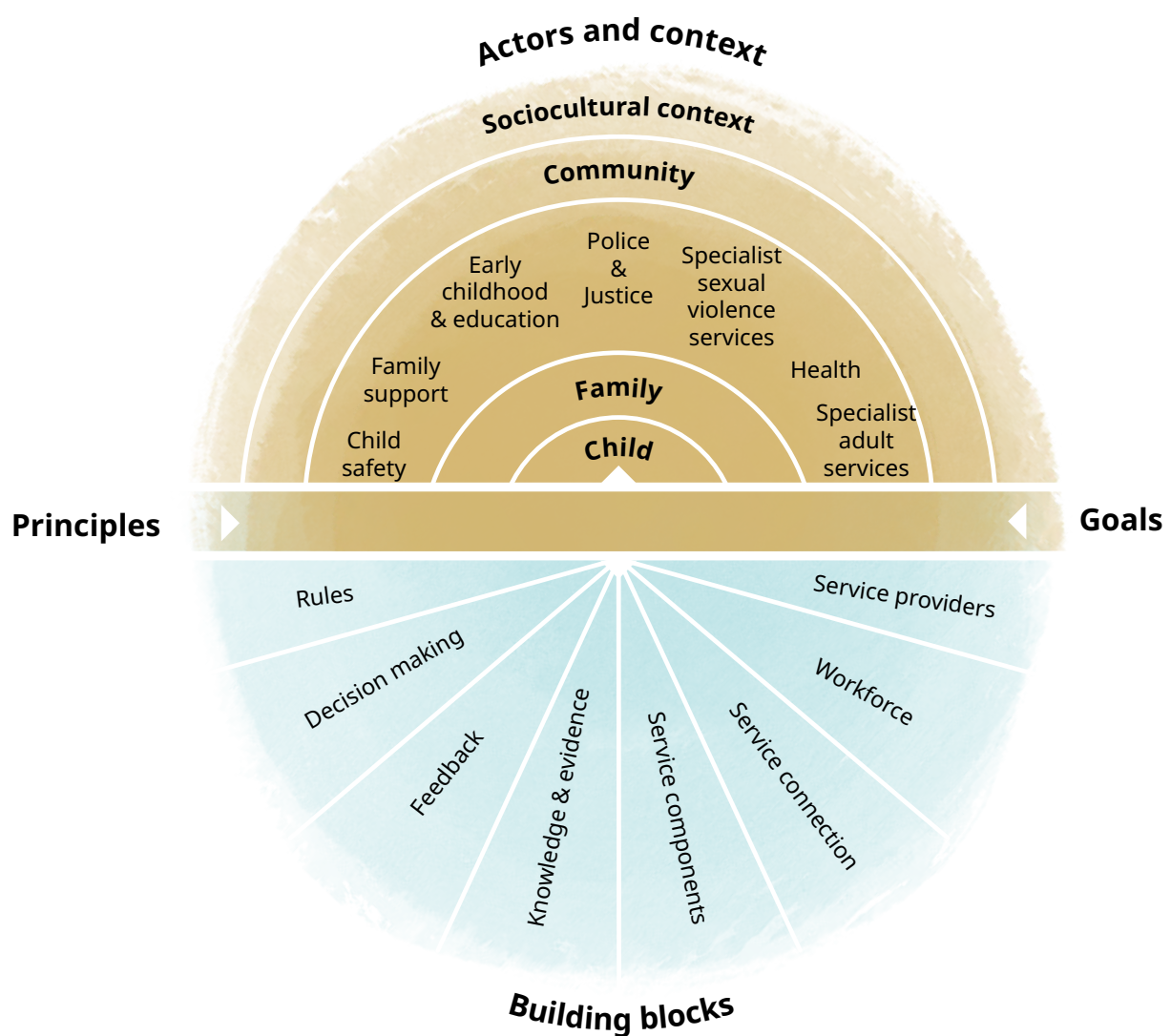
The Tasmanian Government recognises that the government itself must do things differently so that the mistakes of the past are not repeated. The Commission of Inquiry report told us that change needs to happen at all levels to prevent, identify and respond to child sexual abuse adequately. The Commission of Inquiry report broadly asked government institutions to move:



The child safety system in Tasmania

Change for Children acknowledges that a whole of system change is required to keep children safe from child sexual abuse. Children and young people in Tasmania interact with various services and individuals daily, including government and non-government services. These interactions form a complex child safety system that aims to protect and support children. The system includes the regulatory, criminal or civil justice systems, redress options, health systems, community service organisations and support networks. Figure 1 details this system.

Figure 1: The system¹⁰



The Tasmanian Government is committed to improving this system, ensuring that all children are safe, supported, and can thrive. A successful, strengthened child safety system will be reflected in reduced instances of child sexual abuse, better access to support services, improved communication between agencies, and increased community trust in the system.

To achieve this, we plan to strengthen collaboration across all levels of government and community service organisations. We recognise all children and young people and victim-survivors have unique needs and the right to accessible and equitable services. *Change for Children* emphasises involving children and young people, and victim-survivors to ensure that they are listened to and participate in decisions that impact them.

Key services involved in this system include child safety services, out-of-home care providers both within and outside of government, health services including mental health services, police, and legal authorities, among others.

Implementing the Commission of Inquiry recommended key reforms for safer institutions is one of the ways that the Tasmanian Government has committed to changing the system.

The Commission of Inquiry identified key reforms for safer institutions for children and young people. *Change for Children* recommits to these reforms including:

- **Creating a new, strengthened regulator and advocate for children and young people’s rights and safety** to ensure focused and accountable delivery of child safety reforms. All children and young people will have access to consistent, robust safeguards and support systems, enabling them to thrive in safe environments.
- **Introducing a more coordinated and statewide response to child sexual abuse and harmful sexual behaviours** to ensure that resources, services and support systems are aligned, comprehensive, and accessible. We want a collective and evidence-based approach that keeps children and young people and victim-survivors at the centre.
- **Increasing participation of children and young people, victim-survivors and service providers in policy design and delivery** to ensure that policies and services are responsive and reflective of the needs and experiences of people who engage with them. We want an inclusive and empowered Tasmania where children and young people’s rights and victim-survivors’ wellbeing are at the forefront of decision-making and service provision.

- **Introducing stronger mechanisms for institutions to protect children from adults who pose a risk to them**, and ensure that institutions are environments where children are safe from harm, and victim-survivors are supported and believed.
- **Showing greater care, compassion and investment in protecting and healing marginalised children** to ensure that diverse and unique needs are met in environments where they are valued and supported.
- **Ensuring staff and volunteers working with children have the knowledge and skills they need** to provide safe environments where children and young people are safe from child sexual abuse. By equipping adults with the tools to prevent, identify and respond to child sexual abuse, we can build child safe cultures.
- **Valuing and strengthening the skills and expertise of those working in the child safety and youth justice systems** to ensure that professionals are equipped to effectively address the diverse needs of all children and young people. A well-supported workforce will prevent harm, support victim-survivors, and promote safety and wellbeing for all children and young people.
- **Monitoring reform** to ensure that protective measures and systems designed to safeguard children are effectively implemented and continually improved. Tracking progress and identifying gaps ensures that reforms are making the changes needed to keep children safe.

The following section outlines our vision, objectives, long-term outcomes and guiding principles that will guide our efforts to keep children in Tasmania safe from child sexual abuse. It builds on the lessons from the Commission of Inquiry and responds to the extensive and wide-ranging consultation on the draft Strategy.

1.1

Change for Children



“Every child needs to be protected, to have the right to feel safe and the foundations to be safe if they are to move forward and thrive in our society. It is the absolute and sole responsibility of every one of us adults to ensure that this happens, and therefore we have to make change.”

— Victim-survivor, Laurel House consultation survey participant¹¹

Vision

This is the aspirational statement that describes the desired future state and is the ultimate aim of this strategy.

In Tasmania, all children and young people are protected and safe from sexual abuse, and all victim-survivors are believed and supported. They are enabled to thrive, and their wellbeing is protected in all places they live, learn, play and work.

Objectives

These are the specific goals we need to work towards, and measure over time, to achieve the vision.

- 1 Children and young people** feel listened to, protected, and are aware of who is responsible for their care, have a voice in decisions affecting them, and are encouraged to share their experiences.
- 2 Victim-survivors** know who to approach for support, are listened to and believed, have access to diverse support options, and see their disclosures contribute to the safety of others.
- 3 Community organisations** receive funding that supports quality services, collaborate with government and other organisations, uphold child rights and safety principles to prevent abuse from occurring and share data responsibly.
- 4 Community members** are educated to prevent and recognise signs of abuse, including how to respond and report.
- 5 Government** commits to significant and ongoing cultural and systemic change to promote accountability and transparency, to protect the rights of children.
- 6 Staff members and volunteers** in government and community organisations commit to listen to and respect children, collaborate to ensure safety, understand the importance of reporting concerns, value victim-survivors' perspectives, and report any concerning behaviour.

Long-term outcomes

These are the measurable results that this strategy is aiming to achieve that were identified in the Theory of Change (see [page 25](#)).

"Rather than having a focus on government and non-government – this is about a whole of community response."

— Workshop participant, Culturally and Linguistically Diverse consultation workshop

- 1 All children and young people in Tasmania are supported to be safe from child sexual abuse.
- 2 Everyone recognises and is empowered to act on systemic and direct risks to child safety.
- 3 Child sexual abuse is prevented through a whole of system effort and approach.
- 4 Adults that commit or enable child sexual abuse are held accountable.
- 5 Organisations are accountable and, where failures have been identified, engage in genuine processes to restore trust, safety and agency.
- 6 Victim-survivors and their families are respected, valued and receive the support they need at all stages of their lives.
- 7 Children and young people have developmentally appropriate and respectful peer relationships.
- 8 All children and young people can meaningfully participate in Tasmanian communities and decisions which affect them.
- 9 A skilled, sustainable, and resourced workforce acts to prevent and respond to child sexual abuse across all relevant sectors.

Guiding Principles

These are the core values that will inform and guide the implementation, and evaluation of this strategy.

“Since most sexual abuse of children happens within the family or extended family, the government needs to have sufficiently trained people to handle this and prevent the family going into 'close-down' mode and 'pretend it didn't happen mode' in order to protect the family image.”

— Survey respondent, Sexual Assault Support Service consultation survey¹²

Tasmanians are committed to community-wide efforts to protect children's rights and prevent child sexual abuse. The goal is to prevent and respond to abuse in a trauma-informed and victim-centred way, as described by victim-survivors and children and young people.

The focus for this strategy is to outline our long-term whole-of-Tasmania response to prevent and respond to child sexual abuse in all settings, including:

- in organisations and government agencies (institutions)
- in communities by family members, acquaintances, or other adults
- in communities by other children and young people
- online.



Our approach is underpinned by the following guiding principles:

- 1** Child safety in Tasmania is everyone's responsibility, and everyone has a role in preventing child sexual abuse.
- 2** The inherent rights of children must be recognised and upheld in all settings.
- 3** Children and young people and victim-survivors must be acknowledged and respected as experts in their experience.
- 4** Equity must be upheld for the diversity of children and young people and victim-survivors and their intersecting experiences of disadvantage must be acknowledged and respected.
- 5** Families hold a key role in promoting the safety, wellbeing and rights of their children and young people and supporting families in need who may be at greater risk.
- 6** Local governments and community organisations already play a key role in upholding child safety and wellbeing, so are essential partners in building and maintaining child safe communities and are well-placed to engage early with children and their families.
- 7** All system components are integrated, including the child safety system, to prevent and respond to child sexual abuse effectively.
- 8** Government is transparent and accountable in upholding children's rights, centring victim-survivor experiences and actively engaging with victim-survivors about their experiences.
- 9** Evidence, data, research and evaluation informs our policies, programs, actions and reforms.

1.2

Upholding children's rights



“When it comes to circumstances where the child thinks it’s their fault for whatever’s happened, you need to do your best to make sure they understand that it’s not, no matter the circumstance, you know, nothing is ever going to be the child’s fault in that sort of circumstance.”

— Participant, Commissioner for Children and Young People, 'Start the Conversation'¹³

In Australia, children’s rights are recognised through legislation at both national and state levels, aligning with the principles of the *United Nations Convention on the Rights of the Child* (the Convention), to which Australia is a signatory. In Australia, these articles serve as a crucial framework, guiding legislation and initiatives aimed at protecting our children and young people from all forms of sexual abuse and exploitation. These rights are subject to state laws which shape children's rights in practice (see [Appendix 3](#)).

The four general principles that underpin how the Convention should be interpreted and put into practice are:

- **Participation:** Children have the right to express their views freely on matters affecting them and to have those views respected.
- **Right to survival and development:** Children must be allowed to survive and thrive physically, emotionally, socially, and intellectually.
- **Non-discrimination:** All children have equal rights without exception.
- **Best interests of the child:** The child’s wellbeing and safety are the primary consideration in all actions concerning them.



We listened to young people from the Youth Network of Tasmania and Premier's Youth Advisory Council in December 2024 about what upholding their rights means to them. Their thoughts are captured below.

Rights to participation means to:

- express themselves, without fear of judgment: to be listened to and taken seriously, and to have their concerns acted on.
- influence decision-making on things that affect young people.
- access accurate information that is relevant.
- give feedback: express it and have it listened to.
- share views with a trusted adult.

Rights to survival and development means to:

- receive love and support: from family first, and if that fails then networks. If that fails, the State needs to get involved.
- be secure and safe: people should always feel safe within their school, home, online, out in the community and workplace. Everyone should be protected from violence and abuse.
- have access to services.

Rights to non-discrimination means:

- everyone should have the same rights no matter what their background.

Rights to the best interests of the child means to have:

- freedom of self-autonomy to make decisions about their own lives.
- adults that are willing to listen and take action to ensure the safety and wellbeing of children and young people have a place to express their needs.
- access to an independent person to talk to when in need of support.

Since Australia ratified the Convention in 1990, there has been a significant shift toward recognising that children possess inherent rights and are entitled to protections to ensure their safety and wellbeing. These developments point to changes in community attitudes and awareness of child sexual abuse and the rights of children over time – from minimal awareness, where child sexual abuse was ignored or ‘covered up’, toward the growing understanding of child sexual abuse as not only a criminal issue but a societal one requiring collective action.¹⁴

The Convention outlines 54 specific protection rights for children. *Change for Children* focuses on upholding Article 34 which focuses on protection from sexual abuse:

Article 34 mandates that all signatory countries, including Australia, undertake all appropriate measures to prevent the exploitation and abuse of children in all its forms.

The Tasmanian Government’s acceptance of all recommendations made by the Commission of Inquiry represents a significant commitment to protect and uphold the rights and safety of children by preventing, identifying and responding to child sexual abuse.

Implementing this strategy and other intersecting reforms and policies will strengthen children’s rights to ensure their safety and participation. Some of the key reforms underway to uphold and protect children’s right to safety include:

- establishment of a new Commission for Children and Young People, supported by new Commissioners and advocates for children and young people’s rights and safety (recommendation 9.38).
- introduction of Tasmanian Child and Youth Safe Standards and Universal Principle to improve practices and standards to safeguard children in organisational settings (see [page 62](#) for more information on how the Standards align with the Convention).
- development of empowerment and participation strategies for children and young people in vulnerable settings such as out-of-home care and youth detention (recommendations 9.6 and 12.8).

This strategy is also informed by the Tasmanian Child and Youth Wellbeing Strategy: *It Takes a Tasmanian Village*. *Change for Children* emphasises the 10 Principles co-designed by Tasmanian children and informed by the Convention.

Tasmanian Child and Youth Wellbeing Strategy, *It Takes a Tasmanian Village* principles:



- 1** Acknowledging that the family and extended family of the child has the primary responsibility for the care, upbringing and development of their child/children and to provide them with information to access available services which will assist in providing a nurturing environment for their children.
- 2** Providing opportunities for Tasmanian Aboriginal children and young people to connect to community and country and working in partnership with Tasmanian Aboriginal people to ensure life outcomes for Tasmanian Aboriginal children and young people are equal to all Tasmanian children and youth.
- 3** Understanding the varying relationships that influence each child and young person we work with.
- 4** Providing the opportunity for, and supporting, children and young people to have a voice in decisions that affect them.
- 5** Providing a range of education and training opportunities to ensure children and young people can participate in life-long learning and employment.
- 6** Recognising the individuality of children and young people and treating them without discrimination and with respect.
- 7** Providing children and young people opportunities to explore topics that interest them in a manner that supports learning and reduces anxiety.
- 8** Providing a range of recreational and social opportunities for children and young people in the areas in which they live.
- 9** Fulfilling our preventative and statutory responsibilities against all forms of violence against children and young people.
- 10** Supporting positive mental and physical health outcomes for children and young people in a way that aligns with the Government's Tasmania Statement on Working Together for the Health and Wellbeing of all Tasmanians.

1.3

Why do we need
a strategy?



What is the prevalence of child sexual abuse?

“Abuse today is very social media, it’s very faceless”

— Young male participant, Commissioner for Children and Young People Tasmania
‘Start the Conversation’¹⁵

Child sexual abuse is more prevalent than many of us realise. Recent data shows that child sexual abuse is widespread among Australians. It is estimated that:

- Over 1 in 4 Australians aged 16 years and over have experienced child sexual abuse (29 per cent).
- More than 1 in 3 girls experience child sexual abuse.
- Almost 1 in 5 boys experience child sexual abuse.
- Females are nearly twice as likely to have experienced child sexual abuse than males (37 per cent compared to 19 per cent).
- Most victim-survivors of child sexual abuse said it happened more than one time (78 per cent).
- On average it took victim-survivors of child sexual abuse 24 years to disclose the abuse to anyone.¹⁶

Tasmanian data on child abuse reported to police shows that the number of victims of sexual abuse under 18 years is rising, with 260 offences in 2014 compared to 313 in 2023.¹⁷ We know these statistics under-report the extent of child sexual abuse, which often goes undisclosed for many years.

Research and data show that child sexual abuse does not only happen in institutions and most occurs outside of this context. In a study of people who experienced sexual abuse before they were 15 years old, 79 per cent were abused by a relative, friend, acquaintance or neighbour.¹⁸

Abuse may be in-person or online. When online, children are at an increased risk of being exposed to harmful content, unwanted contact from strangers, grooming and sextortion.¹⁹ Reports of online child sexual exploitation have increased by over 200 per cent since 2018.²⁰

What do we believe about child sexual abuse?

“Supporting communities to be empowered so that children have a sense of autonomy in speaking out.”

— Workshop participant, Culturally and Linguistically Diverse consultation workshop

The Government Response to the Commission of Inquiry included a commitment to over-sample Tasmanian data in the 2023 Australian Child Sexual Abuse Attitudes, Knowledge and Response Study.²¹

Tasmanian respondents to the survey demonstrated high levels of knowledge and awareness about child sexual abuse as a prevalent and important social issue:

- 100 per cent had heard of the term child sexual abuse
- 64 per cent had heard the term ‘harmful sexual behaviour’ (significantly higher than the national average), and
- more Tasmanians correctly recognised residential settings as the riskiest locations for child sexual abuse than other jurisdictions.

A significantly higher proportion of Tasmanians reported that they were likely/very likely/certain to know someone who was sexually abused as a child (81 per cent) or had received a disclosure of child sexual abuse from an adult (50 per cent) than other jurisdictions. 88 per cent agreed that there are things we can do as a community to reduce the number of children sexually abused.

However, the data showed that there are still some gaps in Tasmanians’ knowledge and ability to respond:

- 50 per cent were not confident or only slightly confident they could recognise the signs a child had been sexually abused, and
- only 54 per cent reported that they know what to do to keep children safe from sexual abuse.

Some respondents held problematic views towards child sexual abuse victims, and although not widespread the Tasmanian data showed that:

- about one in five (22 per cent) did not agree that children should always be believed if they disclose that they are a victim of sexual abuse, and
- almost one-quarter (24 per cent) considered (agreed/strongly agreed) that older children have a responsibility to actively resist adults’ sexual advances.

2

What is our approach?



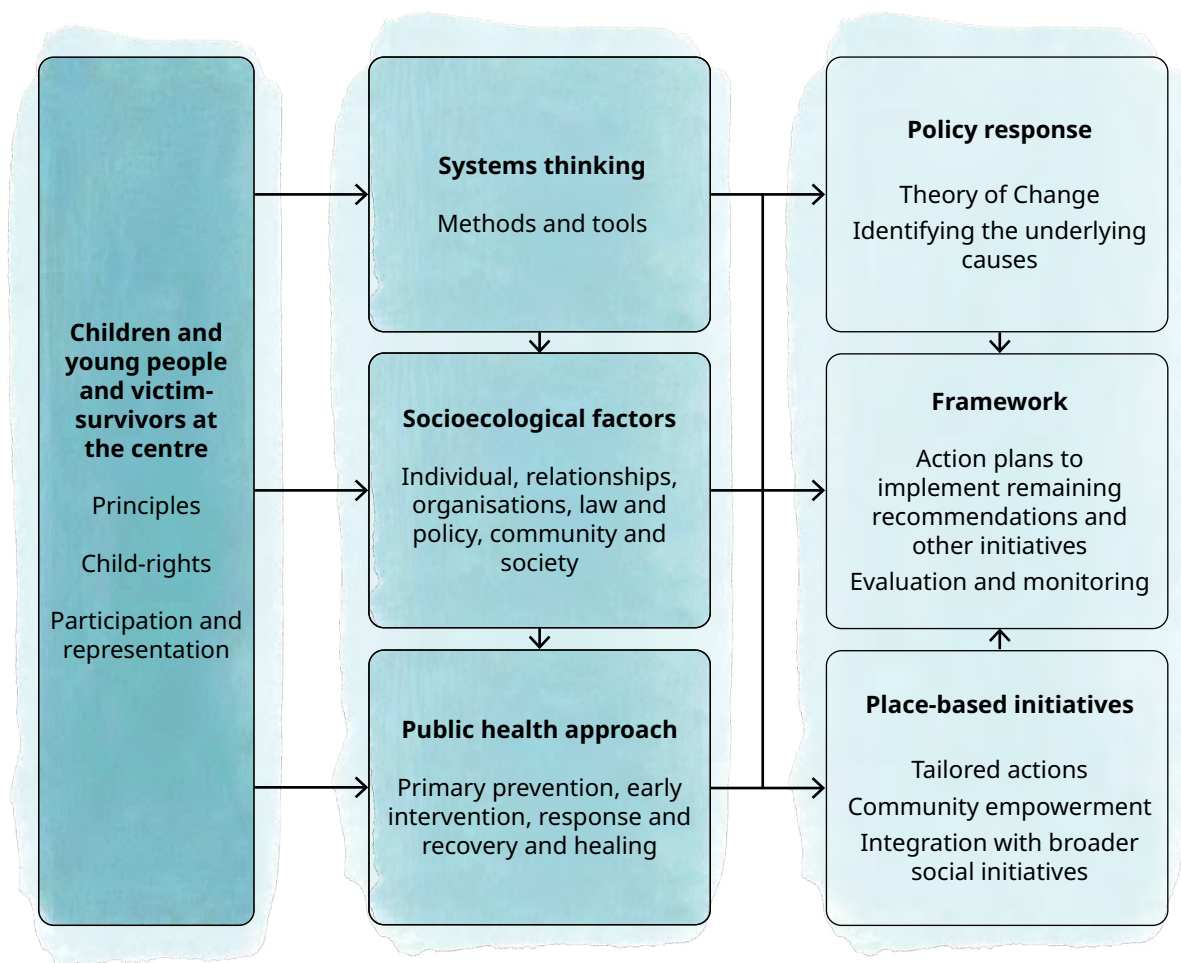
“Where do we begin? I personally feel it will take a complete overhaul of the current systems (that I truly believe don't work), from the top to the bottom and from the bottom to the top...”

— Participant, Sexual Assault Support Service consultation²²

Child sexual abuse is a complex issue that needs a comprehensive and coordinated response. It is a challenging societal issue with far-reaching consequences for the health, wellbeing, and development of children and young people and communities. Importantly, child sexual abuse is preventable.

This strategy incorporates a combination of approaches to address the complex nature of the problem with children and young people and victim-survivors at the centre. These approaches inform policy responses, the framework and place-based initiatives, as seen in Figure 2.

Figure 2: Summary of our overarching approach



Systems thinking expands the range of choices available for solving a problem by broadening our thinking and helping us articulate problems in new and different ways. Systems thinking methods and tools inform the underlying policy approach for the strategy and have been used to develop the Theory of Change (page 44), objectives and principles for this strategy (page 19) and identify the underlying causes (page 82).

This strategy incorporates **public health and socioecological approaches** to inform how we will prevent, identify and respond to child sexual abuse across the Tasmanian community. These approaches recognise that child sexual abuse is influenced by a range of interconnected factors, from individual vulnerabilities to broader social, cultural, and environmental contexts. By adopting these approaches, this strategy goes beyond addressing the immediate but essential needs of victim-survivors and their families. It aims to tackle the causes of child sexual abuse, strengthen protective factors, and foster a culture of respect, safety, and accountability across all levels of society.

A **public health approach** is an integrated approach built on the principles of population health, equity, and collaboration across sectors.²³ It prioritises preventing abuse, intervening early when risks or incidents are identified, and supporting victim-survivors in recovery and healing:

- **Primary prevention:** focuses on stopping child sexual abuse before it occurs by addressing root causes and risk factors as child sexual abuse is preventable.
- **Early intervention:** targets at-risk children and families to mitigate harm and prevent escalation.
- **Response:** ensures an effective and trauma-informed reaction to child sexual abuse disclosures or discoveries and ensures perpetrators are held accountable.
- **Recovery and healing:** supports victim-survivors and their families to heal and rebuild their lives.

The **socioecological approach** provides a way to understand factors contributing to child sexual abuse at multiple levels:

- **Individual:** characteristics of the victim-survivor or perpetrator, such as age, gender, psychological health, history of trauma, or behaviours that may increase vulnerability or risk.
- **Relationships:** the influence of close social connections, including family, peers, or intimate relationships, that impact the likelihood of abuse occurring or being prevented.
- **Organisations:** institutional environments, such as schools, workplaces, religious organisations, and youth programs, and their policies, practices, and culture that either protect against or fail to prevent abuse.
- **Law and policy:** legal frameworks, regulations, and policies at a local, state, national, or international level that define, prevent, or address child sexual abuse, including reporting mechanisms and punishment for perpetrators.
- **Community:** neighbourhoods, social networks, and community norms, including factors like social cohesion, accessibility of resources, and cultural attitudes toward abuse and protection of children.
- **Society:** broader societal factors, such as cultural norms, economic conditions, media influences, and systemic inequalities shape attitudes, behaviours, and the prevalence of abuse.

The following figure explores the cascading repercussions and/or impacts of child sexual abuse across the multiple levels of socioecological factors (Figure 3).

Figure 3: Socioecological model and cascading impacts of child sexual abuse

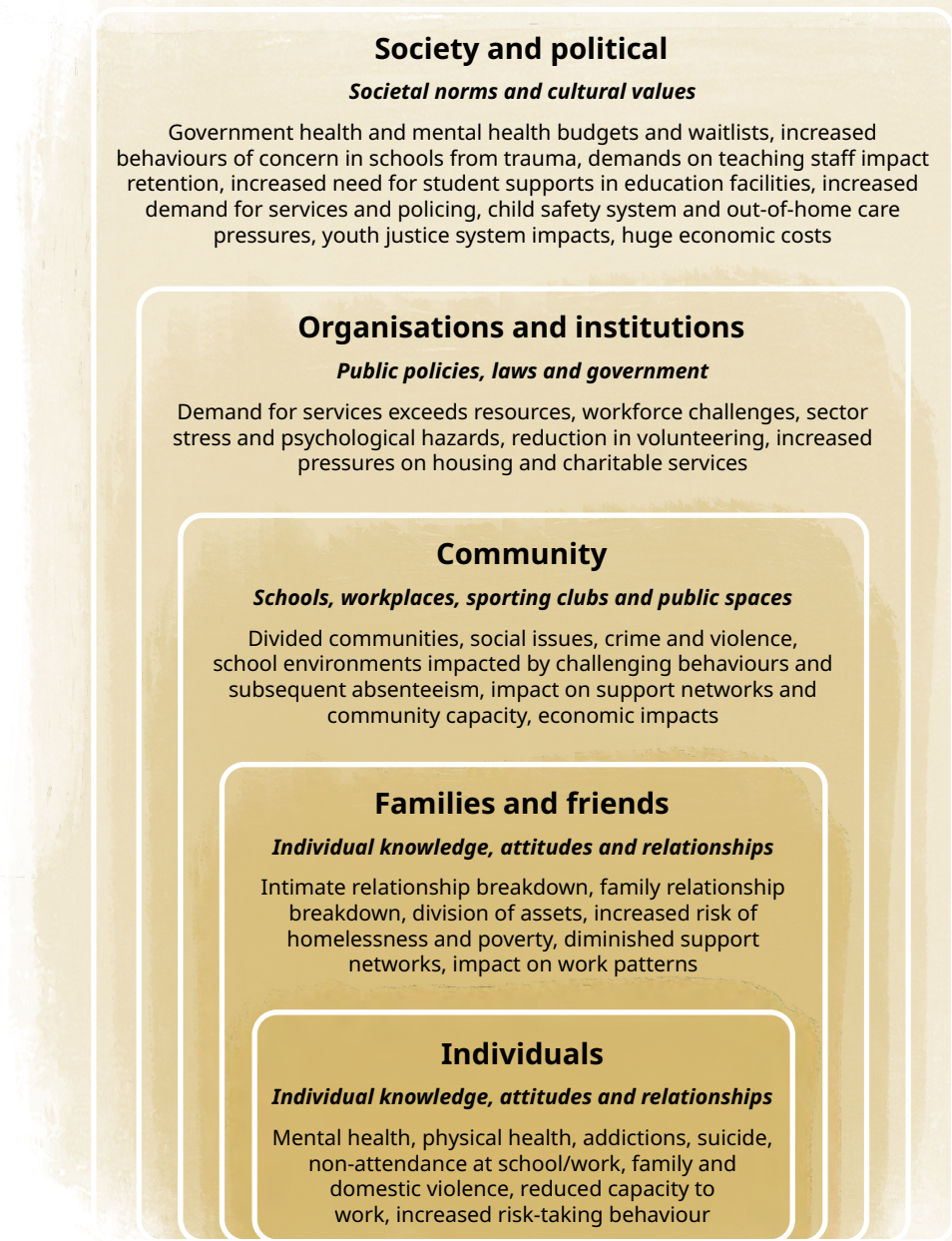


Table 1 uses a matrix approach to demonstrate how the elements of a public health approach and socioecological factors interrelate. This matrix brings together the levels of prevention, multiple levels of socioecological factors and the range of broad initiatives which we have situated according to their ‘best fit’ in this framework.

Table 1: Summary of how public health approach can inform responses child sexual abuse across socioecological domains²⁴

Public health approach	Socioecological factors					
	Individual	Relationships	Organisations	Law and policy	Community	Society
Primary prevention Prevent abuse before it occurs by addressing its underlying drivers	Public education campaigns					
	Protective behaviours education			Social and economic policies		
	Consent and respectful relationships education in schools					
Early intervention Reduce the risk factors to protect victim-survivors from harm and prevent violence from reoccurring	Developmental prevention		Institutional and organisation culture			
	Therapeutic interventions for problematic sexual behaviours		Risk assessment frameworks			
	Family support		Situational crime prevention			
Response Prevent reoccurrence by supporting victim-survivors and holding perpetrators to account						Place-based initiatives
	Therapeutic prevention of re-offending		Trauma-informed practice	Criminal justice		
Recovery and healing Support victim-survivors to be safe, healthy, resilient, have economic security and have post-traumatic growth.	Trauma-informed services and appropriate therapeutic support					

Further, this strategy also emphasises a **place-based approach** to inform a tailored and context-sensitive framework for child sexual abuse prevention and response. This will ensure the response to child sexual abuse is integrated with local social initiatives and supports community empowerment. Place-based ways of working recognise:

- **A localised understanding of risk:** recognising that child sexual abuse risk factors vary across communities. These risks are influenced by social norms, structural inequalities, child-rights and participation and local community and institutional practices. These risk factors can make some settings more vulnerable than others to child sexual abuse.
- **Using existing established relationships and networks:** recognising the transformative power of relationships to influence, shape and maintain changes in cultural attitudes, beliefs and actions. Using existing networks and understanding the community ensures approaches are relevant and practical locally.
- **Community engagement and ownership:** involving local stakeholders – including Neighbourhood Houses, local councils and other community organisations and leaders – in designing, implementing and leading localised prevention strategies. This will ensure that solutions are culturally appropriate and grounded in the lived experiences of the community.
- **Systemic and multi-level interventions:** addressing child sexual abuse across individual, relational, institutional, and societal levels within a specific place. Situating responses to child sexual abuse within a context of other harms and risks will strengthen protective factors, community cohesion, accessible reporting mechanisms and robust institutional safeguards.

"It reminds me of that Einstein quote: 'If you always do what you always did, you will always get what you always got.' It's time for our government to break away from the status quo. Doing things differently isn't just a suggestion; it's a necessity if we want to see real change and protect our children effectively."

— specialist sexual violence practitioner, Laurel House consultation participant²⁵

Responding to risk factors and drivers

The Government Response commits to the significant task of responding to deep failures of our government systems and institutions to protect children and young people from child sexual abuse and respond effectively when risks and allegations are brought to light. The Government Response outlines the substantial program of work and investment to deliver these commitments by transforming our government institutions, our systems, our culture and rebuilding trust.

However, prevention is only effective if we can recognise the warning signs of abuse and know how to respond to complaints and concerns about it. This requires changes to laws and policies, community and institutional cultures, and individual beliefs, attitudes and practices.

Evidence also shows that statutory responses to child sexual abuse focus on only one dimension of the issue and are often unable to prevent future harm.²⁶

A holistic approach to the prevention of child sexual abuse integrates primary prevention, early intervention, response and recovery and healing. Due to the hidden nature of child sexual abuse, prevention efforts must also focus on raising whole of community awareness. Whilst focused on holding perpetrators to account, lack of community awareness and ignorance about the nature and prevalence of child sexual abuse leaves children vulnerable and can allow abuse to persist.²⁷

The Iceberg Model for this strategy (Figure 4) has been co-designed with victim-survivors, community sector and government representatives to identify underlying causes and systemic structures that perpetuate child sexual abuse. By identifying all layers—from immediate responses to deeply held beliefs—this strategy aims to take a robust, holistic, and sustainable approach to addressing child sexual abuse in our community, including institutions.

By using a multifaceted approach to address the complex nature of child sexual abuse, as outlined in Figure 2, this strategy aims to provide the framework for systemic change. This includes focusing on the structural changes required and the beliefs and values that influence behaviours, decisions and actions.

Systems thinking – the Iceberg Model

Event
What is happening and visible?

Recent inquiries and responses to child sexual abuse have raised significant concerns about governments' ability to prevent and respond to the problem

Patterns and trends
What has been happening over time?

- Talking about child sexual abuse is still uncomfortable.
- Child abuse occurs behind closed doors – perpetrators operate in silence, secrecy and subtlety and look for environments that enable this.
- Victim-survivors are not being listened to or believed when they disclose.
- Prioritisation of reputation within institutions leads to a culture of secrecy.
- Institutional and individual apathy to investigate and respond to child sexual abuse.
- Culture of silence – shapes the way individuals and organisations respond to child sexual abuse.
- Less visibility of abuse in community and family-based settings compared to institutional settings.
- Children's internet exposure creates new risks and dangers unseen by caregivers.
- Rise in harmful sexual behaviours – increased exposure to harmful influences.
- Perpetrators are not being held accountable to community and may be affected by experience of abuse.

Structure
What's influencing the patterns and trends?

GOVERNANCE

- Institutional and government silos – lack of integration between institutional responses.
- Historic maltreatment of children by government institutions causes a lack of trust between community and government.
- The focus on Commission of Inquiry recommendations and government services has resulted in less of a focus on prevention and response programs.

- Erosion of child safety and protective systems for children.
- Limited adoption/engagement with the National Strategy and Royal Commission.

JUSTICE

- Only a small number of perpetrators go through criminal justice process – is there just punishment and possibility for rehabilitation?
- Sentencing continues to fall short of many community expectations.
- Justice processes for victim-survivors system can be traumatising.

SOCIAL NORMS TOWARDS EXPLOITATION

- Stigma, discrimination and marginalisation of victims and children.
- Lack of a human rights framework.
- Unfettered access to unregulated social media and child abuse material.
- Influence of media reporting and disclosure rules on community awareness.

Mental models
What beliefs and values influence the behaviours, decisions and actions?

GENERAL SOCIETY

- Normalisation of child sexual abuse as inevitable.
- Gender inequality, patriarchy, misogyny, adultism, ableism, racism – lack of Aboriginal self-determination.
- Lack of understanding in the community of what does or doesn't constitute abuse and therefore confusion on what abuse is mandatory to report.

- Reliance on the child or victim-survivor to protect themselves, speak up and keep safe.
- Denial - belief that it does not happen in our organisation or community.
- Apathetic attitudes toward prevention – it will always exist.
- Poor understanding of the causes and misunderstandings of perpetrator profiles.

GOVERNMENT INSTITUTIONS

- Victim shaming in institutions and the broader community.
- Strategies are owned and developed by government and not in partnership with the community.
- Best practice co-design and consultation is hard and messy.

2.1

Our Theory of Change



This strategy’s Theory of Change was developed using a systems thinking approach at the consultation and co-design workshop in November 2024, to identify how and why we expect change to occur as we work to achieve our vision. It provides a clear framework to understand how specific actions can lead to desired long-term outcomes. It ensures a more effective, evidence-based approach to tackling the complex nature of child sexual abuse. Our Theory of Change will underpin the forthcoming *Change for Children* action plans.

A summary version has been developed below, including the long-term outcomes we are working towards to achieve our vision and some of the key medium-term outcomes identified that will help us get there (Table 2). Our comprehensive Theory of Change is available on the Keeping Children Safe website.

Table 2: Summarised Theory of Change

Vision	
In Tasmania, all children and young people are protected and safe from sexual abuse, and all victim-survivors are believed and supported. They are enabled to thrive, and their wellbeing is protected in all places they live, learn, play and work.	
Long-term outcomes	Medium-term outcomes examples
Measurable results that this strategy is aiming to achieve.	Enablers to achieve long-term outcomes.
1 All children and young people in Tasmania are supported to be safe from child sexual abuse.	<ul style="list-style-type: none">– Tasmanians recognise and uphold the rights of children to protect their wellbeing and safety, secured by sustained long-term investment.– Systems, sectors and organisations connect and collaborate to ensure children are genuinely heard and their rights and safety are seen as central to their wellbeing.
2 Everyone recognises and is empowered to act on systemic and direct risks to child safety.	<ul style="list-style-type: none">– All Tasmanians understand what child sexual abuse is and its relationship with other forms of childhood maltreatment.– Shift in entrenched societal norms and individual attitudes that enable child sexual abuse e.g. victim-blaming attitudes.

Vision	
3 Child sexual abuse is prevented through a whole-of-system effort and approach.	<ul style="list-style-type: none"> – Systems are better connected to identify and respond to perpetrators and people at risk of perpetrating child sexual abuse. – All Tasmanians have an increased understanding of the impacts of child sexual abuse and can access support to prevent harm.
4 Adults who commit or enable child sexual abuse are held accountable.	<ul style="list-style-type: none"> – Victim-survivors are actively engaged and their needs are centred in processes of accountability and justice.
5 Organisations are accountable, and where failures have been identified, they engage in genuine processes to restore trust, safety and agency.	<ul style="list-style-type: none"> – Organisations and institutions that have in the past enabled child sexual abuse demonstrate meaningful cultural change to restore trust and safety.
6 Victim-survivors and their families are respected, valued and receive the support they need at all stages of their lives.	<ul style="list-style-type: none"> – Victim-survivors are believed in all stages of disclosure and complaint processes. – Service system responses are coordinated to support victim-survivors from all diverse communities in all areas.
7 Children and young people have developmentally appropriate and respectful peer relationships.	<ul style="list-style-type: none"> – Children and young people understand what consent and respectful relationships means at different ages and stages of development. – Parents and caregivers understand and can talk to children and young people about healthy sexual development and relationships.
8 All children and young people can meaningfully participate in Tasmanian communities and decisions which affect them.	<ul style="list-style-type: none"> – All children and young people in Tasmania are supported in sharing their views, which are heard and valued. – Tasmanian laws and policies recognise, promote and uphold the rights of children.
9 A skilled, sustainable, and resourced workforce acts to prevent and respond to child sexual abuse across all relevant sectors.	<ul style="list-style-type: none"> – All staff in government and community organisations are trained in child safe practices and how to respond to a disclosure. – Investing in skills of community-based leaders and governance to promote child safety.

2.2

How we will work
together



“...If I tell an adult about something that I am worried about, they should listen to me, and believe me, and do something about it...”

— Participant, Commissioner for Children and Young People Tasmania, ‘Start the Conversation’²⁸

Children and young people and victim-survivors are at the heart of this strategy to ensure that the principles of safety, dignity, and recovery guide every aspect of prevention, intervention, and response. We acknowledge that children and young people and victim-survivors are not just passive recipients of support but active contributors whose voices and experiences must shape the responses they receive.

Acknowledging the unique strengths, barriers and potential vulnerabilities of each child and young person and victim-survivor is a key part of this strategy. It emphasises responses that consider their age, developmental stage, cultural background, identity and individual circumstances. We recognise that all children and young people and victim-survivors have a right to feel and be safe.

By focusing on the perspectives of children and young people and victim-survivors, this strategy also promotes collaboration among caregivers, professionals, and communities to build a holistic, empathetic, and effective responses to child sexual abuse. It ensures that solutions are informed by professional expertise and understanding of the lived experiences of children and young people and victim-survivors, fostering trust and resilience.

Children and young people

To inform this strategy's development, the Commissioner for Children and Young People established The Voices for Tasmanian Youth. This group of 19 young people aged 10-18 represents diverse communities, identities, and experiences across Tasmania. The Voices for Tasmanian Youth have shared their views on what they expect from this strategy and associated action plans.

Through conversations and brainstorming sessions, The Voices for Tasmanian Youth shared their concerns and discussed their visions for change (Our Vision for a Safer Tomorrow, [page 50](#)).

We commit to making the necessary changes to work towards their vision for a safer tomorrow through implementing *Change for Children*.

The Voices for Tasmanian Youth – Our Vision for a Safer Tomorrow

"We want a Tasmania where every child and young person feels safe, supported, and empowered to speak out."

"We want a future where adults genuinely listen, understand our experiences, and respond effectively. Where they build trust and open communication on topics like sex, consent and abuse."

"We want sex education that reflects our real lives and diverse experiences, promoting emotional, mental, and physical safety."

"We want a future where young voices have an equal say in decision-making, shaping safe environments in our institutions and communities."

"We want institutions that are safe spaces, where everyone feels welcome, respected, and supported. We need to trust the institutions that serve us, so that we feel confident attending school, accessing healthcare, and seeking help."

"We want reporting systems that are safe and easy to use. Where we know where to get support and who to report concerns to. Where complaints are handled independently and effectively."

"We want a future where cycles of violence are broken, and every young person is empowered to thrive through a focus on prevention, rehabilitation, and supportive networks."

"We want a safer tomorrow for all children and young people."

The United Nations Convention provides further foundational guidance on how we centre children and young people in implementing this strategy.

Article 12 asserts that children have the right to express their views freely in matters affecting them, emphasising:

- **Participation** – children should be involved in decision-making processes that impact their lives.
- **Representation** – mechanisms must be in place to ensure that their voices are heard meaningfully.

Article 13 ensures children have the right to seek, receive, and impart information through any medium they choose. This right underpins their ability to participate actively, communicate their perspectives, and contribute to decisions.

This strategy and the associated action plans will ensure that children and young people are engaged in the successful implementation through:

- 1 **Space:** creating safe and inclusive environments where children feel empowered to express themselves.
- 2 **Voice:** ensuring children can freely articulate their thoughts without fear of reprisal.
- 3 **Audience:** identifying the appropriate decision-makers who are responsible for listening to children.
- 4 **Influence:** guaranteeing that children's views are acted upon and reflected in outcomes where appropriate.²⁹

Engaging with children and young people in new and genuine ways is essential to ensure their participation in implementing this strategy is not merely symbolic but meaningful. The implementation of *Change for Children* and associated action plans will continue to be informed and guided by the voices of Tasmanian children and young people. Overall implementation of *Change for Children* will be informed by varied engagement with children and young people, including, where possible, with the Premier's Youth Advisory Council, The Voices for Tasmanian Youth and the Laurel House Lived Experience Advisory Panel for Young People.

Victim-survivors

“Listen to us... our input is healing for some people.”

— Victim-survivor, Laurel House consultation session participant³⁰

Victim-survivors are the experts of their own experiences and play a vital role in shaping policies and interventions that are trauma-informed and effective. Their lived experiences provide critical insights into the realities of abuse, the barriers to reporting, and the gaps in support systems. Involving victim-survivors in consultation and decision-making ensures that prevention, intervention, response and recovery efforts are aligned with real needs. This also breaks the silence around abuse and rebuilds trust in the systems designed to protect and support victim-survivors.

Effective and ongoing consultation and engagement with victim-survivors is crucial for the implementation of *Change for Children*. In late 2024, the child sexual abuse Victim-Survivor Advisory Group (the Advisory Group) was established by the Premier.

The Advisory Group will provide a mechanism for representing the views of victim-survivors to the Tasmanian Government to inform and shape the implementation of the Commission of Inquiry recommendations, including the development and implementation of this strategy and associated action plans.

The Tasmanian Government recognises that engagement with victim-survivors through advisory groups and other similar mechanisms is not the only way we should be working with victim-survivors. We are committed to exploring new ways of working in partnership with victim-survivors to ensure that they have a range of input mechanisms that suit a diverse range of engagement needs.

Working in partnership with Tasmanian Aboriginal people

“Culture is the way to come out of it. That’s what makes me feel safe. I believe that culture is the answer.”

— Consultation with Aboriginal community members, Commission of Inquiry report³¹

We recognise the disproportionate impacts of child sexual abuse on Aboriginal children and young people and their families, particularly due to the enduring impacts of colonisation, child removal, and the ongoing effects of these traumas.

The Commission of Inquiry focused significantly on the urgent need for reform in the ways that the Tasmanian Government works with Aboriginal people to build genuine partnerships and deliver recommendations focused on safeguarding Aboriginal children and young people. These include:

- appointment of a Commissioner for Aboriginal Children and Young People.
- development of an Aboriginal Youth Justice Strategy in partnership with Aboriginal organisations and people.
- full implementation of all Aboriginal and Torres Strait Islander Child Placement Principle elements.

In delivering these recommendations, we remain committed to the National Agreement on Closing the Gap Priority Reforms through changing practices at a system level to build partnerships and share decision-making with Aboriginal organisations and people.

We acknowledge and are aware of how our cultural values, knowledge, skills and attitudes are formed and affect others, including a responsibility to address unconscious bias, racism and discrimination.

We commit to building Aboriginal cultural safety, including reviewing and adapting organisations and systems to remove barriers to achieve health, wellbeing and safety outcomes for Aboriginal people.

Implementation of this strategy will be informed by kani paliti (Talk with good spirit), our commitment to Tasmanian Aboriginal people.

kani paliti (Talk with good spirit)

The Tasmanian Government will talk with Tasmanian Aboriginal people with good spirit to achieve our commitment statement. We commit to understanding, involving and empowering Tasmanian Aboriginal people.

We will:

- understand and build culturally proficient and responsive care systems that allow truth-telling to be embraced and accepted.
- involve and value Aboriginal and Torres Strait Islander expertise and collaborate with Tasmanian Aboriginal people to create culturally appropriate governance models.
- empower children to keep them with Tasmanian Aboriginal people so they can achieve their rights to grow strong on country and in culture and thrive within their cultural and care networks.

We commit to continue talks with Tasmanian Aboriginal people in good spirit as we work in partnership to achieve this statement.



Working with diverse communities

“You can't speak for/protect people if you have no understanding of their experiences in great depth and detail.”

— Victim-survivor, Laurel House consultation survey participant³²

Child sexual abuse impacts children and young people across all areas of the community and impacts individuals and families from varying socio-economic, cultural, and geographical groups. Recognising that some children and young people may face additional barriers or risks than others is essential.

Different aspects of a child or young person's identity, including their race, ethnicity, gender, family's income level, and ability, may impact their risk of child sexual abuse. Children from marginalised groups may be at greater risk of experiencing child sexual abuse due to societal inequalities and lack of support. Perpetrators may also seek out children and young people who they perceive to be more vulnerable.

To effectively prevent, identify and respond to child sexual abuse in Tasmania, all aspects of children and young people's identities must be understood and respected. Understanding any additional considerations for some children and young people will enable stronger and more inclusive approaches to addressing child sexual abuse.

The following section details particular groups who can experience a higher risk of child sexual abuse and/or additional barriers to disclosure and receiving support.

- **Aboriginal children and young people** are significantly over-represented in child protection systems and up to 8 times as likely as non-Aboriginal children to be the subject of substantiated child abuse or neglect, including sexual abuse.³³
- **Children and young people with disability** face higher rates of sexual abuse and are often targeted due to their perceived vulnerability and dependence on caregivers.³⁴
- **Children with mental ill health** may be at increased risk due to factors such as impaired judgement, difficulties in recognising or communicating unsafe situations and social isolation.³⁵
- **Gender or sexually diverse children and young people** are more likely to experience all types of child maltreatment.³⁶ More than half (52 per cent) of all LGBTIQ+ children and young people experience child sexual abuse.³⁷

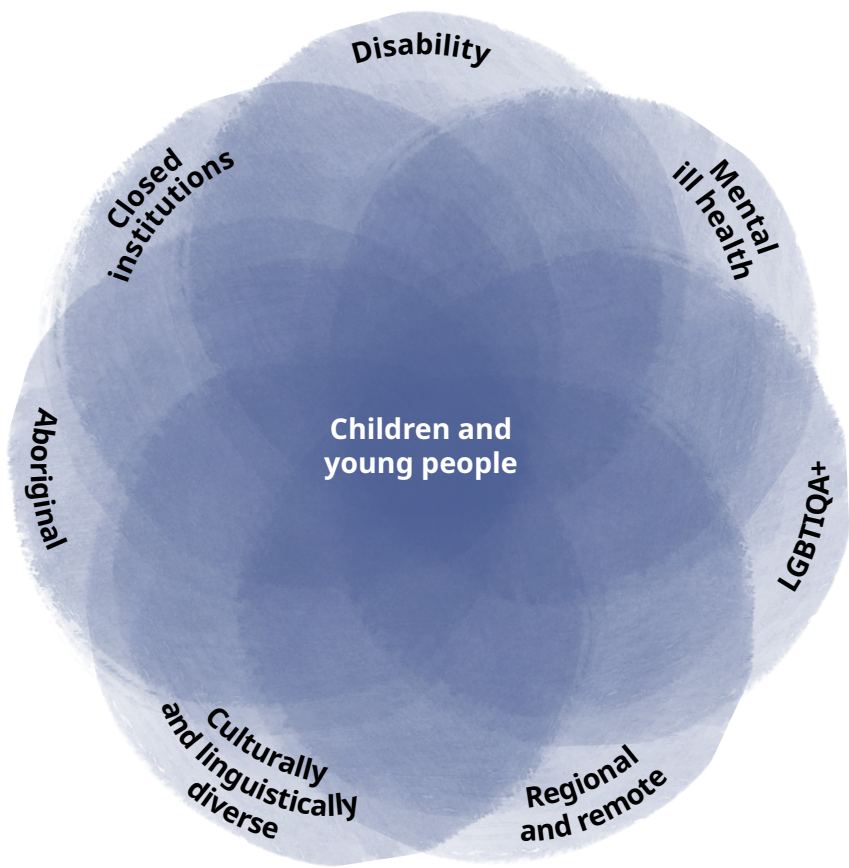
- **Children and young people from culturally and linguistically diverse backgrounds** may face increased vulnerabilities. For example, differing views on what constitutes child abuse and neglect, fears related to visa status, and patriarchal cultures that value men's views over those of women and children can affect the disclosure of, and responses to, child sexual abuse.³⁸
- **Children and young people from regional and remote areas** face additional barriers due to geographical isolation and access to services, as well as reluctance to speak out due to tight-knit communities and close connections.³⁹
- **Children and young people in closed institutions** are at heightened risk of sexual abuse due to factors including isolation from the outside world, power imbalances and limited oversight.⁴⁰

In early 2024, workshops were run to identify considerations for specific diverse communities. These workshops demonstrated that children and young people do not fit into discrete boxes, and as such, this strategy acknowledges the intersectionality of diverse communities. There are three primary considerations that all adults should ask themselves when preventing, identifying, and responding to child sexual abuse. These considerations are informed by kani paliti.

- **Understand:** take the time to listen actively, ask questions, and recognise individual contexts and needs.
- **Involve:** individuals and families in decisions that impact them and collaborate safely and effectively to ensure that children and young people and their families can contribute.
- **Empower:** create safety and support children and young people and their families to actively engage.

Throughout the implementation of this strategy, the Tasmanian Government commits to understanding individual needs, particularly for diverse communities, to ensure that initiatives and reforms are effective. We are committed to engaging with diverse communities to ensure that the delivery of *Change for Children* meets the needs of all people in Tasmania. To achieve this, we will use existing advisory group mechanisms across agencies, and look at new ways of working with diverse communities on policies and programs that will impact them.

Figure 5 : Intersectionality of diverse communities



2.3

Who is accountable for making change?



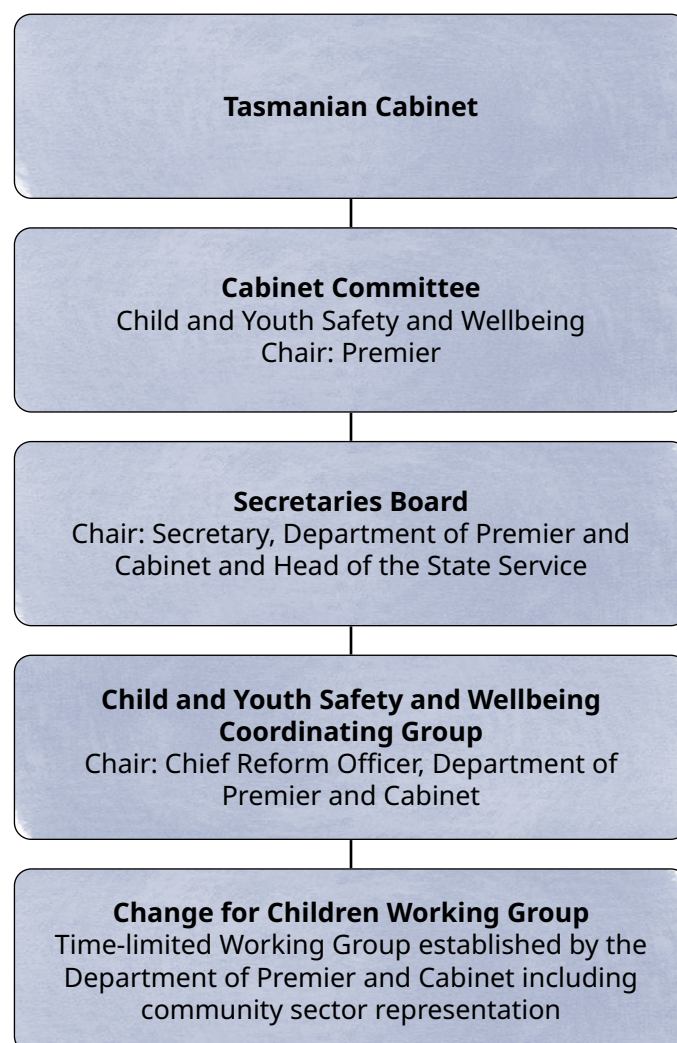
“Accountability requires actions not words, start from the top.”

— Victim-survivor, Laurel House consultation survey participant⁴¹

The Tasmanian Government has made a significant commitment to ensure that the findings and recommendations of the Commission of Inquiry and related inquiries are translated into meaningful actions by Tasmanian Government agencies. All Tasmanians, and most importantly, victim-survivors of child sexual abuse, are entitled to know clearly who is formally responsible for making the changes this strategy outlines.

Reform implementation will be overseen by the Keeping Children Safe Governance Structure which is detailed below:

Figure 6: Keeping Children Safe Governance Structure



In line with the Commission of Inquiry’s recommendation (22.1), the Government has appointed an independent Child Safety Reform Implementation Monitor to oversee the reform program. To ensure accountability and transparency, the Monitor will report to Parliament on implementing the recommendations of the Commission of Inquiry and any recommendations of other institutional inquiries, including the Royal Commission and other related State Service reviews (see [Appendix 3](#)).

Formal accountabilities

Some entities and individuals hold formal responsibilities outlined in legislation, professional conduct policies and other guidelines. These are detailed in Table 3.

Table 3: Entities and individuals with formal accountabilities

Entity	Description
The Tasmanian Government	The Tasmanian Government and future governments are accountable to the people of Tasmania through the Parliament of Tasmania.
Parliament of Tasmania	Provides oversight, accountability and a check on the work of the Tasmanian Government through Parliamentary processes and dedicated committees.
Child Safety Reform Implementation Monitor	Independently holds the power to publicly report on reform progress to the Parliament of Tasmania.
New Commission for Children and Young People	Advocates for children's rights, monitors child safety, and includes key roles like the Child Advocate.
Independent Regulator	The Independent Regulator oversees organisations’ compliance with the <i>Child and Youth Safe Organisations Act 2023</i> . This includes State Service agencies and non-government organisations that provide services to children.
Tasmanian Government Accountable Officers	The Premier, Ministers, and Secretaries are responsible for implementing reforms and reporting progress.
Tasmanian Government Agencies	Responsible for implementing reforms for approval by the Premier, Ministers and Secretaries.

Child safe organisations

“Victim-survivors need a safe person to go to, particularly if the young person is currently experiencing the abuse and the home is where the abuse is occurring. Abuse thrives in silos – even family silos. To break this circuit society needs to create opportunities for young people to engage with safe people outside of the home...”

— Consultation participant, Sexual Assault Support Service consultation⁴²

In direct response to the 2017 Royal Commission, the governments of Australia developed the *National Principles for Child Safe Organisations* (National Principles).⁴³

These National Principles are now enshrined in legislation as Tasmania’s *Child and Youth Safe Standards* (the Standards).⁴⁴ The Standards are supported by the Universal Principle for Aboriginal Cultural Safety.

All organisations engaging in child-related activities should voluntarily comply with the National Principles (as reflected in the Standards) to the greatest extent possible, regardless of whether they are legislatively bound to do so or when their legislative obligations commence.

The Office of the Independent Regulator ensures implementation and oversight of the Standards through legal obligations under the *Child and Youth Safe Organisations Act 2023*. Tasmania’s Child and Youth Safe Organisations Framework plays a key role in Tasmania’s child safety system by ensuring that specific organisations are monitored and held accountable for keeping children safe.

Implementation of the Standards by agencies and organisations, including religious organisations, and oversight of this implementation by the Independent Regulator is another way that entities will be held accountable for keeping children safe.

The Standards give effect to the rights of children by translating them into organisational standards and practice. This is shown in Table 4.

Table 4: Child and Youth Safe Organisations Framework alignment with United Nations Convention on the Rights of the Child

Principles for Child Safe Organisations	United Nations Convention on the Rights of the Child Alignment
Universal principle: Organisations must provide an environment that ensures that the right to Cultural Safety of Aboriginal or Torres Strait Islander children is respected.	Article 2 (Non-discrimination) and Article 30 (Minority culture, language and religion).
1 Child safety and wellbeing is embedded in organisational leadership, governance and culture.	Article 3 (Best interests of the child).
2 Children and young people are informed about their rights, participate in decisions affecting them and are taken seriously.	Article 12 (Right to be heard) and Article 13 (Freedom of expression).
3 Families, carers and communities are informed and involved in promoting child safety and wellbeing.	Article 5 (Parental guidance and evolving capacities) and Article 18 (Parental responsibilities and state support).
4 Equity is upheld and diverse needs respected in policy and practice.	Article 2 (Non-discrimination) and Article 23 (Rights of children with disabilities).
5 People working with children and young people are suitable and supported to reflect child safety and wellbeing values in practice.	Article 19 (Protection from violence, abuse, and neglect).
6 Processes to respond to complaints and concerns are child focused.	Article 12 (Right to express views) and Article 19 (Protection from abuse).
7 Staff and volunteers are equipped with the knowledge, skills and awareness to keep children and young people safe through ongoing education and training.	Article 3 (Best interests of the child).

Principles for Child Safe Organisations	United Nations Convention on the Rights of the Child Alignment
8 Physical and online environments promote safety and wellbeing while minimising the opportunity for children and young people to be harmed.	Article 16 (Right to privacy) and Article 31 (Right to leisure and play).
9 Implementation of the Child and Youth Safe Standards is regularly reviewed and improved.	Article 4 (Implementation of rights).
10 Policies and procedures document how the organisation is safe for children and young people.	Article 3 (Best interests of the child).

Information, sharing and feedback

Beyond formal accountabilities, this strategy recognises that particular groups of people also have a role in overseeing reform. *Change for Children* recognises that it is every adult's responsibility to keep children and young people safe. Preventing, identifying and responding to child sexual abuse is a collective responsibility that involves all Tasmanians.

This means that at an individual level, within our social circles and family units, within and across our communities, organisations and institutions, and our society at large, we all have a role to play. The Tasmanian Government remains committed to being accountable to all Tasmanians, and in particular to victim-survivors of child sexual abuse. Ongoing critical engagement with specialist services will ensure that the diversity of victim-survivor voices are listened to, heard and supported as *Change for Children* and associated action plans are implemented.

Further, the Tasmanian Government recognises the essential role of community organisations that deliver health, mental health, housing, disability and other critical services. Community organisations have an essential role in not only providing services, but challenging and changing cultural attitudes and beliefs that discriminate against some members of the community.

Table 5: People and groups to whom the Government is committed to listening to, sharing information with and receiving feedback from

Group	Description
Tasmanian children and young people	Engage with The Voices for Tasmanian Youth and the Laurel House Lived Experience Advisory Panel for Young People to inform the implementation of activities.
Victim-survivors	The Victim-Survivor Advisory Group will provide direct feedback to leaders, ensuring victim-survivors voices shape reforms.
Mainstream, community and specialist services	The workforce that partners with government to deliver services, support victim-survivors, and promote child safety and equality.
Local government	Local government is the statewide community level of government uniquely placed to implement statewide programs interpreted locally, and to make connections across government agencies and other organisations.
Wider Tasmanian community	Regularly communicate with the community through the Keeping Children Safe website and engage with the community through public awareness raising activities and other engagement work.

2.4

How will we know
that we are having
an impact?



Change for Children lays out a plan to achieve different types of change over a sustained period. This change can and will be measured in various ways, and by other entities in the system.

The ongoing monitoring and accountability under this strategy will be outlined under the *Change for Children* associated action plans including an Outcome and Evaluation Framework that will be released in 2025. This framework will be designed to monitor and evaluate the effectiveness of the Theory of Change and include the commissioning of an independent evaluation in 2029 and 2034 on the implementation of the strategy's long-term outcomes. The Framework will also provide assurances to the Tasmanian people that the system is working well and has children and young people and victim-survivors at its core.

Several other mechanisms that have been built into the Tasmanian Government's response to the Commission of Inquiry that will contribute to the monitoring and evaluation of this strategy and associated action plans. These are:

- Quarterly reporting on the Recommendation Status (keepingchildrensafe.tas.gov.au/recommendation-status) of the Commission of Inquiry recommendations will be published on the Keeping Children Safe website.
- The Child Safety Reform Implementation Monitor independently holds the government accountable for reform progress, which includes:
 - developing an Evaluation Framework and undertaking analysis and public reports on whether outcomes are being realised and how reforms are being implemented for both the Commission of Inquiry and Royal Commission findings and recommendations.
 - provide periodic reports every five years to monitor and mitigate unintended consequences of reforms and support continuous improvement.
- The Independent Regulator oversees Tasmania's compliance with the Child and Youth Safe Organisations Framework.

In addition to these mechanisms:

- the action plans will have performance measures that will be reported annually and align where possible with the *Monitoring and Evaluation Framework – National Strategy to Prevent and Respond to Child Sexual Abuse 2021–2030*.
- the Department of Premier and Cabinet will commission the periodic over-sampling of Tasmanian data of the National Centre for Action on Child Sexual Abuse's *Australian child sexual abuse attitudes, knowledge and response study* to measure any community-wide changes.

Appendices



Appendix 1: Seeking support and advice

Child sexual abuse is a crime.

If you have any concerns for the wellbeing and safety of yourself or any other person, including those who may have experienced or are at risk of experiencing child sexual abuse, please seek help.

In an emergency, call 000 for urgent police or medical assistance.

An alphabetical list of relevant, freely available services is provided below.

You may also wish to seek help from your GP, another professional or a counsellor.

Services available 24 hours a day

- 1800 MYSUPPORT (24/7) 1800 697 877 State-wide Sexual Assault Support Line
– run by Laurel House in the North and North West and the Sexual Assault Support Service in the South.
- 13 YARN (24/7) 139 276 or 13yarn.org.au
- 1800 RESPECT (24/7) 1800 737 732 or 1800respect.org.au
- Beyond Blue (24/7) 1300 224 636 or beyondblue.org.au
- headspace 1800 650 890 or headspace.org.au
- KidsHelpline (24/7) 1800 55 1800 or kidshelpline.com.au
- Lifeline (24/7) 131 114 or lifelinetasmania.org.au
- MensLine Australia (24/7) 1300 789 978 or mensline.org.au
- Strong Families, Safe Kids (24/7) 1800 000 123 or strongfamiliesafekids.tas.gov.au
- Suicide Call Back Service (24/7) 1300 659 467 or suicidecallbackservice.org.au
- Tasmania Police (non-emergency 24/7 assistance line) 131 444 or police.tas.gov.au
- Tell Someone (for children and adults, links to 24/7 services) tellsomeone.tas.gov.au

Services that may not be contactable by phone or email outside business hours

- Autism Connect 1300 308 699 amaze.org.au/autismconnect
- Blue Knot Foundation 1300 657 380 or blueknot.org.au
- Bravehearts 1800 272 831 or bravehearts.org.au
- Laurel House 6334 2740 (North) or 6431 9711 (North-West) or laurelhouse.org.au
- National Redress Scheme 1800 737 377 or nationalredress.gov.au
- Relationships Australia Tasmania 1300 364 277 or tas.relationships.org.au
- Survivors & Mates Support Network 1800 472 676 or samsn.org.au
- Sexual Assault Support Service 6231 0044 or sass.org.au
- Victims of Crime 1300 300 238 or justice.tas.gov.au/victims/services/victims-of-crime-service
- Working it Out 6231 1200 or workingitout.org.au

Appendix 2: Meanings matter

Where possible this strategy adopts the most recent terminology used by the [National Office for Child Safety](#) and is aligned with the National Strategy to assist in monitoring and evaluation.

Term	Meaning
Child abuse	the maltreatment of a child that includes neglect, physical abuse, emotional and psychological abuse, sexual abuse and exposure to or involvement in domestic or family violence. The abuser may be an adult or another child, direct or indirect, in-person or online.
Child-centred approach	prioritises the needs, rights, and wellbeing of the child. It ensures the child's voice is heard and respected, while fostering safe environments and offering tailored support to address their specific needs. This approach also involves children in decision-making processes where appropriate, empowering them in their journey toward healing and recovery. It emphasises creating child-friendly environments that encourage engaging children in ways that are age-appropriate, developmentally suitable, and considerate of factors affecting their decision-making abilities. It also seeks to strengthen protective factors and address risks by building on the strengths of both the child and their caregivers. ⁴⁵
Child exploitation material	material that describes or depicts, in a way that a reasonable person would regard as being, in all circumstances, offensive, a person who is or who appears to be under the age of 18 years – (a) engaged in sexual activity; or (b) in a sexual context; or (c) as the subject of torture, cruelty or abuse (whether or not in a sexual context). ⁴⁶
Child protection system	'child protection' refers to preventing and responding to violence, exploitation, abuse, neglect, and harmful practices against children. When children cannot live safely at home, child protection systems prioritise children's physical, mental and psychosocial needs to safeguard their lives and futures. Child protection functions to protect the fundamental rights of children which include safety, freedom from violence and a stable family environment. ⁴⁷

Term	Meaning
Child safe organisation	an organisation that consciously and systematically: creates an environment in which children's rights, safety and wellbeing are at the centre of thought, values and actions; engages with children and young people to create conditions that reduce the likelihood of harm; creates conditions that increase the likelihood of identifying potential harm; and responds to concerns, suspicions, allegations and disclosures of abuse.
Child safety system	the set of laws, policies, practices and services both within and outside of government, put in place to protect children and young people from harm or abuse.
Child sexual abuse⁴⁸	any act that exposes a child or young person to, or involves a child or young person in, sexual activities that: <ul style="list-style-type: none"> – they do not understand – they do not or cannot consent to – are not accepted by the community or – are unlawful.
Children and young people⁴⁹	people under the age of 18.
Children and young people who have displayed harmful sexual behaviours⁵⁰	children and young people who have displayed sexual behaviours that fall outside what may be considered developmentally typical or socially appropriate, and/or cause harm to themselves or others. When these behaviours involve others, they may include a lack of consent, reciprocity, mutuality, and may involve the use of coercion, shame, force, or a misuse of power. Harmful sexual behaviours evoke concerns about the development and wellbeing of the child, young person, or others involved, and where they involve other children or young people, the behaviours may cause significant harm and may be experienced as abusive by other children and young people involved. Harmful sexual behaviours may include illegal behaviours that require a criminal justice response. Harmful sexual behaviours can occur in any setting, including in person and online.

Term	Meaning
Closed institutions	The Royal Commission into Institutional Responses to Child Sexual Abuse in Australia defines "closed institutions" as settings where children are confined or have limited freedom of movement and are isolated from the broader community. ⁵¹ These environments typically have strict, tightly controlled daily schedules and are characterised by secrecy and restricted information flow. They can include detention centres, boarding schools and mental health facilities. Daily life in a closed institution is markedly different from living in the community, where people live, work and socialise in different places, and with different people. ⁵²
Commission of Inquiry	<i>Commission of Inquiry into the Tasmanian Government's Responses to Child Sexual Abuse in Institutional Settings</i>
Cultural safety ⁵³	Cultural safety refers to an environment 'where there is no assault, challenge or denial of [a person's] identity, of who they are and what they need'. ⁵⁴ It refers specifically to Aboriginal and Torres Strait Islander peoples. This includes Aboriginal and Torres Strait Islander peoples' own assessment of their safety and capacity to engage meaningfully and on their own terms with a non Aboriginal and Torres Strait Islander person or organisation. This requires a non Aboriginal and Torres Strait Islander person or organisation to listen, enable and support these environments, with accountability to Aboriginal and Torres Strait Islander colleagues or service users. ⁵⁵
Culturally and linguistically diverse communities ⁵⁶	Australia's population includes many people who were born overseas or speak a variety of languages. Together, these groups of people are known as culturally and linguistically diverse populations or communities. However, some commentators view the term as increasingly problematic; for example, the Diversity Council of Australia suggests the term prioritises cultural and linguistic explanations of difference and is therefore insufficient for any meaningful discussion or understanding of race and racism. ^{57 58}
Empowerment	the process of gaining freedom and power to do what you want or to control what happens to you. ⁵⁹

Term	Meaning
Grooming⁶⁰	<p>behaviours that manipulate and control a child, their family, kin and carers or other support networks, or organisations. The intent of manipulation to:</p> <ul style="list-style-type: none"> – gain access to the child – obtain the child’s compliance – maintain the child’s silence – avoid discovery of sexual abuse. <p>Grooming can be done by people already well known to the child, including by a child’s family member, kin or carer. Grooming can take place in person and online and is often difficult to identify. Behaviours related to grooming are not necessarily explicitly sexual, directly abusive or criminal. They may only be recognised in hindsight. Some grooming behaviours are consistent with behaviours or activities in non-abusive relationships. In these cases, the main difference between acceptable behaviours and grooming behaviours is the motivation behind them. Online child grooming refers to the process of establishing and building a relationship with a child through the use of the internet or other technologies to facilitate sexual contact with that child, either physically or online. Online grooming may include perpetrators encouraging victims to engage in sexual activity or to send the perpetrator sexually explicit material. It may lead to perpetrators meeting the victim in person or blackmailing the victim to self-produce explicit materials. To evade detection in the grooming phase, perpetrators may also convince the victim to migrate to and from multiple online platforms, including those using encrypted technologies.</p>
Incidence⁶¹	the number of new cases of child sexual abuse each year.
Institutional betrayal	<p>wrongdoings perpetrated by an institution upon individuals dependent on that institution, including failure to prevent or respond supportively to wrongdoings by individuals committed within the context of the institution.⁶² When institutions cover up sexual violence, institutional betrayal undermines recovery. Institutional betrayal can occur in relation to isolated incidents, or systemic issues; it can include betrayal by omission, and betrayal by commission.⁶³</p>

Term	Meaning
Institutional child sexual abuse	abuse that occurs within, is enabled by or attributable to the premises, action, inaction, activities or operations of a government or non-government organisation and/or its employees/volunteers in the course of, or in connection with, their duties or on the premises by a third party (for instance another child). This may include child sexual abuse that has occurred on an organisation's premises or at other locations where the operations of the organisation are taking place.
Intergenerational trauma	intergenerational trauma refers to trauma that is passed from the first generation of survivors who have experienced trauma, down to future children, grandchildren, nieces, and nephews. If the trauma is unresolved, next generations have a higher risk of developing trauma symptoms. An example is where parents have been denied the right to develop safe attachments with their children and provide those children with predictable home environments. In that case, children may be vulnerable to developmental delay, poor education outcomes, interpersonal issues, disability, and higher chances of coming into contact with the criminal justice system. The likelihood of intergenerational trauma is high in families of Stolen Generation children. ⁶⁴
Intra-familial relationships	these comprise a range of familial ties between perpetrators and victims. Depending on the familial context, friends of the family can be considered part of the family. Whether they are blended or biological, familial relationships are often characterised by privacy, complex attachments, frequent and intimate contact, and gender role expectations (e.g., paternal authority). As discussed in the following section, familial environments can contain a range of risk factors—such as family violence, dysfunction and disadvantage—that can increase the risk of child sexual abuse occurring as well, either from a parent or other relative. ⁶⁵
LGBTIQA+	lesbian, gay, bisexual, transgender, intersex, queer, asexual and other gender and sexually diverse people. It is important to recognise that this acronym does not cover all forms of sex, gender and sexuality diversity and is not intended to be limiting. The '+' after the acronym is in recognition of this, and points to the fact that there are other terms and language people might want to use to describe these experiences and concepts.

Term	Meaning
Mandatory reporter	a person who is required by either state or territory law to report known and suspected cases of child abuse and neglect to a nominated government department or agency. Usually, they need to report to a child protection authority. ⁶⁶
National Strategy	<u><i>National Strategy to Prevent and Respond to Child Sexual Abuse 2021-2030</i></u>
Offender⁶⁷	a person who is found by a court to have done something unlawful.
Organisation⁶⁸	<p>an incorporated or unincorporated group, body, entity or institution. For example, a sports club, school, religious organisation, or government body.</p> <p>We use the term 'organisation' to describe any entity that provides, or has at any time provided, activities, facilities, programs or services of any kind that facilitates access to children by adults, including through their families. Where information relates to findings of the Royal Commission, we use the term 'institution'.</p>
Outcomes⁶⁹	<p>a desired condition that is specific enough to be measured. They are clear, unambiguous and high level statements that allow measurement of success (for example: children and young people are free from abuse and neglect).</p> <p>Long term outcomes refer to the sustained changes required to reduce the risk, extent and impact of child sexual abuse and related harms in Australia.</p> <p>Medium term or 'enabling' outcomes refer to the specific and measurable changes that are expected as a result of activities being implemented. Outcomes will be focused on the impact of activities for children and young people, victims and survivors, families, kin and carers, communities, and organisations and governments (though individual activities may not result in material changes for all of these groups).</p>
Out-of-home care	the system of formal care provided to children and young people assessed under the <i>Children, Young Persons and Their Families Act 1997</i> as unable to live safely at home with parents or primary caregivers because of concerns for their safety and wellbeing.

Term	Meaning
People with disability	includes, but not restricted to, those who have long-term physical, mental, cognitive, intellectual, or sensory impairments. People with disability have specific needs, priorities and perspectives based on their individual identities including their gender, age, sexuality, race, and cultural background, and can face additional barriers and inequities. ⁷⁰
Perpetrator⁷¹	an adult who has sexually abused a child or young person, but who may or may not have been convicted of this crime.
Prevalence⁷²	the proportion of people in the population who have experienced child sexual abuse.
Place-based⁷³	place-based approaches are collaborative and long-term and are ideally characterised by partnering and shared design, shared stewardship, and shared accountability for outcomes and impacts. These approaches target the specific circumstances of a place and engage local people as active participants in development and implementation, requiring government to share decision-making. Place-based approaches can complement the bigger picture of services and infrastructure. They engage with issues and opportunities that are driven by complex, intersecting local factors and requiring a cross-sectoral or long-term response.
Primary prevention⁷⁴	primary prevention responses are aimed at the whole community and address the underlying causes of child sexual abuse. Primary prevention looks at the social conditions that excuse, justify or enable child sexual abuse. Primary prevention measures can include public education, such as awareness-raising campaigns, and programs to create child safe cultures and environments. This may be done through changing or creating new laws.
Response⁷⁵	any support provided to a service user by an organisation. This includes, but is not limited to, therapeutic/clinical interventions, cultural healing approaches, case management, legal advice/redress support, advocacy, peer support, and referral.
Royal Commission	<i>Royal Commission into Institutional Responses to Child Sexual Abuse</i>
Safeguard	to protect a person's health, wellbeing and human rights, enabling them to live free from harm.

Term	Meaning
Sextortion (sexual extortion)⁷⁶	sexual extortion, also referred to as sextortion, is a form of online blackmail where a perpetrator threatens to share a person's personal sexual images or videos, unless they give into the perpetrator's demands. These demands can be for money, more graphic content, or sexual favours in exchange for not sharing the personal sexual images or videos of the person.
Sexual violence⁷⁷	in the Australian Bureau of Statistics' 2016 Personal Safety Survey, sexual violence is defined as the occurrence, attempt or threat of sexual assault since the age of 15. ⁷⁸ However, many researchers and clinicians in the field conceptualise sexual violence more broadly to encompass child sexual assault, sexual harassment, street-based sexual harassment and image-based abuse.
Situational crime prevention⁷⁹	focuses on creating organisation-wide responses through policies, practices, and strategies designed to reduce the vulnerability of children and young people while empowering all adults to actively contribute to their protection.
Staff	a paid worker employed or engaged by an organisation or institution
Standards	<u>Tasmania's Child and Youth Safe Standards and Universal Principle to ensure Aboriginal Cultural Safety</u>
Trauma-informed⁸⁰	approaches ensure practices, policies and culture recognise and respond to the effects of trauma on a person's wellbeing and behaviour. A trauma-informed approach is distinct from trauma-specific interventions or therapeutic treatments. These interventions are part of, but not the same as, a system-wide trauma-informed approach. A trauma-informed approach does not require a service to provide therapeutic treatment addressing the symptoms of trauma.
Victim-survivor	refers to someone who has experienced sexual abuse as a child or young person.
Volunteer⁸¹	a person who is acting on a voluntary basis (irrespective of whether the person receives out-of-pocket expenses).
Worker	any person who carries out paid or unpaid work for on behalf of an organisation or institution; includes staff and volunteers as defined above.

Appendix 3: Policy context

Change for Children acknowledges the ongoing efforts and range of strategies, plans, initiatives and programs aimed at improving children's lives and addressing child sexual abuse through prevention, identification, and response.

Change for Children enhances current efforts and reflects many reviews and reports submitted to the Tasmanian Government over the last 10 years. Related strategies, action plans, frameworks, policies and reports include:

1. Tasmanian Government

1.1 Child and young person specific

It takes a Tasmanian Village: Tasmania's Child and Youth Wellbeing Strategy

Youth Justice Blueprint 2024-2034

Wellbeing for Learning: Child and Student Wellbeing Strategy

Child and Youth Safe Organisations Framework

Child Safety and Wellbeing Framework

1.2 Related strategies and policies

Keeping Children Safe and Rebuilding Trust – Response to the Final Report of the Commission of Inquiry into the Tasmanian Government's Responses to Child Sexual Abuse

Tasmania's Third Family and Sexual Violence Action Plan 2022-2027: Survivors at the Centre

Equal Means Equal: Tasmanian Women's Strategy 2022-2027

Community Services Industry Plan 2021-2031

Forthcoming: Tasmanian Implementation Plan on Closing the Gap 2025-28

Forthcoming: Tasmania's Disability Strategy

Forthcoming: Tasmanian Government Multicultural Action Plan 2025-2029

2. Australian Government

2.1 Child and young person specific

The National Strategy for Prevent and Respond to Child Sexual Abuse 2021-2030

Safe and Supported: the National Framework for Protecting Australia's Children

Safe and Supported: Aboriginal and Torres Strait Islander First Action Plan 2023-2026

National Strategy to Prevent and Respond to Child Sexual Abuse 2021-2030: Monitoring and Evaluation Framework

2.2 Related strategies and policies

National Principles for Child Safe Organisations

National Office for Child Safety Practice guide for workers and organisations

National Office for Child Safety Minimum Practice Standards: Specialist and Community Support Services Responding to Child Sexual Abuse

National Agreement on Closing the Gap

The National Plan to End Violence against Women and Children 2022-2032

Australia's Disability Strategy 2021-31

2023-2030 Australian Cyber Security Strategy

3. Relevant inquiries, reviews, reports and schemes

3.1 Child and young person specific

The Commission of Inquiry into the Tasmanian Government's Responses to Child Sexual Abuse in Institutional Settings

Take Notice, Believe Us and Act! Report of the Commissioner for Children and Young People

Independent Inquiry into the Department of Education's Responses to Child Sexual Abuse

Independent Child Safe Governance Review of the Launceston General Hospital and Human Resources

The National Redress Scheme is for people who have experienced institutional child sexual abuse

3.2 Related reviews and reports

The Royal Commission into Institutional Responses to Child Sexual Abuse

The Royal Commission into Violence, Abuse, Neglect and Exploitation of People with Disability

The Blake Review

The Woolcott Review (not finalised)

The Weiss Independent Review

Tatarka Independent Review

Review of the Commission of Inquiry Act 1995 (Tasmanian Law Reform Institute)

4. Relevant Tasmanian legislation

Criminal Code Act 1924 (Tas)

Children, Young Persons and Their Families Act 1997 (Tas)

Child and Youth Safe Organisations 2023 (Tas)

Commissioner for Children and Young People Act 2016 (Tas)

Commission for Children and Young People Bill 2024 (Tas)

Youth Justice Act 1997 (Tas)

Appendix 4: Risk factors and drivers

4.1 What are the impacts of child sexual abuse?

“Being abused the way I was is a death sentence. I will die with this. I am still here and still alive but what happened to me does not ever go away. I am capable, competent, intelligent, kind but I was robbed of an innocence and childhood that everyone deserves.”

— Victim-survivor, Laurel House consultation survey participant⁸²

The trauma impact of child sexual abuse often goes unrecognised and untreated. As children and young people often do not have the developmental capacity to process such experiences, these traumas can manifest as physical, emotional, or psychological symptoms.

These impacts can be lifelong due to the profound effects they have on development, mental health, and relationships. If left unresolved, trauma can impact across generations and communities, creating a cycle of intergenerational trauma. People who have experienced child sexual abuse are:⁸³

- twice as likely to have severe alcohol use disorder
- almost twice as likely to have post-traumatic stress disorder
- around 1.6 times as likely to have generalised anxiety disorder, major depressive disorder or moderate alcohol use disorder
- almost 3 times as likely to report self-harming behaviour
- more than twice as likely to report suicide attempts.

Recovery involves support, connection and access to appropriate services to support healing.

4.2 Underlying risks and drivers of child sexual abuse

“It affects your core beliefs; these normal behaviours, not unusual behaviours to me at all, and I had a real vulnerability afterwards... keeping to yourself makes you more vulnerable; the better you deal with the first instance, it’s protective, as much as it makes you sad and guilty (as a parent you need to) let that go and (tell your child) we will get you back to a point where you know exactly what consent is.”

— Participant, Sexual Assault Support Service consultation⁸⁴

Research and data on child sexual abuse is still emerging due to several challenges, including the sensitive, complex, and often hidden nature of the issue. This section is informed by existing evidence-based research on child sexual abuse and the information is explored further in an accompanying companion document which is available on our website (keepingchildrensafe.tas.gov.au).

To address these research and data limitations, Australian, state and territory governments are working together with the National Centre for Action on Child Sexual Abuse to develop and implement a strategic research agenda to:

- build our evidence on the risk, extent and impact of child sexual abuse victimisation in Australia
- assess how effective child sexual abuse offender programs are, and
- guide how we develop and improve new policy interventions.

Risk factors for children and young people

To effectively prevent and respond to child sexual abuse, it is necessary to understand the risk factors that increase the likelihood of victimisation and perpetration, as well as drivers that led people to perpetrate abuse.

There are a range of factors that increase a child's risk of being targeted and harmed.⁸⁵ Some of these include:

- being female.
- family and sexual violence in the family, including past or current experiences of maltreatment, such as neglect and/or emotional abuse.
- being part of a socially, economically, racially or culturally marginalised group.
- living in vulnerable circumstances such as homelessness, out-of-home care settings and closed institutions like youth detention facilities.
- diverse gender and sexual identities.
- disability, particularly where there is a need for an adult to assist with personal care or where there are communication diversities.
- poor family cohesion, parental separation and blended families.
- social isolation, poor social skills or being bullied by peers.

Protective factors for children and young people

Certain risk factors can increase children and young people's vulnerability to sexual abuse, while protective factors can help reduce it. Although protective factors cannot completely shield a child from abuse, they can mitigate risks and provide safeguards.⁸⁶ Examples of factors that may decrease the likelihood of a child experiencing sexual abuse include:

- supportive and trustworthy adults.
- supportive peers.
- children and young people's understanding of appropriate and inappropriate sexual behaviour, including sexual abuse, and personal safety.
- children and young people's ability to assert themselves verbally or physically to reject the abuse.
- strong community or cultural connections.
- organisations and institutions who adopt policies to prevent and respond to child safety risks.

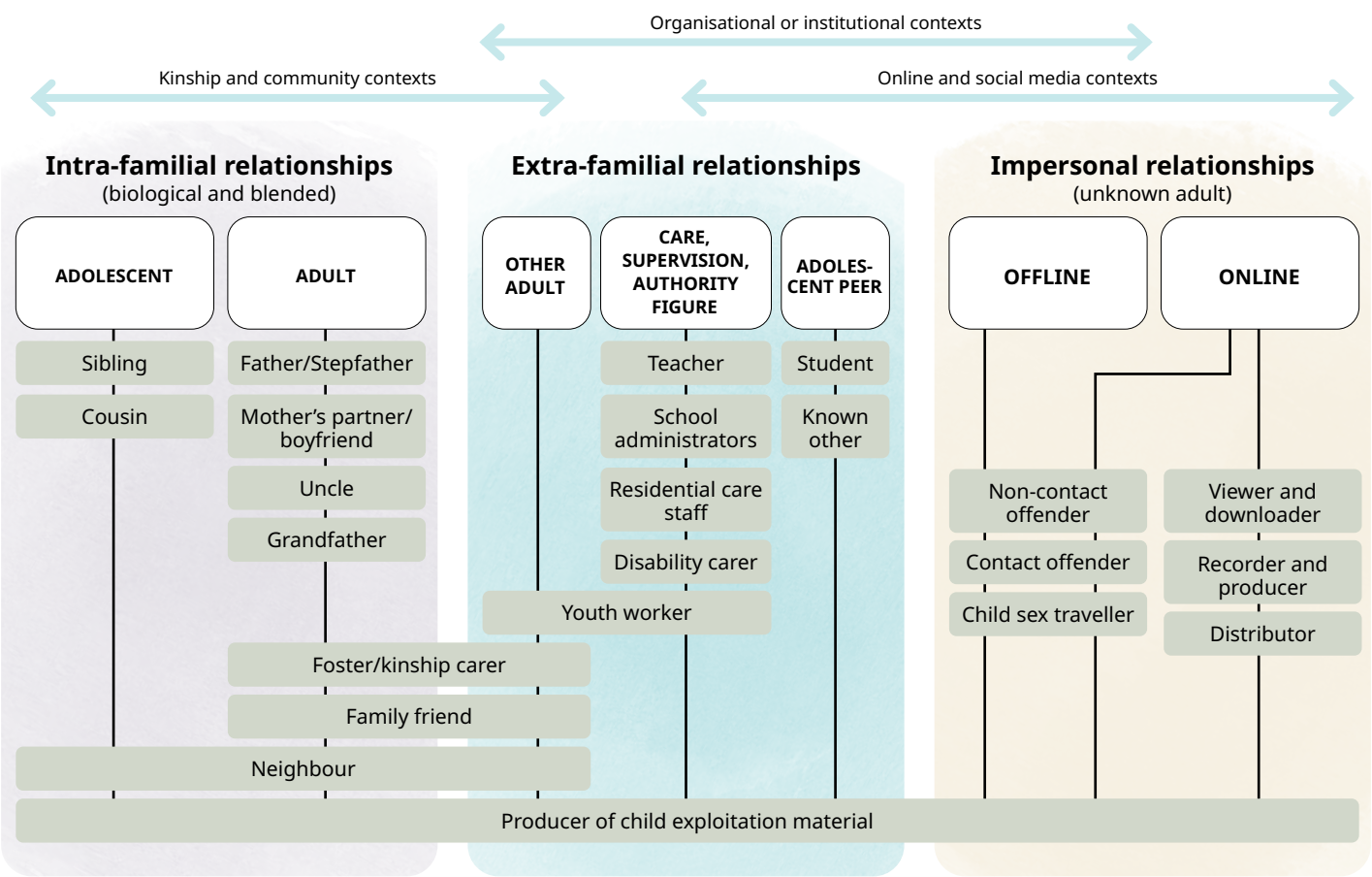
Who sexually abuses children?

People who sexually abuse children and young people come from all backgrounds. They include parents, family members, family friends, acquaintances, community members, and people who work or volunteer in all types of organisations. There is no typical profile of a person who sexually abuses children and young people. In most cases, there is little to distinguish individuals who commit child sexual abuse from the general population, except for their criminal behaviour.

Research on child sexual abuse indicates that men are more likely than women to commit abuse across various settings, including institutional environments, online, and in family homes.⁸⁷ However, it is essential to acknowledge that women can also be perpetrators, and men can be victims. Additionally, data from the Royal Commission revealed that 94 per cent of institutional child sexual abuse cases were perpetrated by adult men.⁸⁸

While child abuse occurs predominantly within families (neglect, emotional and physical abuse), it is important to highlight that child sexual abuse and exploitation occurs across a broader range of settings and relationships. The unique characteristics of child sexual abuse perpetration are shown in Figure 7 by highlighting the diverse range of settings, relationships and contexts in which child sexual abuse occurs.

Figure 7: Conceptual map of relationships and contexts in which child sexual abuse occurs⁸⁹



Threats of violence/harm to others or pets	Disrupting child's attachments	Grooming others as to trustworthiness and helpfulness	Providing drugs/alcohol	Blackmail	Cultivation of online relationships	Child exploitation material	Pretending to be same age
--	--------------------------------	---	-------------------------	-----------	-------------------------------------	-----------------------------	---------------------------

Grooming strategies and tactics of offenders

Making child feel special; keeping secrets; giving gifts; incremental intimacy; threatening; using force

+

Taking advantage of victim vulnerabilities

Social isolation; family dysfunction; physical/intellectual disability; lack of secure attachments; history of maternal child abuse; family violence; age

Common perpetrator risk factors

While there is a diversity of perpetrator types, some of the most frequently observed risk factors associated with perpetrating have been identified as:⁹⁰

- being male.⁹¹
- exposure to highly sexualised environments.
- a history of childhood abuse and/or neglect.
- involvement in violent or criminal behaviour.
- experience of family violence and instability.

While a number of risk factors are shared with other (non-sexual) criminal offenders, the key point of difference is the sexual drive to offend. This is supported by recent research on the attitudes of child sexual abuse perpetrators, such as their beliefs and attitudes in relation to children and young people as sexual objects, a general preoccupation with sex, and beliefs about entitlement, authority or control.⁹²

In recognising this point, the Royal Commission identified three types of perpetrators:⁹³

- **persistent perpetrators:** are typically long-term abusers with a sexual attraction to children or young people. They often target multiple victims, lack age-appropriate relationships, and are more likely to exhibit paedophilic interests. However, this group represents a minority and does not reflect most perpetrators, despite common stereotypes.
- **opportunistic perpetrators:** are less fixated on abusing children, often engaging in other criminal behaviours. They may not prefer children over adults but exploit opportunities for sexual gratification. Unlike others, they rarely groom or create situations to enable abuse.
- **situational perpetrators:** typically lack a sexual preference for children, they abuse in response to personal issues like isolation, poor relationships, or low self-esteem.

Children and young people who display harmful sexual behaviours

Some children and young people experience sexual abuse by other children and young people. The term 'harmful sexual behaviours' is used to cover a wide range of sexual behaviours that are inappropriate for the child's age and development.

The term 'harmful sexual behaviours' is used to describe sexual behaviours by a child or young person that causes harm to themselves or others.⁹⁴ As sexual development and exploration is a normal part of childhood and growing up, not all sexual behaviours are harmful or concerning. For this reason, sexual behaviours can be understood across a continuum of varying levels, from developmentally appropriate to developmentally inappropriate, to more concerning, serious and/or extreme harmful sexual behaviours.

In recognition of their developing physical, psychological, emotional, and educational needs, children who engage in harmful sexual behaviours are not labelled as perpetrators. The protection of the best interests of the child places greater focus on rehabilitation and restorative justice rather than punitive measures, while also ensuring public safety. Further, most children and young people who receive appropriate treatment, supervision and support will stop displaying harmful sexual behaviours.⁹⁵ For these reasons it is important that harmful sexual behaviour is prevented with early intervention so that harm is minimised and children are kept safe from sexual abuse.

There are a number of risk factors for children and young people displaying harmful sexual behaviours. Commonly identified factors include prior trauma, exposure to family violence, prior sexual or physical abuse, exposure to pornography, and intellectual impairment and intellectual difficulties.⁹⁶

Trends show an increase in reports of adolescents who are displaying harmful sexual behaviours against other children and young people.⁹⁷ It is likely this has been influenced by several social factors including greater access to online sexually explicit material, including violent content, compared to previous generations.⁹⁸ This driver is compounded by forms of masculinity that promote male dominance, entitlement (including sexual entitlement), authority and control.⁹⁹

Children and young people who have displayed or experience harmful sexual behaviours need a supportive, compassionate and understanding response. Both may benefit from a range of trauma-informed services to meet their needs.

Drivers of child sexual abuse

Drivers are the fundamental factors or social conditions that contribute to environments where child sexual abuse can occur.

Much like family and sexual violence, the primary drivers of child sexual abuse are gendered due to perpetrators being overwhelmingly male and victim-survivors being overwhelmingly female. The root cause of sexual violence against women and girls is recognised to be forms of masculinity that promote male dominance, entitlement (including sexual entitlement), authority and control. These attitudes and behaviours are reinforced by male peer relations and cultures of masculinity that emphasise exploitation and entitlement.^{100, 101}

Children and young people's structural vulnerability within families, organisations and institutions can increase their vulnerability to sexual abuse.¹⁰² Beliefs and attitudes that contribute to this include:

- beliefs that adults possess inherent superiority and authority over children and young people.
- attitudes that downplay or disregard children and young people's perspectives, emotions, and experiences in relationships and events.
- beliefs that children and young people should not question or challenge adults, viewing such behaviour as intentionally defiant or provocative.

These attitudes can lead to problematic assumptions that adults' behaviour and interaction with children and young people is appropriate or in the child's best interest. This allows adult perpetrators to manipulate a range of situations and groom children.

Table 6 provides an overview of the risk factors and drivers, which are available in more detail in the corresponding companion document *[Understanding Child Sexual Abuse](#)* (keepingchildrensafe.tas.gov.au/change-for-children-strategy-and-action-plan) on the Keeping Children Safe website.

Table 6: Risk factors and drivers of child sexual abuse¹⁰³

Risk factors	
Individual	
Victimisation	Perpetration
<ul style="list-style-type: none">– Being female– Young– Disrupted attachments with parents– Diverse gender and sexual identities– Physical, developmental or intellectual disabilities– Social isolation, poor social skills or being bullied by peers– Alcohol and drug use	<ul style="list-style-type: none">– Being male– Experiences of childhood trauma, including prior abuse– Impulse control issues or substance abuse– Violent behaviour– Beliefs in male entitlement and domination– Watching violent or deviant pornography
Relationship	
Victimisation	Perpetration
<ul style="list-style-type: none">– Living with domestic and family violence– Living in vulnerable circumstances, such as homelessness or living in out-of-home care settings– Families with poor supervision, neglect, or high levels of conflict– Single-parent households or blended families, where non-biological adults may have greater access to children– Parental substance abuse or mental health issues that reduce caregiving quality– Lack of trust, communication, or emotional closeness can make children vulnerable to external predators	<ul style="list-style-type: none">– Family and domestic violence history– Highly sexualised environment– Childhood history of physical, sexual or emotional abuse– Strongly patriarchal family structure– Associates with hypermasculine, sexually aggressive peers

Risk factors

Community

Community risk factors

- Being part of a socially, economically, racially, ethnically or culturally marginalised group
- Weak child safety systems or lack of resources for intervention
- Social isolation of families, reducing external monitoring and support
- Weak community sanctions against perpetrators
- Neighbourhoods with high rates of poverty, crime, or social disorganisation
- Lack of awareness of risks and vulnerabilities of children to sexual abuse

Institutional risk factors

- Inadequate policies and procedures for monitoring, reporting and responding to child sexual abuse
- Insufficient supervision of children
- Cultures that enable authority figures to exploit their position of power
- Access to children in unsupervised settings such as schools, religious organisations, or sports teams

Drivers

Society

Exploitive masculinity and male entitlement

- Forms of masculinity that promote male dominance, entitlement (including sexual entitlement), authority and control

Problematic social norms and attitudes

- Cultural taboos and stigma around discussing child sexual abuse
- Apathetic or uninformed community attitudes
- Beliefs that justify or minimise the harm and impacts of child sexual abuse, including victim blaming
- Poor understanding of expected child sexual development stages and behaviours

Media and technology influences

- Online access to pornography and exploitative material
- Sexualisation of adolescence in media and culture
- Social media influencers that promote exploitive masculinity and male entitlement
- Online technologies and platforms that facilitate grooming, abuse and distribution of exploitative content – livestreaming services, organised networks, privacy browsers, cryptocurrency

Socio-economic disadvantage and income inequality

- Including gendered socio-economic disadvantage

Children's structural vulnerability

- Within families, organisations and institutions
-

4.3 The intersection of child sexual abuse and family and sexual violence

“...more of an emphasis on shifting patriarchal/sexist attitudes that lead to gendered violence. This could happen through more campaigns in the media, talks in schools, etc. Information packages for parents could be good too to try and instil these values, so that instead of only teaching their daughters to say 'no' and to be safe at night, they have conversations with their sons about affirmative consent and respecting women.”

— Survey respondent, Sexual Assault Support Service consultation survey¹⁰⁴

Child sexual abuse and family and sexual violence are deeply intertwined, sharing a number of similar characteristics, impacts, risk factors and drivers. However, despite these similarities the dynamics of child sexual abuse are different from family and sexual violence because child sexual abuse and exploitation occurs within a wider range of circumstances, relationships and settings where children’s structural vulnerability relative to adults can be exploited by perpetrators. These factors highlight the importance of adopting a tailored approach to the prevention and response to child sexual abuse.

This strategy complements the work already underway to prevent and respond to family and sexual violence in Tasmania through *Survivors at the Centre: Tasmania’s Third Family and Sexual Violence Action Plan 2022-2027*.

Gendered nature of sexual abuse

Women are much more likely to have been victims of child sexual abuse than men, with girls in contemporary Australia 2.5 times more likely to experience child sexual abuse.¹⁰⁵ Evidence also clearly shows that men are overwhelmingly the main perpetrators of child sexual abuse and family and sexual violence.¹⁰⁶ Of the victim-survivors who told the Royal Commission about sexual abuse by an adult, almost all (94 per cent) said they were abused by a man.¹⁰⁷ Like child sexual abuse, women are overwhelmingly the victims of family and sexual violence.

Co-occurrence of child sexual abuse and family and sexual violence

Child sexual abuse and family and sexual violence often occur within the same family environment, with perpetrators being family members or intimate partners. As with family and sexual violence, child sexual abuse also occurs within controlling relationships, characterised by patterns of coercion and manipulation.

The co-occurrence of child sexual abuse and family and sexual violence refers to the situation where both forms of abuse happen within the same family by the same person. Emerging research from the University of New South Wales on the prevalence rates of child sexual abuse and family and sexual violence victimisation have found co-occurrence rates ranging from 23 per cent to 91 per cent.¹⁰⁸

The intersection of family violence, sexual violence, and child sexual abuse often leads to intergenerational cycles of trauma. This cycle comes from the interplay of emotional, behavioural, and systemic factors that perpetuate harm across generations.

Evidence also shows that people who experience sexual abuse in childhood are more likely to report family violence as adults. This poses challenges in responding effectively to the intersections of family and sexual violence and familial child sexual abuse. Women and children in these situations may feel trapped or powerless to speak out, especially if they are dependent on the abuser for care, shelter or emotional support. The fear of further violence can prevent children and adults from disclosing either form of abuse.

Exposure to family and sexual violence has been identified as a common risk factor for children to engage in harmful sexual behaviours. Witnessing violence or being directly involved in abusive situations can lead to children mimicking or engaging in harmful sexual behaviours as a way of coping or exerting control.¹⁰⁹

Endnotes

1. *Commission of Inquiry into the Tasmanian Government's Responses to Child Sexual Abuse Report* (2023). Retrieved from: commissionofinquiry.tas.gov.au/report
2. Laurel House (2024). Consultation report to inform development of Tasmania's Child Sexual Abuse Reform Strategy, prepared by Moodie T and Smith E, page 107. Retrieved from: keepingchildrensafe.tas.gov.au
3. Laurel House (2024). Consultation report to inform development of Tasmania's Child Sexual Abuse Reform Strategy, prepared by Moodie T and Smith E, page 41-42. Retrieved from: keepingchildrensafe.tas.gov.au
4. Australian Government (2024). *National Strategy's Second Annual Report 2024*. Retrieved from: childsafety.gov.au/resources/national-strategy-second-annual-report-2024
5. Ibid.
6. Ibid.
7. Ibid.
8. Sexual Assault Support Service (2024). *What Matters Most – Child Sexual Abuse Reform 2024*, prepared by MacSween M., approved by Doherty, S. p. 28. Retrieved from: keepingchildrensafe.tas.gov.au
9. Tasmanian Government (2024) 2024-25 Tasmanian Budget. Retrieved from: treasury.tas.gov.au/budget-and-financial-management/2024-25-tasmanian-budget
10. Wise, S. (2017). Developments to strengthen systems for child protection across Australia, CFCA Paper No. 44. Retrieved from: <https://aifs.gov.au/resources/policy-and-practice-papers/developments-strengthen-systems-child-protection-across>
11. Laurel House (2024). Consultation report to inform development of Tasmania's Child Sexual Abuse Reform Strategy, prepared by Moodie T and Smith E, page 76. Retrieved from: keepingchildrensafe.tas.gov.au
12. Sexual Assault Support Service (2024). *What Matters Most – Child Sexual Abuse Reform 2024*, prepared by MacSween M., approved by Doherty, S. Page 20. Retrieved from: keepingchildrensafe.tas.gov.au
13. Commissioner for Children and Young People (Tas) 2024. *A decade of children's voices on child safety*. Page 7. Retrieved from: keepingchildrensafe.tas.gov.au
14. Tomison, Adam (2001), A history of child protection: back to the future, Family Matters No. 60, Retrieved from: <https://aifs.gov.au/research/family-matters/no-60/history-child-protection>; and Royal Commission into Institutional Responses to Child Sexual Abuse (2017), Final Report, Volume 2 – Nature and causes. Retrieved from: childabuseroyalcommission.gov.au/final-report
15. Commissioner for Children and Young People (Tas) 2024. *A decade of children's voices on child safety*. Page 6. Retrieved from: keepingchildrensafe.tas.gov.au

16. Australian Child Maltreatment Study (2023). Retrieved from: acms.au/resources/the-prevalence-and-impact-of-child-maltreatment-in-australia-findings-from-the-australian-child-maltreatment-study-2023-brief-report/
17. Australian Bureau of Statistics. (2023). *Recorded Crime - Victims*. ABS. Retrieved from: abs.gov.au/statistics/people/crime-and-justice/recorded-crime-victims/latest-release
18. Australian Government (2021). *National Strategy to Prevent and Respond to Child Sexual Abuse 2021-2030*. Retrieved from: childsafety.gov.au/resources/national-strategy-prevent-and-respond-child-sexual-abuse-2021-2030
19. eSafety Commissioner (2024). *Child sexual abuse online*. Accessed May 2024 from: esafety.gov.au/key-topics/illegal-restricted-content/child-sexual-abuse-online
20. Australian Centre to Counter Child Exploitation (2024). *Research and Statistics*. Retrieved from: accce.gov.au/resources/research-and-statistics
21. National Centre for Action on Child Sexual Abuse (2024). *The Australian child sexual abuse attitudes, knowledge and response study: Focus on Tasmania – October 2024*. Retrieved from: keepingchildrensafe.tas.gov.au
22. Sexual Assault Support Service (2024). *What Matters Most – Child Sexual Abuse Reform 2024*, prepared by MacSween M., approved by Doherty, S. Page 18. Retrieved from: keepingchildrensafe.tas.gov.au
23. Australian Institute of Family Studies (2015). Conceptualising the prevention of child sexual abuse, pp. vii-ix. Retrieved from: aifs.gov.au/research/research-reports/conceptualising-prevention-child-sexual-abuse
24. Australian Institute of Family Studies (2015). Conceptualising the prevention of child sexual abuse, pp. 53-66. Retrieved from: aifs.gov.au/research/research-reports/conceptualising-prevention-child-sexual-abuse
25. Laurel House (2024). Consultation report to inform development of Tasmania's Child Sexual Abuse Reform Strategy, prepared by Moodie T and Smith E, page 79. Retrieved from: keepingchildrensafe.tas.gov.au
26. Australian Institute of Family Studies (2015). Conceptualising the prevention of child sexual abuse. Pp. vi, 45-57. Retrieved from: aifs.gov.au/research/research-reports/conceptualising-prevention-child-sexual-abuse
27. Smallbone, S., Marshall, W. L., & Wortley, R. (2008). *Preventing Child Sexual Abuse: Evidence, policy and practice*. Wilan Publishing.
28. Commissioner for Children and Young People (Tas) 2024. *A decade of children's voices on child safety*. Page 10. Retrieved from: keepingchildrensafe.tas.gov.au
29. Laura Lundy model - Ranta, M. (2023). 'Can we see our voices?' Young children's own contributions to authentic child participation as a pillar for sustainability under the United Nations Convention on the Rights of the Child (UNCRC). *European Early Childhood Education Research Journal*, 31(6), 914–931. Retrieved from: doi.org/10.1080/1350293X.2023.2214716
30. Ibid.

31. Commission of Inquiry into the Tasmanian Government's Responses to Child Sexual Abuse Report (2023). Retrieved from: commissionofinquiry.tas.gov.au/report
32. Laurel House (2024). Consultation report to inform development of Tasmania's Child Sexual Abuse Reform Strategy, prepared by Moodie T and Smith E. Retrieved from: keepingchildrensafe.tas.gov.au
33. Australian Institute of Health and Welfare (2014). Indigenous child safety Retrieved from: aihw.gov.au/reports/indigenous-australians/indigenous-child-safety/summary
34. Royal Commission into Violence, Abuse, Neglect and Exploitation of People with Disability (2021). *People with disability face much greater risk of violence than people without disability – 16 March 2021*. Retrieved from: disability.royalcommission.gov.au/news-and-media/media-releases/people-disability-face-much-greater-risk-violence-people-without-disability
35. Micić V, Micić I, Budiša M, et al. Mental disorders in sexually abused children. *Psychiatr Danub*. 2020;32(Suppl 3):349-353. Retrieved from: psychiatria-danubina.com/UserDocsImages/pdf/dnb_vol32_noSuppl%203/dnb_vol32_noSuppl%203_349.pdf
36. Haslam D, Mathews B, Pacella R, Scott JG, Finkelhor D, Higgins DJ, Meinck F, Erskine HE, Thomas HJ, Lawrence D, Malacova E. (2023). The prevalence and impact of child maltreatment in Australia: Findings from the Australian Child Maltreatment Study: Brief Report. Australian Child Maltreatment Study, Queensland University of Technology, page 21. Retrieved from: acms.au/resources/the-prevalence-and-impact-of-child-maltreatment-in-australia-findings-from-the-australian-child-maltreatment-study-2023-brief-report/
37. Higgins, DJ, Lawrence, D, Haslam, D M, Mathews, B, Malacova, E, Erskine, HE, Finkelhor, D, Pacella, R, Meinck, F, Thomas, HJ, and Scott, JG. (2024). 'Prevalence of Diverse Genders and Sexualities in Australia and Associations With Five Forms of Child Maltreatment and Multi-type Maltreatment'. *Child Maltreatment*. Retrieved from: journals.sagepub.com/doi/full/10.1177/10775595231226331
38. Australian Government, Australian Institute of Health and Welfare, Child Sexual Abuse. Retrieved from: aihw.gov.au/family-domestic-and-sexual-violence/types-of-violence/child-sexual-abuse
39. Folket Consultancy (2024). *Tasmania's Connectedness: A Source of Strength or a Tool of Silence?* Page 6. Retrieved from: keepingchildrensafe.tas.gov.au
40. Royal Commission into Institutional Responses to Child Sexual Abuse (2017), Final Report, Volume 2 – Nature and causes. Retrieved from: childabuseroyalcommission.gov.au/final-report
41. Laurel House (2024). Consultation report to inform development of Tasmania's Child Sexual Abuse Reform Strategy, prepared by Moodie T and Smith E, page 106. Retrieved from: keepingchildrensafe.tas.gov.au
42. Sexual Assault Support Service (2024). *What Matters Most – Child Sexual Abuse Reform 2024*, prepared by MacSween M., approved by Doherty, S. Page 16. Retrieved from: keepingchildrensafe.tas.gov.au

43. Australian Human Rights Commission (2018). *National Principles for Child Safe Organisations*. Retrieved from: childsafe.humanrights.gov.au/national-principles
44. Child and Youth Safe Organisations Act 2023. Retrieved from: legislation.tas.gov.au/view/whole/html/asmade/act-2023-006
45. United Nations Children's Fund (UNICEF) and International Rescue Committee (IRC), (2023). *Caring for Child Survivors of Sexual Abuse Guidelines*, Second Edition, UNICEF, New York. Retrieved from: unicef.org/media/155226/file/CCS%20Guidelines%20Final%20.pdf
46. Criminal Code Act 1924 (Tas) section 1A. Retrieved from: legislation.tas.gov.au/view/html/inforce/current/act-1924-069
47. Australian Institute of Health and Welfare, Child protection. Retrieved from: aihw.gov.au/reports/child-protection/child-protection-system-in-australia
48. Australian Government (2024). *National Strategy's Second Annual Report 2024*. Retrieved from: childsafety.gov.au/resources/national-strategy-second-annual-report-2024
49. Australian Government (2024). *National Strategy's Second Annual Report 2024*. Retrieved from: childsafety.gov.au/resources/national-strategy-second-annual-report-2024
50. Australian Government (2024). *National Strategy's Second Annual Report 2024*. Retrieved from: childsafety.gov.au/resources/national-strategy-second-annual-report-2024
51. Royal Commission into Institutional Responses to Child Sexual Abuse (2017). *Final report – identifying and disclosing child sexual abuse*, Royal Commission into Institutional Responses to Child Sexual Abuse. Retrieved from: childabuseroyalcommission.gov.au/identifying-and-disclosing-child-sexual-abuse
52. MacSween, M., Melhem M., Petridis, T., (2024). *Experts By Experience: What we can learn from Commission of Inquiry Case Studies*. Retrieved from: keepingchildrensafe.tas.gov.au
53. Australian Government (2024). *National Strategy's Second Annual Report 2024*. Retrieved from: childsafety.gov.au/resources/national-strategy-second-annual-report-2024
54. R Williams, 'Cultural safety: what does it mean for our work practice?' *Australian and New Zealand Journal of Public Health*, 2008, 23(2):213–214.
55. Royal Commission into Institutional Responses to Child Sexual Abuse 2017, Final Report: Our Inquiry – Royal Commission into Institutional Responses to Child Sexual Abuse. Volume 1, page 322.
56. Australian Government (2024). *National Strategy's Second Annual Report 2024*. Retrieved from: childsafety.gov.au/resources/national-strategy-second-annual-report-2024
57. P Sawrikar and I Katz, How useful is the term 'Culturally and Linguistically Diverse' (CALD) in Australian research, practice and policy discourse? 2009, Social Policy Research Centre, UNSW Sydney, Australia.
58. P Mousaferiadis, Beyond CALD (Part 1): Why 'culturally and linguistically diverse' has had its day.

59. Cambridge Dictionary Online (2024). Meaning of empowerment in English. Retrieved from: dictionary.cambridge.org/dictionary/english/empowerment
60. Australian Government (2024). *National Strategy's Second Annual Report 2024*. Retrieved from: childsafety.gov.au/resources/national-strategy-second-annual-report-2024
61. *Ibid.*
62. Smith, C. P. Freyd, J. J. (2013). 'Dangerous Safe Havens: Institutional Betrayal Exacerbates Sexual Trauma'. *Journal of Traumatic Stress*. Retrieved from: pubmed.ncbi.nlm.nih.gov/23417879
63. MacSween, M., Melhem, M., Petridis, T. (2024). *Experts By Experience: What we can learn from Commission of Inquiry Case Studies*. Retrieved from: keepingchildrensafe.tas.gov.au
64. Australian Government (2021). *National Strategy to Prevent and Respond to Child Sexual Abuse 2021-2030*. Retrieved from: childsafety.gov.au/resources/national-strategy-prevent-and-respond-child-sexual-abuse-2021-2030
65. Australian Institute of Family Studies (2015). Conceptualising the prevention of child sexual abuse. Page 48. Retrieved from: aifs.gov.au/research/research-reports/conceptualising-prevention-child-sexual-abuse
66. *Ibid.*
67. Australian Government (2024). *National Strategy's Second Annual Report 2024*. Retrieved from: childsafety.gov.au/resources/national-strategy-second-annual-report-2024
68. *Ibid.*
69. *Ibid.*
70. Australian Government (2021). *Australia's Disability Strategy 2021-2031*. Retrieved from: disabilitygateway.gov.au/ads/strategy
71. Australian Government (2024). *National Strategy's Second Annual Report 2024*. Retrieved from: childsafety.gov.au/resources/national-strategy-second-annual-report-2024
72. *Ibid.*
73. Victorian Government, A framework for place-based approaches, p. 12. Retrieved from: vic.gov.au/framework-place-based-approaches
74. Australian Government (2024). *National Strategy's Second Annual Report 2024*. Retrieved from: childsafety.gov.au/resources/national-strategy-second-annual-report-2024
75. *Ibid.*
76. *Ibid.*
77. *Ibid.*
78. Australian Bureau of Statistics (ABS), Personal Safety, Australia, 2017, ABS Canberra.

79. Australian Institute of Family Studies (2015). Conceptualising the prevention of child sexual abuse, pp. 30-34. Retrieved from: aifs.gov.au/research/research-reports/conceptualising-prevention-child-sexual-abuse
80. Australian Government (2024). National Strategy's Second Annual Report 2024. Retrieved from: childsafety.gov.au/resources/national-strategy-second-annual-report-2024
81. Work Health and Safety Act (Tas) 2012. Retrieved from: legislation.tas.gov.au/view/whole/html/asmade/act-2012-001
82. Laurel House (2024). Consultation report to inform development of Tasmania's Child Sexual Abuse Reform Strategy, prepared by Moodie T and Smith E, page 3. Retrieved from: keepingchildrensafe.tas.gov.au
83. Australian Institute of Health and Welfare (2024). *Child Sexual Abuse*. Retrieved from: aihw.gov.au/family-domestic-and-sexual-violence/types-of-violence/child-sexual-abuse#mental-health
84. Sexual Assault Support Service (2024). *What Matters Most – Child Sexual Abuse Reform 2024*, prepared by MacSween M., approved by Doherty, S. Page 16. Retrieved from: keepingchildrensafe.tas.gov.au
85. Australian Institute for Health and Welfare (2024), Family, domestic and sexual violence: Child sexual abuse. Retrieved from: aihw.gov.au/family-domestic-and-sexual-violence/types-of-violence/child-sexual-abuse; and Assink M, van der Put CE, Meeuwse MWCM, de Jong NM, Oort FJ, Stams GJJM, Hoeve M. Risk factors for child sexual abuse victimization: A meta-analytic review. *Psychol Bull.* 2019 May;145(5):459-489. Retrieved from: pubmed.ncbi.nlm.nih.gov/30777768/
86. Royal Commission into Institutional Responses to Child Sexual Abuse (2017), Final Report, Volume 2 – Nature and causes. Retrieved from: childabuseroyalcommission.gov.au/final-report
87. Mathews, B., Finkelhor, D., et al. (2024) Child sexual abuse by different classes and types of perpetrator: Prevalence and trends from an Australian national survey, *Child Abuse & Neglect*. Retrieved from: sciencedirect.com/science/article/pii/S0145213423005501?via%3Dihub
88. Royal Commission into Institutional Responses to Child Sexual Abuse 2017, Final Report: Preface and executive summary – Royal Commission into Institutional Responses to Child Sexual Abuse, page 1.
89. Australian Institute of Family Studies (2015). Conceptualising the prevention of child sexual abuse. Page 49. Retrieved from: aifs.gov.au/research/research-reports/conceptualising-prevention-child-sexual-abuse
90. Australian Institute of Family Studies (2015). Conceptualising the prevention of child sexual abuse. Page 27. Retrieved from: aifs.gov.au/research/research-reports/conceptualising-prevention-child-sexual-abuse

91. Men are overwhelmingly the main perpetrators of child sexual abuse in authority or caregiving roles, within families, and involving online offenses. See: Mathews, B., Finkelhor, D., et al. (2024) Child sexual abuse by different classes and types of perpetrator: Prevalence and trends from an Australian national survey, *Child Abuse & Neglect*. Retrieved from: [sciencedirect.com/science/article/pii/S0145213423005501?via%3Dihub](https://www.sciencedirect.com/science/article/pii/S0145213423005501?via%3Dihub)
92. Salter, M., Woodluckl, D., Whitten, T., (2023) Identifying and understanding child sexual offending behaviours and attitudes among Australian men. *Australian Human Rights Institute*. Retrieved from: humanrights.unsw.edu.au/research/current-research/understanding-online-child-exploitation-practices
93. Royal Commission into Institutional Responses to Child Sexual Abuse 2017, Final Report: Nature and cause – Royal Commission into Institutional Responses to Child Sexual Abuse Volume 2
94. National Centre for Action on Child Sexual Abuse, Sexual behaviours displayed by children and young people that can be harmful. Retrieved from: nationalcentre.org.au/resource/sexual-behaviours-displayed-by-children-and-young-people-that-can-be-harmful/
95. Royal Commission into Institutional Responses to Child Sexual Abuse 2017, Final Report: Children with harmful sexual behaviours - Volume 10, pp. 79-80.
96. Ibid, pp. 56-67; and McKibbin et al. (2024) Pathways to onset of Harmful Sexual Behaviour, Victims and Offenders Vol 19 (5), 739-777. Retrieved from: [tandfonline.com/doi/full/10.1080/15564886.2023.2208579#abstract](https://www.tandfonline.com/doi/full/10.1080/15564886.2023.2208579#abstract)
97. Mathews, B., Finkelhor, D., et al. (2024) Child sexual abuse by different classes and types of perpetrator: Prevalence and trends from an Australian national survey, *Child Abuse & Neglect*. Retrieved from: [sciencedirect.com/science/article/pii/S0145213423005501?via%3Dihub](https://www.sciencedirect.com/science/article/pii/S0145213423005501?via%3Dihub)
98. Salter, M., Woodluckl, D., Whitten, T., (2023) Identifying and understanding child sexual offending behaviours and attitudes among Australian men. *Australian Human Rights Institute*. Retrieved from: humanrights.unsw.edu.au/research/current-research/understanding-online-child-exploitation-practices
99. McKibbin et al. (2024) Pathways to onset of Harmful Sexual Behaviour, Victims and Offenders Vol 19 (5), 739-777. Retrieved from: [tandfonline.com/doi/full/10.1080/15564886.2023.2208579#abstract](https://www.tandfonline.com/doi/full/10.1080/15564886.2023.2208579#abstract)
100. Australian Institute of Family Studies (2015). Conceptualising the prevention of child sexual abuse, pp. 30-34. Retrieved from: aifs.gov.au/research/research-reports/conceptualising-prevention-child-sexual-abuse
101. Gibbs, A., Dunkle, K., Ramsoomar, L., Willan, S., Jama Shai, N., Chatterji, S., ... Jewkes, R. (2020). New learnings on drivers of men's physical and/or sexual violence against their female partners, and women's experiences of this, and the implications for prevention interventions. *Global Health Action*, 13(1). doi.org/10.1080/16549716.2020.1739845

102. Australian Institute of Family Studies (2015). Conceptualising the prevention of child sexual abuse, pp. 53-66. Retrieved from: aifs.gov.au/research/research-reports/conceptualising-prevention-child-sexual-abuse
103. Australian Institute for Health and Welfare (2024), Family, domestic and sexual violence: Child sexual abuse. Retrieved from: aihw.gov.au/family-domestic-and-sexual-violence/types-of-violence/child-sexual-abuse; Assink M, van der Put CE, Meeuwse MWCM, de Jong NM, Oort FJ, Stams GJJM, Hoeve M. Risk factors for child sexual abuse victimization: A meta-analytic review. *Psychol Bull.* 2019 May;145(5):459-489. Retrieved from: <https://pubmed.ncbi.nlm.nih.gov/30777768/>; Haslam D, Mathews B, Pacella R, Scott JG, Finkelhor D, Higgins DJ, Meinck F, Erskine HE, Thomas HJ, Lawrence D, Malacova E. (2023). The prevalence and impact of child maltreatment in Australia: Findings from the Australian Child Maltreatment Study: Brief Report. Australian Child Maltreatment Study, Queensland University of Technology. Retrieved from: acms.au/resources/the-prevalence-and-impact-of-child-maltreatment-in-australia-findings-from-the-australian-child-maltreatment-study-2023-brief-report/; McKibbin et al. (2024) Pathways to onset of Harmful Sexual Behaviour, Victims and Offenders Vol 19 (5), 739-777. Retrieved from: [tandfonline.com/doi/full/10.1080/15564886.2023.2208579#abstract](https://doi.org/10.1080/15564886.2023.2208579#abstract); Australian Institute of Family Studies (2015). Conceptualising the prevention of child sexual abuse. Retrieved from: aifs.gov.au/research/research-reports/conceptualising-prevention-child-sexual-abuse; Men are overwhelmingly the main perpetrators of child sexual abuse in authority or caregiving roles, within families, and involving online offenses. See: Mathews, B., Finkelhor, D., et al. (2024) Child sexual abuse by different classes and types of perpetrator: Prevalence and trends from an Australian national survey, *Child Abuse & Neglect*; and Salter, M., Woodluckl, D., Whitten, T., (2023) Identifying and understanding child sexual offending behaviours and attitudes among Australian men. *Australian Human Rights Institute*. Retrieved from: humanrights.unsw.edu.au/research/current-research/understanding-online-child-exploitation-practices; Royal Commission into Institutional Responses to Child Sexual Abuse 2017, Final Report: Nature and cause – Royal Commission into Institutional Responses to Child Sexual Abuse Volume 2; O'Brien, W. (2010). Australia's response to sexualised or sexually abusive behaviours in children and young people. Canberra: Australian Crime Commission. Retrieved from dro.deakin.edu.au/eserv/DU:30065114/obrien-australias-2010.pdf
104. Sexual Assault Support Service (2024). *What Matters Most – Child Sexual Abuse Reform 2024*, prepared by MacSween M., approved by Doherty, S. Page 20. Retrieved from: keepingchildrensafe.tas.gov.au
105. Mathews, B., Meinck, F., Erskine, H. E., Tran, N., Le, H., Kellard, K., et al. (2023). Adaptation and validation of the juvenile victimization questionnaire-R2 for a national study of child maltreatment in Australia. *Child Abuse & Neglect*, 139, Article 106093. Retrieved from: sciencedirect.com/science/article/pii/S0145213423000741

106. Australian Institute of Criminology, (2024) New research highlights prevalence of family and domestic violence offending dealt with by police. Retrieved from: aic.gov.au/media-centre/news/new-research-highlights-prevalence-family-and-domestic-violence-offending-dealt-police
107. Royal Commission into Institutional Responses to Child Sexual Abuse (2017), Final Report – Preface and Summary. Page 9. Retrieved from: childabuseroyalcommission.gov.au/final-report
108. Olejnikova, L., Dragiewicz, M., Woodlock, D., Salter, M. (2024) Co-occurrence of domestic and family violence and child sexual abuse: Fact sheet. Childlight & University of New South Wales. Retrieved from: linkedin.com/posts/michael-salter-335330161_domestic-violence-and-child-sexual-abuse-activity-7262231220309110784-xBIk
109. McKibbin et al. (2024) Pathways to onset of Harmful Sexual Behaviour, Victims and Offenders Vol 19 (5), 739-777. Retrieved from: tandfonline.com/doi/full/10.1080/15564886.2023.2208579#abstract

Attachment 3 - Current composition of Government business boards by region

				Board members by region			
	Min no. of board members	Max no. of board members	Current no. of board members	South	North	North- West	Interstate
Hydro	4	9	5 ¹	3	-	-	2
MAIB	4	9	5	3	-	-	2
STT	4	9	6	2	1	1	2
Tascorp	4	9	4	1		-	3
PAHSMA	4	9	6	3	1	-	2
Public Trustee	4	9	5	3	1	1	-
Aurora	3	5	5	3	-	-	2
Metro	3	8	5	3	1	-	1
TasIrrigation	3	8	7	3	3	-	1
TasNetworks	5	8	6	1	1	1	3
TasPorts	5	9	7	1	1	-	5
TasRail	2	8	5	1	1	-	3
Tasracing	7	7	7	4	2	-	1
TT-Line	3	8	6 ²	2	1	-	3
Total	55	115	79	33	13	3	30



tasinsure
for Tasmania

Discussion Paper and Preliminary Draft Bill



Tasmanian
Government



1 Introduction

In July 2025, the Tasmanian Government announced it would establish a state-owned general insurance company, TasInsure.

The primary objective of TasInsure is to respond to escalating insurance costs faced by Tasmanian families, small businesses and community groups.

Significant concerns have been raised that insurance premiums are rising due to national and international risk profiles. In many cases, these risk profiles do not reflect Tasmania's actual risk exposure, resulting in disproportionately high premiums in Tasmania.

These insurance market conditions are unsustainable, and pose a significant risk to household budgets, business conditions, and the economy generally. In relation to Tasmania's rural and regional areas in particular, premiums have become so unaffordable that many Tasmanians are unable to insure at all.

These conditions are also heavily impacting key industries that underpin the Tasmanian economy, with sectors such as hospitality and tourism particularly affected by rising insurance costs.

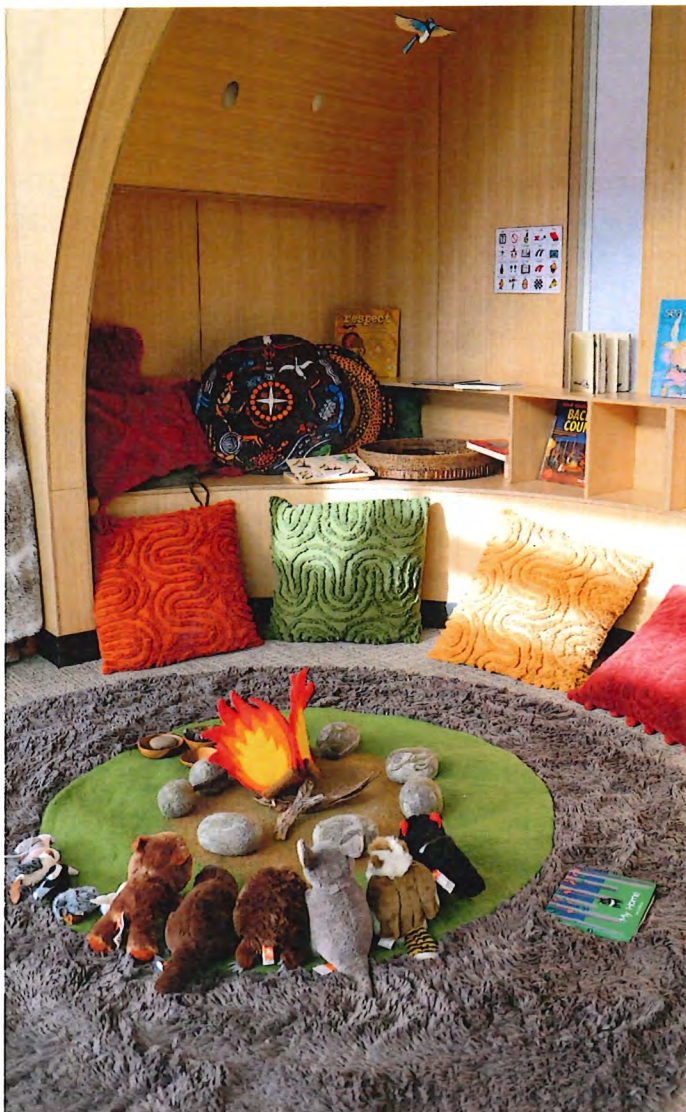
If left unaddressed, rising insurance costs may reduce affordability, undermine business confidence, reduce competitiveness and constrain the State's economic development. In addition, these conditions have the potential to

risk the long-term viability of living, working and investing in our regional communities.

To respond to these challenges, TasInsure will seek to deliver affordable insurance products for Tasmanian households, small businesses, community groups, and other organisations requiring regional and event insurance. It will do so in a way that is disconnected from the risk profiles of other jurisdictions. TasInsure will address the sharply rising insurance premiums in Tasmania by providing a Tasmanian-owned alternative that reinvests financial returns to support long-term affordability for Tasmanian customers.

To achieve this objective, TasInsure will focus on the following key outcomes:

- » **Affordability:** reduce pressure on insurance premiums by supplementing existing insurance options;
- » **Local Ownership:** deliver a Tasmanian-owned entity that reinvests financial returns into the business rather than distributing them to external shareholders; and
- » **Expanded Coverage:** provide a Tasmania-focussed insurance solution to reduce loss of coverage or under-insurance in sectors where premiums have become unaffordable or risk coverage unavailable.



The initial proposal for TasInsure included leveraging the existing Motor Accidents Insurance Board (MAIB) model and structure. The MAIB is proven to have delivered relatively affordable insurance premiums in the Tasmanian context.

Current Actions

The Tasmanian Government is seeking advice from a highly specialised consultant to advise on TasInsure's development, governance, and operating model. This work will involve an analysis of different policy and whole-of-system options, commercial operating arrangements, the degree of integration and separation from the MAIB, and input in relation to implementation planning and timelines. The provision of this advice is critical to ensure that TasInsure delivers on the objective of providing more favourable insurance outcomes for Tasmanians.

The Tasmanian Government is also seeking advice from stakeholders and the broader community in relation to the establishment of TasInsure to ensure the proposed model and framework reflects the needs and expectations of the community.

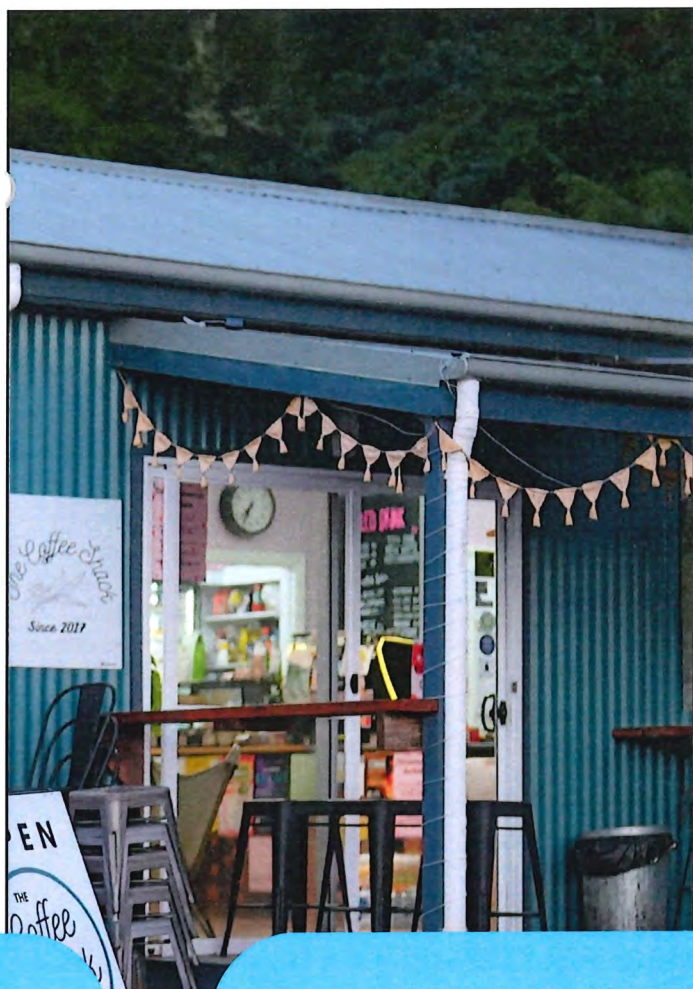
This discussion paper outlines the broad policy proposal for TasInsure, and key components of its policy architecture. This includes governance, product offering, finance, risk, regulatory, transitional and other implementation components.

In addition, this paper also sets out key considerations and matters requiring consultation which the Tasmanian Government seeks input on.

Policy Proposal and Framework

Insurance is a key part of financial resilience for households, businesses and community groups. If premiums are too high, under-insurance or insurance avoidance may increase financial vulnerability.

The recent increases in insurance premiums in the Tasmanian context are not sustainable. National and international market trends are disproportionately and negatively impacting Tasmanian market conditions. These conditions are creating an environment where many Tasmanian families and businesses are being left to be either underinsured or uninsured.





This presents an unacceptable risk for these families, businesses and the Tasmanian community more generally.

A Tasmanian-based insurer that moderates the effects of external premium pressures may help mitigate those risks. In addition, TasInsure will also provide an opportunity for Tasmanian insurance market conditions to be more responsive to the uniqueness of Tasmanian conditions compared with other insurance markets.

To deliver on the proposed policy objectives and to ensure the long-term success of TasInsure, it is critical that the governance arrangements, regulatory framework and commercial operating model is appropriately formulated.

Accordingly, the operating model and governance framework of TasInsure must be established with regard to its broader architecture. In this context, there are six main areas that require further consideration:

- » Governance and Structure;
- » Product Scope;
- » Financial and Risk Management;
- » Regulatory Context;
- » Implementation Planning; and
- » Stakeholder Engagement and Coordination.

Key Policy Architecture Area	Description
Governance and Structure	<p>The following represent key components of the proposed governance and structure of TasInsure:</p> <ul style="list-style-type: none"> ▪ The policy basis for TasInsure included its establishment as a State-owned entity. The ultimate operating structure will depend, and be selected, on the basis on the model that delivers greatest alignment with the policy objectives of TasInsure consistent with the Tasmanian Government's requirements in terms of risk tolerance and exposure to the State and Taxpayers. ▪ The initial proposal is that the existing MAIB balance sheet will be leveraged to deliver TasInsure through the utilisation of its existing commercial and operating infrastructure. The degree of integration or separation from the MAIB will be key component of the governance policy architecture. ▪ TasInsure will be owned by the Tasmanian Government on behalf of the Tasmanian people. ▪ To deliver on its policy objectives, TasInsure will be composed of an independent board of directors with insurance/financial expertise (and subject to the same pipeline of reforms to GBE's and State-Owned Companies (SOC's) that the Tasmanian Government is currently progressing), with clear mandates and performance metrics supported by transparent reporting to Parliament and public. ▪ TasInsure will operate consistently with any legal or regulatory requirements. ▪ Financial returns are expected to be reinvested into TasInsure to keep premiums low, rather than being distributed externally.

Key Policy Architecture Area	Description
Product scope	<p>The expected scope of TasInsure includes:</p> <ul style="list-style-type: none"> Products are targeted to include: home and contents insurance; small business insurance; community groups and event insurance (including public liability insurance); regional insurance (including potentially farms or regional dwelling risks) and workers' compensation insurance. The policy proposal is based on coverage being limited to include Tasmanian businesses and Tasmanian families including Tasmanian households, small to medium enterprises (SMEs), community groups, event organisers, and regional and remote areas where cover is currently limited or premiums exceptionally high. Policy pricing will be targeted at lowering insurance premiums for policy holders. Policies will be targeted at making insurance affordable and available to those that may have limited ability to obtain adequate insurance, supported by simplified processes for community and events organisations.
Financial and Risk Management	<p>The operating arrangements of TasInsure must be supported by strong and robust financial and risk management frameworks that safeguard viability, risk management and affordability:</p> <ul style="list-style-type: none"> TasInsure will require sufficient capital support, with the MAIB model intended to be leveraged for this purpose. Appropriate reinsurance arrangements may need to be proposed and formalised. Premiums are to be set to reflect Tasmanian-specific risk exposures but aim for affordability by leveraging Tasmanian conditions to maintain affordability and commercial sustainability. Appropriate pooling and diversification measures will need to be considered. Capital strengthening will be balanced with the need for the reinvestment of financial returns to strengthen the balance sheet to drive down premiums.
Regulatory Context	<p>The design and establishment of the operating framework of TasInsure must be established together with a consideration of:</p> <ul style="list-style-type: none"> Relevant regulatory and compliance requirements in the context of Federal and other applicable State-based legislation (this includes any applicable Federal competition law or prudential requirements). The insurance pricing market and its influences, and the impact that exogenous policies (emergency management, building codes, mitigation incentives, and climate adaptation, for example) has on this market. Compliance with other, broader regulatory frameworks and codes, as required.



Key Policy Architecture Area	Description
Implementation Planning	<p>The implementation of the TasInsure proposal must be appropriately adapted and accord to realistic and achievable timeframes for implementation:</p> <ul style="list-style-type: none"> ▪ The implementation model may require separate phases: including establishment, product launches, scaling up, capital strengthening and performance monitoring. ▪ A phased approach for the roll-out for policies may be required – with organisations or areas where underinsurance or uninsurance presents an unacceptable risk being targeted in the first instance.
Stakeholder Engagement and Coordination	<p>The implementation of TasInsure will involve collaboration and engagement with a range of stakeholders:</p> <ul style="list-style-type: none"> ▪ Organisations, bodies and other groups interested in developing a solution should be engaged with as a matter of priority to help deliver the solution that TasInsure aims to provide. ▪ Local Governments and community organisations will need to be engaged and consulted, particularly in relation to resilience opportunities. ▪ Industry groups, SMEs and other similar organisations and bodies may be consulted to provide input in relation to insurance products and requirements as well as risk-mitigation measures and opportunities. ▪ The Federal regulatory context, to the extent it applies, will also need to be managed through engagement with relevant regulatory bodies and other authorities. ▪ Engagement with existing market participants (local, international and reinsurance) will also be undertaken, as required. ▪ Coordination with relevant State agencies will be required, especially those involved in disaster mitigation, resilience incentives and program planning, community education as well as broader State-based financial management.



2 Draft Legislation

As part of the development of TasInsure and the associated policy basis, the Tasmanian Government with the assistance of the Office of Parliamentary Counsel has prepared a Preliminary Draft Bill which serves as preliminary legislation for the establishment of TasInsure. A copy of the Preliminary Draft Bill is annexed to this paper.

The Preliminary Draft Bill represents an initial legislative framework to guide the discussion phase of the consultation process. It will be refined following the initial discussion phase outlined in this paper and through the advice provided by the appointed consultant.

In particular, it is anticipated that the Preliminary Draft Bill will require changes to include matters in relation to:

- » Corporate Structure: the proposed structure of TasInsure, and the degree of connection or separation from the MAIB (it is expected that substantial amendments may be required depending on the ultimate model adopted);
- » Policy Scope: the classes, types and scope of the general insurance services offered by TasInsure; and
- » Regulatory Oversight and Reporting: clarification in relation to Ministerial responsibilities, accountability mechanisms and other reporting and management requirements.



The Preliminary Draft Bill is intended to serve as the baseline legislative model for the establishment of TasInsure. It provides a foundation upon which further refinement can occur through consultation, targeted feedback, and detailed policy and legislative analysis.

Following feedback from stakeholders during the discussion phase, the Government will prepare and release an updated version of the Bill for targeted consultation with stakeholders and the broader community.

3 Key Policy Issues and Questions for Consultation

On the basis of the key matters outlined above, the Tasmanian Government is seeking specific input in relation to the following matters:

- » Individual experiences in relation to rising insurance premiums and the associated impacts on households, businesses, or events.
- » Sectors, regions or activities where insurance affordability or availability is currently constrained (or withdrawn).
- » The impact of external (and non-Tasmanian) market dynamics or conditions on the Tasmanian insurance market.
- » Views in relation to the proposed model, framework or structure of TasInsure, including considerations around scope, mandate and product offering.
- » The design and components of the implementation plan including phasing-in arrangements, prioritisation of product offerings and target customers and groups.
- » Potential partnerships or delivery models that may support TasInsure and its objectives, including local councils and community organisations.

- » Other proposals, programs or policies that may deliver improved insurance outcomes for Tasmanians (including resilience building opportunities).
- » Opportunities to leverage existing Tasmanian frameworks and models to deliver improved insurance outcomes (for example, coordination with the MAIB).
- » Preferences for customer engagement, experience and service delivery models.
- » Potential unintended consequences associated with the policy proposal.
- » Feedback on the key policy architecture matters in this paper.
- » Any other feedback or evidence that may assist in the feasibility, design, management or regulatory framework development of TasInsure.



4 Next Steps

The TasInsure proposal represents a bold policy intervention by the Tasmanian Government to address growing insurance cost pressures in the State. It offers the potential for more affordable, locally-based insurance cover for households, small businesses, and community organisations.

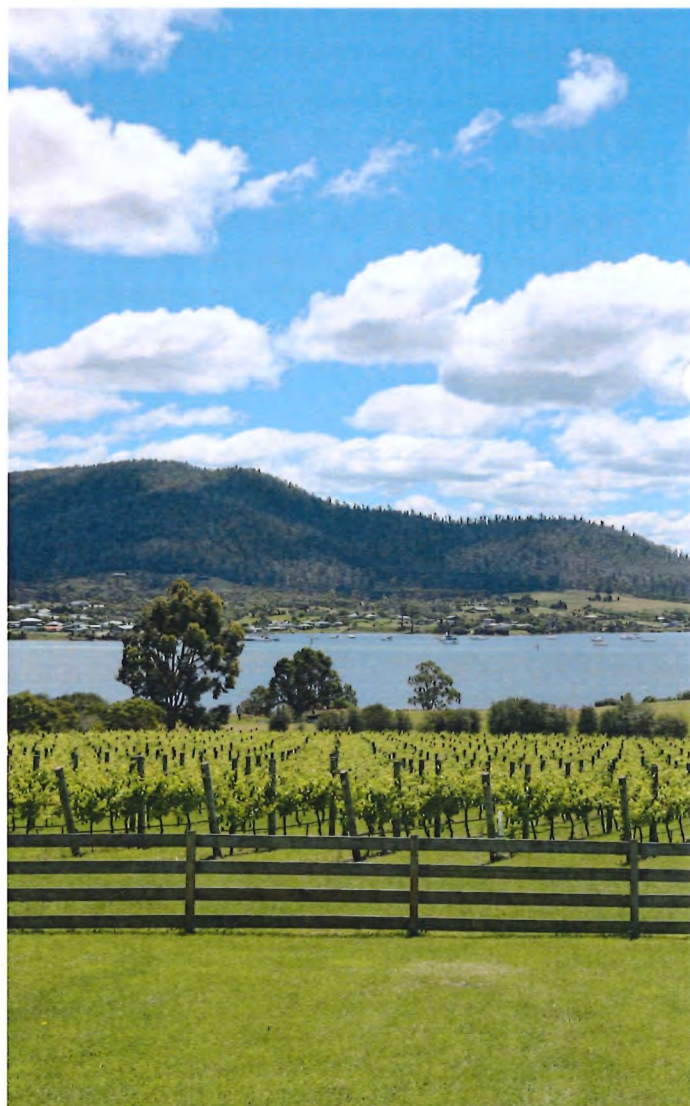
Delivering this ambitious policy proposal and the key matters identified in this paper will require careful design, the development of robust governance arrangements, and well-considered and managed risk mitigation strategies.

The next steps in relation to TasInsure will leverage extensive consultation, design options, and feedback through:

- » extensive stakeholder consultation and engagement; and
- » legislative design and consultation phases.

Feedback in relation to the proposal and the matters identified can be provided by email to the following: tasinsure@dpac.tas.gov.au

Feedback on the Discussion Paper and Preliminary Draft Bill will close on 9 January 2026.





tasinsure
for Tasmania



Tasmanian
Government



Department of Premier and Cabinet

Resilience and Recovery Tasmania Highlights for Financial Year 2024-25

June 2025

Resilience and Recovery Overview

Resilience and Recovery Tasmania is an emergency management centre of excellence for the Tasmanian Government. We focus on:

- coordinating disaster recovery support
- delivering security uplift
- emergency management communications
- disaster risk reduction and
- resilience across all-hazards and whole of government.

Our work supports all Tasmanian Government agencies, our local governments and our community partners to build communities that are prepared for any disaster and have coordinated support to recover when the worst happens.



Image: Clarendon House flooded during the 2016 floods. Image credit, Matt Bloomfield.

The Tasmanian Disaster Resilience Strategy

The Tasmanian Disaster Resilience Strategy is the guiding strategic policy document for emergency management stakeholders to achieve a coordinated, evidence-based approach to building resilience against the greatest risks to Tasmanian communities.

Our Role

Resilience and Recovery Tasmania is developing the next Tasmanian Disaster Resilience Strategy. The new Strategy will start in January 2026.

Building on the lessons from the COVID-19 pandemic, we have worked with leading experts from the University of Tasmania and the Australian National University on a consultative approach to developing the new Strategy that incorporates futures analysis techniques.

This approach will ensure the new Strategy provides clear strategic priorities that can guide activity within and beyond government to achieve real improvements in resilience to Tasmania's greatest hazards now and into the future.

Key Achievements in 2024-25

- Created a network of futures analysis practitioners across the Tasmanian State Service, to support delivery of Tasmania's new Disaster Resilience Strategy and uplift strategic policy skills across government.
- Consulted with key emergency management stakeholders to review the current Strategy and the proposed approach to developing the new Strategy.
- Hosted regional consultation workshops in the South, North and North-West with over 120 representatives from all parts of the emergency management sector to help inform the development of strategic priorities.



Image: Community consultation

Regional Drought Resilience Planning

Tasmania must prepare for and manage the consequences of drought. The Regional Drought Resilience Planning project is developing local plans to address the specific risks, challenges and opportunities faced by each region.

Our Role

Resilience and Recovery Tasmania is delivering the Regional Drought Resilience Planning project in Tasmania. We are working with communities across Tasmania to develop regional drought resilience plans for the North-West, North and South. These plans bring together information and data which helps form stronger connections to build resilience to the economic, environmental and social effects of drought.

The Regional Drought Resilience Planning project also includes funding to deliver small grants that will help transform the plans into action.

The Regional Drought Resilience Planning project is supported by the Australian Government through the Future Drought Fund.

Key Achievements in 2024-25

- Published Regional Drought Resilience Plans for the North-West, North and South, covering all parts of Tasmania.

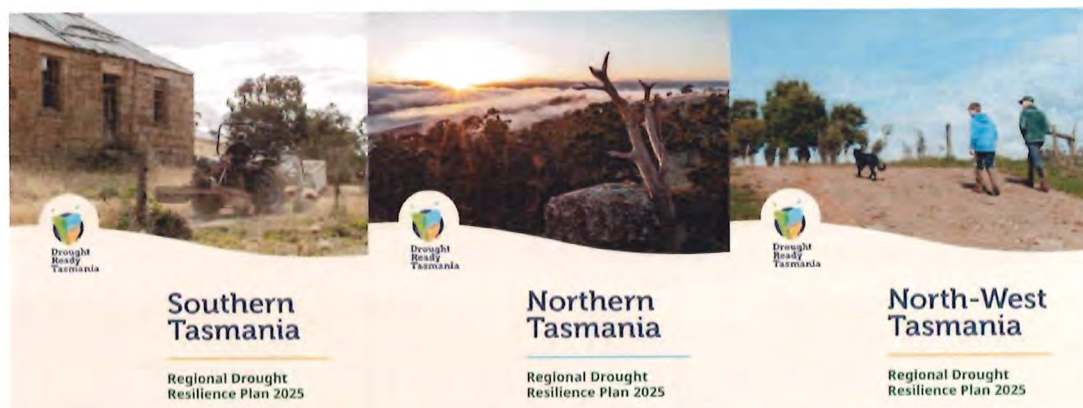


Image: Report covers for the Regional Drought Resilience Plans

Tasmania's Protective Security Policy Framework

Tasmania's Protective Security Policy Framework (TAS-PSPF) establishes best practice protective security standards and aims to deliver a whole of government approach to the protection of Tasmanian Government information, people and assets.

Our Role

Resilience and Recovery Tasmania is responsible for maintaining the TAS-PSPF and supporting whole of government implementation. Each agency is responsible for implementing activities to comply with the TAS-PSPF. We work closely with agencies to share best practice and lessons learnt from across government and lead a coordinated approach to implementation.

Key Achievements in 2024-25

- Developed key whole of government capabilities that provide the foundation for good protective security practice, including a cross-agency security clearance sponsorship process.
- Developed whole of government protective security guidance for travelling overseas on official business.
- Continued to respond to the changing threat environment including moving to ban DeepSeek AI products on government systems and devices.
- Completed the second annual reporting cycle, outlining key agency activities to implement TAS-PSPF requirements.
- Continued delivering the information classification project, to safeguard the confidentiality, integrity and availability of the Tasmanian Government's valuable information.



Image: Tasmania's Protective Security Policy framework

The Disaster Ready Fund in Tasmania

The Disaster Ready Fund is the Australian Government's flagship national program for building community resilience to natural hazards. It distributes up to \$200 million in grant funding across the country each year.

Our Role

Resilience and Recovery Tasmania is the Lead Agency for the Disaster Ready Fund in Tasmania. We work with interested agencies, local governments and community organisations to identify project opportunities. We support applicants throughout the application process and coordinate an expert review of proposals to prepare a Tasmanian application that includes a diverse range of competitive and existing projects from across the state.

We also distribute funding to successful projects and work with the sponsors of those projects to understand and meet ongoing funding requirements. We support them throughout the full project lifecycle to ensure the best resilience outcomes for Tasmanian communities.

Key Achievements in 2024-25

- Continued to support delivery of almost \$25 million worth of Round One projects, including full delivery of three projects providing early resilience benefits to Tasmanian communities:
 - the TasALERT App, to enhance the TasALERT platform;
 - Energy Security for the South Arm Community Evacuation Centre; and
 - the Meander Valley Emergency Response Trailer, to support timely reactions to emergency events.
- Secured over \$7.6 million in new Australian Government funding under Round Two, to support delivery of projects worth over \$15 million.
- Coordinated Tasmania's participation in Round Three, including providing new support and guidance materials and delivering an improved applicant experience through the SmartyGrants platform.

“The 2025 (Round Three) application is easier and clearer than the 2024 (Round Two) application.”

Applicant feedback provided through the Round Three application portal

TasALERT App

TasALERT is the home of emergency information and warnings for all Tasmanians and visitors to our State. TasALERT provides information for the community on what to do before, during and after an emergency. Launched in August 2024, the TasALERT App is an extension of the TasALERT website. A key feature of the App is the ability for the user to create watch zones and subscribe to warning and incident notifications they want to receive.

Our Role

Resilience and Recovery Tasmania administers TasALERT, we work with emergency service providers and other agencies to keep Tasmanian's safe by ensuring TasALERT is the central source of clear, consistent and timely emergency information and warnings for any hazard, whether it's fire, flood storm or any other emergency.

The TasALERT App has come to life with the support of the Australian Government's Disaster Ready Fund and the Natural Disaster Risk Reduction Grant Program. The project funding included App development and a multi-media community awareness campaign. Resilience and Recovery Tasmania ensure the TasALERT website and App continue to be platforms the community can rely on in times of need.

Key Achievements in 2024-25

- Continued to support and deliver TasALERT.
- As of June 2025:
 - just under 82,000 users had installed the TasALERT App;
 - over 15,000 watch zones had been created; and
 - over 1.6 million notifications had been sent.



The Risk Information Portal – Tasmania

Good disaster risk management requires access to high quality data and the tools to use this data for decision making by all levels of government.

The Risk Information Portal – Tasmania project is building on the Tasmanian Government's investment in emergency management by exploring new ways to collect, display and analyse disaster risk information to support practical decisions.

Our Role

Resilience and Recovery Tasmania is delivering the Risk Information Portal – Tasmania.

We are working with Tasmanian Government agencies and local governments to identify risk data and develop the tools they need to make the best use of this information. After developing the platform using current data for high priority hazards, we will work with local governments to ensure all Tasmanian communities have access to the benefits of the portal.

The Risk Information Portal – Tasmania project is supported by the Australian Government through the Disaster Ready Fund. Phase One, which will cover flood hazards, transport infrastructure and related lifelines, will be delivered by December 2027.

Key Achievements in 2024-25

- Launched the Risk Information Portal – Tasmania project, a three-year project to develop an innovative platform to support strong decision making about disaster risk and investment by all levels of government.



Image: Screenshot of the Risk Information Portal Demonstrator

Helping Tasmanians recover from disasters

Coordinating recovery activities is crucial in supporting communities to rebuild and recover from disasters.

Learning from past events and helping local governments be better prepared to support their communities during these difficult times is also essential for strengthening community resilience.

Our Role

Resilience and Recovery Tasmania works with the Australian Government to secure access to funding, resources and support for Tasmanian communities during recovery. The Australian Government continues to provide support to Tasmanian communities under the Disaster Recovery funding arrangements.

In addition to these activities, Resilience and Recovery Tasmania works closely with local governments to enhance their capability and capacity to respond to, and recover from, emergencies.

Key Achievements in 2024-25

- Secured agreement for joint State-Commonwealth funding of up to \$52 million for counter disaster operation costs to protect Tasmania's unique wilderness and Aboriginal Heritage values on the West Coast and South-West during the bushfires of February and March 2025. This will help to fund the complex aerial and specialist firefighting effort required to operate in some of the most remote and challenging parts of Tasmania.
- Delivered over \$435,000 in grants for 34 local government projects across Tasmania as part of the Evacuation Resources Project. These grants will support the purchase of physical assets needed for evacuation and recovery centres, and for communities at risk of becoming isolated during emergencies.



Image: Bulldozers helping the recovery efforts in Bushy Park following the August 2024 severe weather. Credit: Tasmania SES

Community Recovery Initiatives – Severe Weather Event (Aug/Sep 2024)

A severe weather event occurred between 27 August and 4 September 2024 and affected all three regions of Tasmania. It caused significant wind damage resulting in extended power and telecommunications outages, particularly in the North and North-West. It also caused minor to moderate flooding in a number of catchments and major flooding in the Derwent River between Meadowbank and New Norfolk.

Our Role

Resilience and Recovery Tasmania coordinated a comprehensive package of recovery support to affected communities, co-funded with the Australian Government through the Disaster Recovery Funding Arrangements. This included:

- \$355,000 to food relief providers to bolster services in affected communities;
- household recovery grants (delivered by the Department of Premier and Finance) including:
 - over 750 Emergency Assistance Grants to households required to leave their homes (worth almost \$300,000);
 - over 13,700 Emergency Food Grants to households with power outages exceeding 72 hours (worth \$4.55 million);
 - over 2,300 Temporary Living Support Payments for households with extended power outages exceeding 7 days (worth \$4.84 million); and
 - almost 50 grants to support households to replace or repair household items, or to repair their principal place of residence;
- recovery grants to organisations, including:
 - over 70 Primary Producer Grants delivered by the Department of Natural Resources and Environment Tasmania (worth over \$600,000);
 - over 50 Small Business Grants delivered by the Department of State Growth (worth over \$500,000); and
 - Non-Profit Organisation Grants delivered by the Department of Premier and Cabinet (worth over \$30,000).

Resilience and Recovery Tasmania supported the WoG response by:

- activating the Tasmanian Emergency Information Service and handling 5,300 calls from the public;
- coordinating cross-agency deployments through the *Interoperability Arrangements for Sharing Skilled Resources in Tasmania*; and
- providing essential warnings and notifications through TasALERT.

Guidance for the use of artificial intelligence in Tasmanian Government

September 2024

PURPOSE OF THIS DOCUMENT

- To provide guidance for agencies to ensure a consistent baseline approach to the use of artificial intelligence by the Tasmanian Government.
- This document recognises the work being undertaken at a national level to provide a nationally consistent approach to the safe and ethical use of artificial intelligence by governments.
- Users of this guidance are advised that developments in AI are evolving quickly, and that guidance may depreciate with newly identified opportunities and risks, and technical developments.
- Release of this guidance was approved by the Tasmanian Government Secretaries Board 13 September 2024 and will be updated periodically, to reflect new developments.

SUMMARY OF KEY POINTS

- Innovation in artificial intelligence (AI) technologies has become major driver for opportunity and risk for Government.
- All jurisdictions in Australia have progressed policy or guidance linked to responsible and ethical use of AI.
- The guidance provided in this document is aligned with the national work that has been undertaken to develop the *National framework for the assurance of artificial intelligence in government*⁷.
- This document outlines seven recommendations for agencies in relation to AI deployments:
 1. To deploy AI responsibly and ensure that that AI is deployed in a way that is safe, trustworthy, and ethical.
 2. Adopt a risk-based approach for specific uses and applications of AI.

3. Develop agency specific policy or guidance that is aligned with government and industry standards and frameworks.
 4. Adopt consistent whole-of-government vocabulary for AI.
 5. Build awareness and capabilities to develop, deploy and operate AI systems.
 6. Align procurement practices with responsible deployment and risk assurance processes for AI.
 7. Commit to whole-of-government cooperation and collaboration.
- Additional guidance is also provided with regards to the relevant policy, principles, considerations, and recommendations for various aspects of AI deployment, such as human, societal, and environmental impact, legal advice, transparency mechanisms, privacy, security, information, and data governance.

BACKGROUND

What is Artificial Intelligence?

- Artificial Intelligence (AI) is a domain of computer science that focuses on building computer systems to imitate human behaviour with a focus on developing models that can learn and can autonomously take actions on behalf of a human¹.
- AS/ISO 22989 defines an AI system as “an engineered system that generates predictive outputs such as content, forecasts, recommendations, or decisions for a given set of human-defined objectives.”²
- AI systems encompass a variety of interrelated techniques and technologies, a basic overview is provided in table 1 (below).

Table 1 – Interrelated AI techniques and technologies

Generative AI	AI applications that when given some prompt or input can generate new content such text, images, audio, video, etc. When Generative AI solutions are combined with sophisticated language models that can interpret and replicate human language, an extremely effective method of communication between humans and machines/computers can be created.
---------------	--

¹ Info-Tech Research Group – provides technology research and advisory services for DPAC DSS.

² AS ISO/IEC 22989:2023 Information technology - Artificial intelligence - Artificial intelligence concepts and terminology

Machine Learning	A subset of AI that trains machines to learn from existing data and improve upon that data to make decisions or predictions. Deep learning is a more specialised machine learning technique in which more complex layers of data and neural networks are used to process data and make decisions ³ .
Natural Language Processing (NLP)	A field of AI that deals with the ability of computer systems to understand and generate human language. NLP algorithms are used to analyse text, comprehend, converse with users, and perform tasks like language translation, sentiment analysis, and question answering ⁴ .
Computer Vision	Systems that enable computers to 'see' and comprehend the visual world, analysing images and videos like humans. Computer vision algorithms analyse images and videos for tasks like object detection, face recognition, and self-driving cars ⁴ .

The emergence and importance of Generative AI

- The recent emergence of Generative AI technology has extended the effectiveness, accessibility, and ease of use of AI technology enabling its integration into mainstream human activity, providing significant opportunity for innovation and productivity.
- Generative AI has the potential to assist workers by “automating well-defined and highly repetitive tasks, allowing them to then spend more time on the more complex aspects of their jobs. Generative AI can also augment and assist workers to complete more complex tasks, such as suggesting step-by-step problem-solving instructions or guiding workers through new skills and new ways of approaching problems”⁵.

The opportunities of AI

- The value proposition of AI powered automation and advanced decision support are already well accepted across industry and government. AI solutions have been routinely deployed in a wide variety of applications and use within organisations for many years.
- The continued technological development and use of AI is expected to impact all sectors of the economy, improving existing industries and creating new products and services, and the use and development of modern AI technologies has significant ongoing potential to transform society and the economy.

³ NZ Government, Interim Generative AI guidance for the public service, <https://www.digital.govt.nz/standards-and-guidance/technology-and-architecture/interim-generative-ai-guidance-for-the-public-service/>

⁴ NSW Government, A common understanding: simplified AI definitions from leading standards, <https://www.digital.nsw.gov.au/policy/artificial-intelligence/a-common-understanding-simplified-ai-definitions-from-leading>

⁵ Tech Council of Australia. “Australia’s Generative AI opportunity” (July 2023).

- For Government, the use of AI is likely to offer many benefits in efficiency and productivity enhancement through process simplification and automation, improved service design and methods of delivery, improved policy development through the classification and collation of large volumes of unstructured information.

Understanding the limitations and risk associated with AI.

- The use and deployment of AI is not without risk. Risks include the potential for bias, inaccuracy, lack of transparency and accountability. These issues are particularly important when working in the public sector. There are also issues relating to privacy and data protection, potential legal risks such as infringement of copyright and intellectual property, and in the worst cases the generation of malicious, fake, or illegal content⁶.
- For many organisations the most likely diffusion of AI will be via the introduction and integration of AI into vendors' solutions and service offerings. This type of technology diffusion will be difficult to control, and some vendors may be protective of the intellectual property associated with their algorithms and capabilities.
- The Human Technology Institute (HTI) at the University of Technology Sydney recently published a comprehensive report that provides an excellent overview of risks/harms and some of the duty of care issues faced by organisations⁷.
- The HTI report emphasises that beyond the generic commercial, regulatory, and reputational risks for organisations, AI systems have capacity to "cause real harm to people, both to individuals and society more broadly", including "threats to safety, discrimination, loss of personal information, and manipulation" along with the capacity "to amplify inequality, undermine democracy, contribute to unemployment, threaten security and increase social isolation".
- The HTI report also suggests that AI-related risks and harms flow from three sources – AI system failures, the malicious or misleading use of AI systems, and the overuse or reckless use of AI systems.
- There is now a greater awareness of AI in many sections of community and people are becoming increasingly concerned about AI-related risks. Only a third of Australians say that they trust AI systems, and less than half believe the benefits of AI outweigh the risks⁷.
- With AI solutions becoming more and more pervasive and accessible, communities, industry and governments around the world are demanding that AI applications adhere to human-based values and take into consideration possible ethical and social impacts of the technology on society⁸.

⁶ DTA, Interim guidance on government use of public generative AI tools - November 2023

⁷ Solomon, Lauren, and Nicholas Davis. "The state of AI governance in Australia." (2023).

⁸ Info-tech Research, Build Your Generative AI Roadmap.

- The new challenge for industry and government is to ensure that AI is developed and used responsibly in a way that the community can trust that the technology is being used safely and appropriately in line with an underlying set of principles that reduces the risk of any unintended consequences.

Development of national principles for the ethical and responsible use of AI

- The Australian Government through the Department of Industry, Science and Resources maintains a set of internationally aligned principles for AI Ethics⁹. This voluntary set of eight principles aims to – achieve safer, more reliable, and fairer outcome for all Australians, reduce the risk of negative impact on those affected by AI applications, and help businesses and governments to practice the highest ethical standards when designing, developing, and implementing AI⁹.
- All government jurisdictions in Australia have progressed policy or guidance linked to responsible and ethical use of AI. Many jurisdictions actively engaged in significant AI capability development. Various industry groups and professional bodies have also developed principles, practices, and guidelines to address specific risks within their sector that are also applicable to government e.g., health, education, public safety, etc.
- In 2023 the Australian Government established the Artificial Intelligence (AI) in Government Taskforce that was focused on the safe and responsible use of AI by the Australian Public Service.
- Late in 2023 State and Territory Governments were invited to form a working group (through the Data and Digital Ministers forum) to codesign a nationally consistent approach for the safe and ethical use of artificial intelligence in Australia.
- The objective for this nationally consistent approach was ensure that AI projects are subject to a similar standard of risk assessment across jurisdictions, and to reduce any duplication of resources that may be spent developing individual processes and initiatives in isolation.
- On 21 June 2024, the Data and Digital Ministers endorsed the National framework for the assurance of artificial intelligence in government⁹. This framework aligns with Australia's AI Ethics Principles⁹ and includes additional guidance common assurance practices.¹⁰
- Jurisdictions have agreed to align with the national framework as closely as practicable, understanding its application may differ according to jurisdictional specific governance and assurance protocols.

⁹ <https://www.industry.gov.au/publications/australias-artificial-intelligence-ethics-framework/australias-ai-ethics-principles>

¹⁰ <https://www.finance.gov.au/publications/data-and-digital-ministers-meeting-outcomes/23-february-2024>

AGENCY GUIDANCE

- The following recommendations are provided for Agencies to develop policy and guidance in relation to deployment and use of AI.

Recommendation 1. Deploy AI responsibly: ensure that that AI is deployed in a way that is safe, trustworthy, and ethical.

- Responsible deployment of AI means that those responsible and accountable for the design, development, and use of AI evaluate the impact of AI systems for both the Tasmanian Government and on the broader community and ensure that its use aligns with the Australia's AI Ethics Principles¹¹ (see also Appendix A).
- These Principles provide a set of internationally aligned directions for the ethical use of AI that can help guide the design, development, and use of AI within government.
- Responsible AI deployment includes the consideration of fairness and inclusivity, reliability and safety, the ability to interpret and explain system behaviour (transparency), protecting privacy and assuring the security of information assets.
- AI should be viewed as a complementary tool and the application and deployment of AI should ensure that “humans are retained in the loop”, and that AI should not be used in place of critical thinking.
- When AI is deployed responsibly, it can improve the efficiency, effectiveness, and quality of government services.
- Many industry and government sectors also provide similarly aligned principles that may be contextualised for those sectors.

Recommendation 2. Adopt a risk-based approach for specific uses and applications of AI.

- A risk-based approach should be adopted to assess the risk of the impact of AI technology in the context of specific uses and applications for the given appetite for risk set by an agency or by the Government as a whole.
- Risk assessments help to establish the controls needed to ensure the responsible deployment of AI (Responsible AI).
- This recommendation is consistent with the mandatory requirements set out in the Protective Security Policy Framework (PSPF)¹¹.

¹¹ Tasmania's Protective Security Policy Framework,
https://www.dpac.tas.gov.au/__data/assets/pdf_file/0019/305335/Tasmanias-Protective-Security-Policy-Framework-TAS-PSPF.pdf

- It is important that Agencies take a balanced view of the opportunities and risk associated with AI. Like many technology solutions there are both low and high-risk scenarios associated with AI deployment. Many deployments will present significant opportunities for productivity and innovation and will not be high risk.
- In collaboration with State and Territories, the Australian Government released the National framework for the assurance of artificial intelligence in government[↗] based on work undertaken by the NSW Government to develop guidance on AI risk assurance. The national framework emphasises taking a risk-based approach to AI in the adoption and deployment of AI solutions.
- AS/ISO 31000 Risk Management provides appropriate guidance for managing risk and undertaking risk assessment.
- The NSW Artificial Intelligence Assurance Framework[↗] provides appropriate risk assessment guidance aimed specifically at AI projects and solutions.

Recommendation 3. Develop agency specific policy and guidance that is aligned with government and industry standards and frameworks.

- It is recommended that agencies develop policies and guidance aligned with their specific business requirements and the associated risks.
- Where policies and guidance are developed, it is recommended that Agencies consider how they align with Australia's AI Ethics Principles[↗] and the National framework for the assurance of artificial intelligence in government[↗].
- Additional considerations for aligning with the National AI assurance practices is also provided in the next section— *Additional considerations for aligning with national AI assurance practices*.
- Many industry sectors and areas of government have also developed standards and guidance for AI, where appropriate they should also be taken into consideration.
- National and international standards are also being established to address key aspects of AI; the following standards are particularly relevant –
 - ISO 22989 Artificial intelligence concepts and terminology – establishes terminology for AI and describes concepts in the field of AI.
 - ISO 38507 Governance implications of the use of artificial intelligence by organisations – provides governance guidance relating to the use of AI, in order to ensure its effective, efficient, and acceptable use within organisations.
 - ISO 42001 Artificial intelligence management system – specifies requirements for establishing, implementing, maintaining, and continually improving an Artificial Intelligence Management System within organisations.

Recommendation 4. Adopt consistent whole-of-government vocabulary for AI.

- The diffusion of AI technology has established new vocabularies to describe key concepts for emerging technologies and services. This vocabulary is often inconsistently applied or difficult to explain to people in non-technical terms. Notably there is not even a consistent definition for AI itself.
- To ensure we don't have divergent definitions for key concepts and to avoid misinterpretations, it is recommended that agencies adopt and contribute to the Tasmanian Government AI Glossary (See Appendix B).
- Acknowledging that there is likely to be sector specific terminology that would not be relevant for the Glossary.

Recommendation 5. Build awareness and capabilities to develop, deploy and operate AI systems.

- Agencies should ensure that employees have appropriate training, skills, and knowledge to develop, deploy and operate AI systems. This includes understanding the principles and requirements for responsible deployment of AI, and insight with respect to the capabilities, limitations and risks associated with the AI systems.¹²

Recommendation 6. Align procurement practices with responsible deployment and risk assurance processes for AI.

- It is important to have visibility and control over how vendors and service providers use or integrate AI into the solutions or services they provide.
- Whilst Agencies may plan to directly procure AI technologies, solutions, and services, it is more likely that vendors and service providers will introduce AI technology into their solutions or service offerings.
- Procurement teams should seek to evaluate the responsible AI and risk assurance guidance provided in *Australia's AI Ethics Principles*⁷ and the *National framework for the assurance of artificial intelligence in government*⁷.
- Where feasible key responsible AI and risk assurance concerns should be integrated into requirements documentation. Procurement teams may also consider including specific commercial protections in contracts.

¹² Adapted from the ANZPAA AI Principles for Policing jurisdictions.

Recommendation 7. Commit to whole-of-government cooperation and collaboration.

- It is recommended that agencies commit to a culture of collaboration and knowledge sharing across-agencies and for whole of government collaboration relating to AI.
- This includes –
 - participation in the codesign of policy, standards, and guidance.
 - supporting the alignment of approaches for the assurance of government use of AI.
 - establishing pathways to share knowledge such as AI solution patterns, collaboration on joint projects or sharing examples of newly identified risks, effective mitigation measures, and lessons learnt.
 - responding to newly identified opportunities and risks, technical developments, legislative change, and national and international developments.
 - Supporting the maintenance of a whole-of-government AI initiative register.

ADDITIONAL CONSIDERATIONS FOR ALIGNING WITH NATIONAL AI ASSURANCE PRACTICES.

- The following guidance is provided in relation to aligning with the assurance practices documented as part of the *National framework for the assurance of artificial intelligence in government*⁷.
- The Tasmanian Government does not have a formal AI assurance framework of its own but has agreed to align with the *National framework for the assurance of artificial intelligence in government*⁷ where practicable.
- Eight assurance practices are outlined in the *National framework for the assurance of artificial intelligence in government*⁷ derived from work undertaken by the NSW Government as part of the *NSW Artificial Intelligence Assurance Framework*⁷.
- The *NSW Artificial Intelligence Assurance Framework* is also a publicly available framework that provides more detailed guidance on the processes for undertaking a risk assessment of AI projects and initiatives against most of the assurance practices.

When should AI assurance processes be used?

- The assurance practices outlined in the *National framework for the assurance of artificial intelligence in government*¹³ can assist agencies to design, build and use AI-enabled products and solutions by helping agencies to identify risks that may be associated with AI projects and initiatives.
- It is highly recommended that the assurance practices be considered in conjunction with the *NSW Artificial Intelligence Assurance Framework*¹⁴ for initiatives that involve the design, development, deployment, and use of AI solutions that are high risk or include the use of large language models and generative AI.
- In instances of low risk, the evaluation of initiatives or solutions against the assurance processes may not be warranted. For example, you may not need to assess initiatives “that are using AI systems and data driven tools that are a widely available commercial applications (which you are not training, prompting or customising), and you are not using in any way that is a potentially elevated risk use case”¹⁵.
- Agencies may also consider exempting or whitelisting specific solutions from requiring assessment where it is implicit that responsible AI requirements can be met, and any associated risk levels can be easily assessed as low.

CONSIDERATIONS

- Establish risk tolerances for use of AI assurance practices and processes that are aligned to your agencies risk management policy.
- In the absence of clear risk assessment guidelines, review the *NSW Artificial Intelligence Assurance Framework*¹⁶ criteria for applying assurance processes and assess whether these criteria would be relevant to your agencies risk appetite.
- Assess projects and initiatives against the initial national framework’s assurance processes and the guidance provided in this document, where risk tolerances are exceeded.
- Agencies should seek advice from the Tasmanian Government CIO or through the Tasmanian Government Data and Digital Subcommittee where they are uncertain on how to approach an AI assurance issue.

¹³ NSW AI Assurance Framework <https://www.digital.nsw.gov.au/policy/artificial-intelligence/nsw-artificial-intelligence-assurance-framework>.

Legal advice

- Legal obligations in areas such as privacy, health information, discrimination, copyright, human rights and the role of AI in decision making are potential challenges for the deployment and use of AI solutions.

CONSIDERATIONS

- If AI is used for the purposes of automated decision making:
 - it should be supported by an appropriate legal foundation (including legislation);
 - humans must remain in the process; and
 - it cannot be used to replace the role of the human decision maker – for example, in a situation where penalties or sanctions may be imposed, the imposition of an appropriate penalty or sanction must not be automated, but instead be carried out by an appropriate human decision maker and then after her or him having turned her or his mind to the matter for determination and genuinely considered the matter on its merits.
- The inappropriate use of AI in decision making may expose the decision to the risk of legal challenge, including judicial review, including on the basis that it may be improper, unreasonable or has resulted in the denial of procedural fairness.
- Agencies should obtain legal advice from the Office of the Solicitor-General or the Office of the Crown Solicitor during the early stages of project development and at any stages during a project where they may have concerns or queries of a legal nature in relation to the use of AI (or otherwise more generally) including if at any stage if it is unclear whether use of AI:
 - complies with legal requirements, including in relation to its use or role in any decision-making process; or
 - otherwise presents legal risks.
- If copyrighted content is intended to be used to train an AI or even create work based on copyrighted content, its use requires the prior written permission of the copyright owner
- AI solutions may also require specific commercial protections in procurement contracts – for example what rights solution providers provide or have in relation to the use of specific data sets and models used in the solution, requirements to provide transparency mechanisms, or specific information security requirements or assurances.

Transparency mechanisms

- It should be made clear when AI tools are being used especially if AI was used to generate any of the information in briefings and official communications.
- When using AI tools, users need to be able to justify and explain their advice and decisions. They also need to critically examine outputs from these AI tools to ensure it reflects all relevant information and does not incorporate irrelevant or inaccurate information.

CONSIDERATIONS

- Users should ensure the ideas being generated by AI are ethical and responsible.
- Information provided by public AI tools is often not verified, may not be factual, or may be unacceptably biased. Users of AI tools should stop and think about where the data comes from and be aware of the nature of the tool being used.
- The United States Government National Institute of Standards and Technology (NIST) proposes four principles for judging how well AI decisions can be explained⁷.
- Ensure there is an effective way to challenge an AI generated or informed decision.
- Consult with relevant community stakeholders when you design an AI system. This is particularly important for higher risk uses of AI.
- Create protocols or policy for attribution, tell people when you are using AI.

Privacy and data security

- The National framework for the assurance of artificial intelligence in government⁷ provides significant guidance in relation to privacy and the protection of data. However, there are factors to be considered within the Tasmanian Government context.

CONSIDERATIONS

- Ensure that AI solutions and initiatives are compliant with the Personal Information Protection Act 2004⁷.
- Ensure any inputs into 'open' or public AI tools (such as ChatGPT) will not include or reveal sensitive, classified, or personal information.
- Government information should only be entered into these tools if it has already been made public or would be acceptable to be made public. Ensure those determining that the information in question is suitable for public release have the appropriate organisational delegation to do so.

- Protected or sensitive information must not be entered into these tools under any circumstances. Similarly, Information that would allow 'open' or public AI platforms to extrapolate protected or sensitive information based on the aggregation of content entered over time should not be entered. This consideration also extends to contractors and consultants who are working with protected or sensitive information provided to them by government agencies.
- Undertake privacy impact assessments on initiatives that deploy or use AI. The Office of the Australian Information Commissioner (OAIC) provides authoritative guidance and tools⁷ that can be adapted to assist with this process, noting that specific sectors such as Health and Education will have sector specific guidance.
- Develop a privacy management plan⁷ for initiatives than involve the use of personal information.

Protective and cyber security

- The deployment and use of AI solutions need to ensure that protective security practices are followed.
- The Tasmanian Protective Security Policy Framework establishes the minimum protective security standards for Tasmanian Government agencies and their subsidiaries. This includes specific security requirements for information management and cyber security.
- The Tasmanian Government Cyber Security Policy outlines the principles, roles, and responsibility for managing cyber security risk across government. All agencies maintain cyber security policies, procedures, and guidance.

CONSIDERATIONS

- Where possible ensure that the information assets being used within an AI solution, model, or tool set are classified in accordance with the PSPF information classification requirements specified in INFOSEC-2 Core requirement 8.
- Undertake a cyber security threat and risk assessment (TRA) on AI tools and solutions and where that assessment identifies risk consider the development of appropriate cyber security controls.
- The Australian Signals Directorate (ASD) provides a comprehensive guide on how to use AI systems securely – Engaging with Artificial Intelligence⁷.
- Protective security practices should also include consideration for – foreign ownership, control, or influence, mis/dis-information, and democratic integrity.

Information and data governance

- The decision rights and accountabilities for information and data related processes is essential for successful AI deployment.
- The Office of the State Archivist (OSA) maintains the Tasmanian Government Information Management Framework⁷. The Framework identifies and defines the various components which contribute to effective information management.

CONSIDERATIONS

- Align standards and practices with Tasmanian Government Information Management Framework⁷.
- Maintain or align with uniform standards and practices for data management. including data quality.
- The quality, accuracy, and fairness of AI systems heavily rely on the data used. Ensuring high-quality data inputs is essential for successful AI deployment.
- Ensure the data custodians are identified for data used in AI solutions and initiatives.
- When using AI solutions and tools considerations should be given to data residency and data sovereignty risks.
- Indigenous data sovereignty and governance – if you are you using Indigenous data, ensure the AI outputs are consistent with the expectations of First Nations peoples. The National Indigenous Australian Agency (NIAA) has released a Framework for Governance of Indigenous Data⁷ which can be used as guidance.

RELEVANT LEGISLATION AND POLICY

- Personal Information Protection Act 2004⁷ – governs the collection, use and disclosure of personal information. Schedule 1 of the act specifies the principles and requirements for the protection of personal information (privacy) by the Tasmanian Government.
- State Service Code of Conduct⁷ – reinforces and upholds the standards of behaviour and conduct that apply to all employees, including officers and Heads of Agency.
- Tasmanian Anti-Discrimination Act 1998⁷ – makes discrimination and certain other conduct (such as sexual harassment) unlawful. It is discrimination when a person is treated less favourably (worse) than other people because they have a particular characteristic, such as their age, race, sex, or disability.

- *Tasmanian Government Cyber Security Policy*⁷ – sets out the roles and responsibilities for agencies in relation to protecting Tasmanian Government information, systems, and services from cyber security threats.
- *Tasmanian Government Protective Security Policy Framework (PSPF)*⁷ – establishes the minimum protective security standard required to provide protection, enabling resilience to compromise and harm. The PSPF addresses security outcomes required in the area of security governance, information security, personnel security, and physical security. The information security requirements of the PSPF are highly aligned with risk management issues associated with AI.

APPENDIX A – PRINCIPLES FOR THE ETHICAL AND RESPONSIBLE USE OF AI

Australia's AI Ethics Principles are proposed to be used for the national base approach. This will enable a flexible base for AI assurance that will allow national frameworks to develop over time in line with the quickly evolving nature of AI technology. Jurisdictions are encouraged to adapt these principles to their existing frameworks and ethics principles, as well as issuing additional guidance to support interpretation in their individual contexts.

Australia's AI Ethics principles are:

1. **Human, societal, and environmental wellbeing:** AI systems should benefit individuals, society, and the environment.
2. **Human-centred values:** AI systems should respect human rights, diversity, and the autonomy of individuals.
3. **Fairness:** AI systems should be inclusive and accessible and should not involve or result in unfair discrimination against individuals, communities, or groups.
4. **Privacy protection and security:** AI systems should respect and uphold privacy rights and data protection and ensure the security of data.
5. **Reliability and safety:** AI systems should reliably operate in accordance with their intended purpose.
6. **Transparency and explainability:** There should be transparency and responsible disclosure so people can understand when they are being significantly impacted by AI and can find out when an AI system is engaging with them.
7. **Contestability:** When an AI system significantly impacts a person, community, group or environment, there should be a timely process to allow people to challenge the use or outcomes of the AI system.
8. **Accountability:** People responsible for the different phases of the AI system lifecycle should be identifiable and accountable for the outcomes of the AI systems, and human oversight of AI systems should be enabled.

APPENDIX B – TASMANIAN GOVERNMENT AI GLOSSARY

- Where appropriate the Tasmanian Government AI Glossary will align with ISO 22989 Artificial intelligence concepts and terminology, however preference will be to focus on providing plain English definitions and terminology in the first instance.

Glossary

- **Artificial intelligence (AI)** – is an engineered system that generates predictive outputs such as content, forecasts, recommendations, or decisions for a given set of human-defined objectives². AI encapsulates a domain of computer science that focuses on building computer systems to imitate human behaviour with a focus on developing models that can learn and can autonomously take actions on behalf of a human¹.
- **AI assurance framework** – the processes and practices that ensure the safe, ethical, and effective development and deployment of artificial intelligence (AI) systems.
- **Computer vision** – Systems that enable computers to 'see' and comprehend the visual world, analysing images and videos like humans. Computer vision algorithms analyse images and videos for tasks like object detection, face recognition, and self-driving cars⁴.
- **Cyber security** – the body of technologies, processes and practices designed to protect networks, computers, programs and information from attack, damage, or unauthorised access.
- **Cyber security threat and risk assessment (TRA)** – in the context of AI, a systematic process used to identify, assess, and remediate cyber risks associated with an AI system, solution or use case.
- **Data sovereignty** – ensuring that data remains within the jurisdictional boundaries and legal protections of its origin, impacting how it's stored, processed, and transferred.
- **Data governance** – the processes, policies, and standards put in place to ensure the availability, quality, and security of data.
- **Ethical impact** – behaviour impacting accepted standards of conduct or moral principles (notions of right and wrong). Applicable in both a social and professional context.
- **Generative AI (GenAI)** – AI applications that when given some prompt or input can generate new content such text, images, audio, video, etc. When Generative AI solutions are combined with sophisticated language models that can interpret and replicate human language, an extremely effective method of communication between humans and machines/computers can be created.

- **Large Language Models (LLMs)** – powerful computational machine learning models that excel at natural language processing tasks. LLMs are developed through the use of complex mathematical representations and statistical relationships of language associated with vast amounts of data.
- **Machine learning** – A subset of AI that trains machines to learn from existing data and improve upon that data to make decisions or predictions. Deep learning is a more specialised machine learning technique in which more complex layers of data and neural networks are used to process data and make decisions.
- **Natural language processing (NLP)** – A field of AI that deals with the ability of computer systems to understand and generate human language. NLP algorithms are used to analyse text, comprehend, converse with users, and perform tasks like language translation, sentiment analysis, and question answering.
- **Social impact** – impact on the wellbeing of communities and individuals.

APPENDIX C – SINGLE PAGE AI GUIDANCE REFERENCE

What is AI ?

- A domain of computer science that focuses on building computer systems to imitate human behaviour with a focus on developing models that can learn and can autonomously take actions on behalf of a human.
- An engineered system that generates predictive outputs such as content, forecasts, recommendations, or decisions.

Why is AI Important?

- Innovation in AI technologies has become a major driver for opportunity and risk for Government.
- All jurisdictions in Australia are progressing policy and guidance linked to responsible and ethical use of AI.

Align with the National Framework for the Assurance of Artificial Intelligence in Government

- The Tasmanian Government is committed to the safe and responsible use of AI, and we recognise that public confidence and trust is essential to governments embracing the opportunities associated with AI.
- The Tasmanian Government has been working with Commonwealth and other jurisdictions to develop a nationally consistent approach to the safe and ethical use of artificial intelligence.
- The *National framework for the assurance of artificial intelligence in government* aligns with *Australia's AI Ethics Principles* and includes additional guidance common assurance practices.



Adopt the internationally aligned Australian AI ethics principles



Adapted from DISR 2019

- First published in 2019, Australia's 8 Artificial Intelligence (AI) Ethics Principles are designed to ensure AI is safe, secure and reliable.



It is important that Agencies take a balanced view of the opportunities and risk associated with AI.

Opportunities

- For the Tasmanian Government, where appropriate, AI is likely to offer many benefits in efficiency and productivity enhancement, through – simplified and automated processes; improved service design and delivery; and improved policy development by collating, classifying, and analysing large volumes of unstructured information.
- 'Generative AI' (such as Microsoft Copilot) has potential to assist employees by automating well-defined and highly repetitive tasks, such as drafting routine documents, allowing us to spend more time on the more complex aspects of our jobs.

Limitations and Risks

- AI systems have limitations and can make mistakes. For this reason, humans should always provide oversight, and be accountable for outcomes.
- Risks with AI include potential for bias, discrimination, inaccuracy, lack of transparency and accountability. These issues are particularly important when working in the public sector.
- There are also issues relating to privacy and data protection, potential legal risks such as infringement of copyright and intellectual property, and in the worst cases the generation of malicious, fake, or illegal content.
- Protected or sensitive information must not be entered into open' or public AI platforms or tools under any circumstances.

Recommendations for agencies

Recommendation 1

Deploy AI Responsibly

Ensure that that AI is deployed in a way that it is safe, trustworthy, and ethical.

Recommendation 2

Adopt a Risk-based Approach

Assess the risk of the impact of AI in the context of specific uses and applications for the given appetite for risk.

Recommendation 3

Provide Policy and Guidance

Develop agency specific policy and guidance that is aligned with government and industry standards and frameworks.

Recommendation 4

Agree on Definitions

Adopt consistent vocabulary for AI across Government and contribute to the Tasmanian Government AI Glossary

Recommendation 5

Build Awareness and Capabilities

Ensure that employees have appropriate training, skills and knowledge to develop, deploy and operate AI systems

Recommendation 6

Align Procurement Practices

Align procurement practices with responsible deployment and risk assurance practices for AI.

Recommendation 7

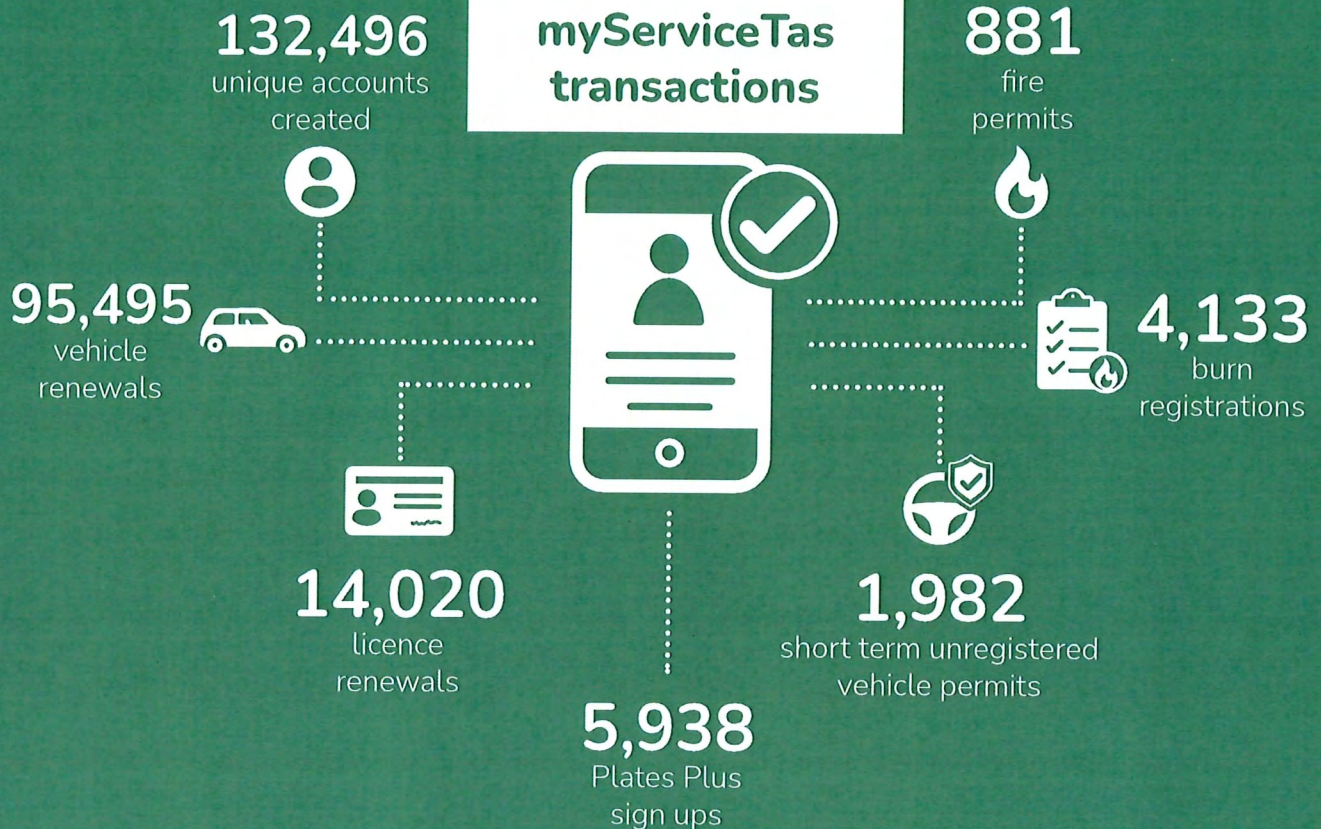
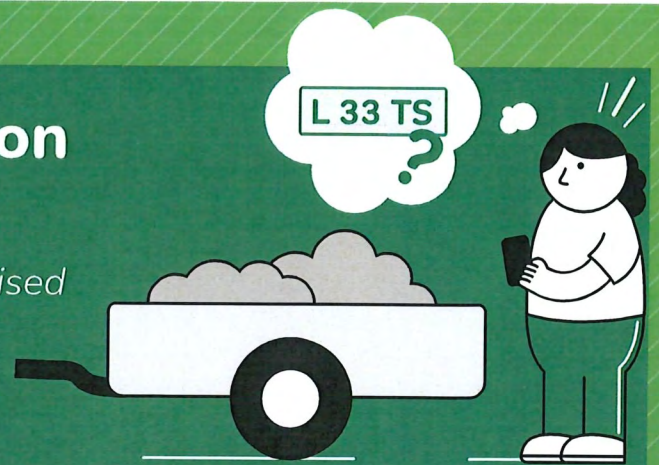
Cooperation and Collaboration

Commit to a culture of collaboration and knowledge sharing in relation to AI, across government and across jurisdictions.

myServiceTas information

1 July 24 to 30 June 25

Allowing Tasmanians to access a personalised online account for selected government services in one place – anytime, anywhere.



Coming soon

- Temporary upgrade permit for short term heavy vehicle registration
- Connection to the Marine and Safety Tasmania (MAST) portal, for boat licencing, registration and moorings
- Digital renewals for Registration to Work with Vulnerable People
- myServiceTas app for additional convenience, including Face ID, push notifications and a digital wallet

Additional information

- 57,536 views of the myServiceTas web page
- \$8.3 million funding over four years was provided in the 2024-25 Budget to keep myServiceTas operational and to develop further services
- Complements Service Tasmania's existing service channels (27 service centres, phone and website)

Service Tasmania



1300 13 55 13 | service.tas.gov.au

Key highlights | 1 July 24 to 30 June 25

Customers



- 1,034,424 customer enquiries (in person/phone)
- 5,813 replies to customer email queries
- 84% customer satisfaction rating
- 3.1 million unique website page views

myServiceTas



- 132,496 unique accounts created
- 122,449 transactions completed
- 17,098 digital customer support cases actioned
- See myServiceTas tabling document for more

Community Grants & Programs



New Community Grants and Programs unit formed within Service Tasmania in late 2024, including Seniors and Companion Cards, Veterans Wellbeing Voucher Program, Tasmanian Concessions and Discounts Guide, and Community Grants.

Community Grants

- 8 ministerial portfolios are supported through the administration of grant programs
- \$85 million grant payments for 16,893 grants
- 95% customer satisfaction with program administration
- 27 grant programs offered to the public
- 10 emergency, recovery and resilience grant programs (\$15 million)
 - Introduced face-to-face emergency grant application assistance for low literacy customers
 - Dedicated Queenstown support to assist with West Coast Complex Fires grant applications
- 17 community grant programs (\$3.5 million)
- \$66.5 million delivered through 261 election commitments/targeted funding to community orgs

Community Programs

- 6,909 new Seniors Cards issued
- 399 new Companion Cards issued
- 7,384 Personal Information Cards issued
- 818 Veterans Wellbeing Vouchers issued
- Launch of 2025-26 Seniors Guide
- Launch of 2024-25 Tasmanian Government Concessions and Discounts Guide

Capital investments



- Moved Sorell service centre to a new site with Services Australia in November 2024
- Rollout of mobile duress alarms at 21 service centres
- New motorised photo backdrops installed at Burnie, Bridgewater, Glenorchy, Ulverstone and Oatlands
- Deloraine and Huonville counter joinery upgrades
- Customer seating upgrades at 14 sites
- New phone charge stations at 8 sites

New customer communications systems



- State-wide centrally controlled digital signage installed
- Trial of new ticketing system, Qright
- Introduction of new customer digital support services for customers

Community engagement



- Agfest 2024 and 2025 mobile service centre
- Assistive Technology Suppliers Australia Independent Living Expo to promote our community programs and services for people with a disability, seniors and carers
- Over 80% community support for change of hours at Beaconsfield and Campbell Town service centres

New Services



- National police record check
- Veterans Wellbeing Vouchers
- Emergency assistance grants
- Ability to restore expired Tasmanian motorboat licences
- Personal Information Card fee waiver for financial hardship applicants and special circumstances

Service Tasmania



1300 13 55 13 | service.tas.gov.au



PARLIAMENT OF TASMANIA

TRANSCRIPT

LEGISLATIVE COUNCIL

ESTIMATES COMMITTEE B

Hon. Jeremy Rockliff MP

Tuesday 18 November 2025

MEMBERS

Hon Rosemary Armitage MLC (Chair)

Hon Luke Edmunds MLC

Hon Mike Gaffney MLC

Hon Casey Hiscutt MLC

Hon Meg Webb MLC

OTHER PARTICIPATING MEMBERS

IN ATTENDANCE

HON. JEREMY ROCKLIFF MP

Premier

Kathrine Morgan-Wicks

Secretary, Department of Premier and Cabinet

Shane Gregory

Associate Secretary, Department of Premier and Cabinet

Ned Whitehouse

Chief of Staff, Ministerial Office

Sarah Clark

Chief Executive Officer, Tourism Tasmania

Mark Jones

Chief Operating Officer, Tourism Tasmania

Edwina Morris

Director, Office of the CEO, Tourism Tasmania

Craig Limkin

Secretary, Department of State Growth

Brett Stewart

Deputy Secretary, Creative Industries, Sports and Visitor Economy, Department of State Growth

Camilla Thomas

Manager Tourism and Hospitality, Department of State Growth

Ned Whitehouse

Chief of Staff, Ministerial Office

The Committee met at 9 a.m.

CHAIR (Ms Armitage) - Welcome everyone to the second day of Budget Estimates. Thank you, Premier. I will introduce to you the members of Committee Estimates B at the table. Honourable Luke Edmunds will be here shortly. Honourable Mike Gaffney, member for Mersey. I'm Rosemary Armitage, member for Launceston. Honourable Casey Hiscutt, member for Montgomery and Honourable Meg Webb, member for Nelson. We also have secretariat support from James and we have Gaye from Hansard. This is our team at the table, Premier. We invite you to introduce your team.

Mr ROCKLIFF - Thank you very much, Chair, Deputy Chair and committee members. With me, to my right, I have Kathrine Morgan-Wicks, the Secretary of Department of Premier and Cabinet, and Associate Secretary to Kath's right, Shane Gregory, and to my left is my Chief of Staff, Ned Whitehouse.

CHAIR - Thank you. If you wish to take some questions on notice, the committee will consolidate the outstanding responses to the questions and provide them to you for a written response. If you could provide a brief opening statement and the committee will then have some short questions around the overview and then we'll proceed to questions. Thank you.

Mr ROCKLIFF - Thank you very much, Chair. I'll make a brief opening statement.

The Department of Premier and Cabinet, and as part of a continuous improvement focus, has recently completed a governance review to improve the delivery of services through the alignment of similar functions and a clearer structure to aid engagement with the community and our stakeholders. The review has delivered a contemporary structure to deliver on key priorities for the government and our community.

Machinery-of-government changes to better align functions, including the State Planning Office, Regional Partnerships and Homes Tasmania transferred to the Department of State Growth. Aboriginal Heritage Tasmania transferred to the Department of Natural Resources and Environment Tasmania, as the core functions are primarily operational and include the delivery of regulatory assessments and advice and programs to support the protection, management and understanding of tangible and intangible Aboriginal cultural heritage. Strengthened governance committees to drive accountability and delivery and stabilisation of senior leadership structure to provide certainty for staff and key stakeholders.

The department has also progressed internal work to strengthen budget development monitoring and reporting arrangements. As an example, the delivery of People Central, which is a single integrated human resources information system to manage all people working for the Tasmanian State Service. People Central will replace Empower and more than 40 legacy systems with a single integrated system, making HR processes simpler, more consistent and easier for staff and managers. It will also reduce manual processes and administrative burden, freeing frontline managers to focus on delivering services to Tasmanians.

Other major initiatives from the department this year include the Change for Children Strategy, Tasmania's 10-year strategy, which outlines our commitment to uphold the rights of children by preventing, identifying and responding to child sexual abuse across government and community settings, leading the reform agenda which has included the delivery of COI

PUBLIC

recommendations, the expanded Tell Someone Community Awareness Program and the establishment of the Child Sexual Abuse Victim-survivor Advisory Group.

Supporting communities affected by natural disasters and managing recovery grants, delivering the government's agenda and fostering supportive communities with action plans for older Tasmanians and our multicultural community. Most recently, we have announced the development of a nation-leading redress scheme for historic forced adoption practices and a national first compensation scheme for people previously convicted of homosexuality offences.

Our department is also progressing a government transformation required under the National Agreement on Closing the Gap. On Friday this week, Tasmania is hosting the National Joint Council meeting of all Aboriginal Affairs ministers and a coalition of peak Aboriginal leaders in Hobart. This is a great opportunity for people across Australia to be on Aboriginal land and experience the rich Tasmanian Aboriginal culture and business, with the Palawa Business Hub being showcased at a welcome event on Thursday night. The Budget commits funding of \$800,000 over four years to the hub to support and grow Aboriginal community-controlled enterprise on our land.

The department also supports me in the role as chair of the Council of Australian Federation, known as CAF, in 2025. I'm honoured to be the Chair of CAF this year as the Tasmanian Premier. CAF has been heavily and rightly focused on key negotiations with the Australian Government to give effect to the health and disability commitments made at National Cabinet in December 2023 to provide fairer health funding to Tasmania and other states.

Most recently, I released a discussion paper so that Tasmanians can have their say on how ministerial diaries are disclosed. This is part of our commitment to delivering increased transparency for Tasmanians and, through initiatives like the Independent RTI Review and the RTI Uplift Project, we're building a stronger, more transparent public sector that earns and maintains the trust of Tasmanians.

Lastly, Chair, I table the Change for Children Strategy, Change for Children Tasmania's 10-year strategy, for members. Thank you and I welcome your questions, and I formally table that.

CHAIR - Thank you, Premier. Thank you, James, if we could table it? Any questions on the overview? Ms Webb. Did you have any questions?

Ms WEBB - I think they'll mostly be grouped as strategic policy and government.

DIVISION 10 (b)

Department of Premier and Cabinet

Premier

Output 1.1.

Strategic Policy and Government Priorities

CHAIR - No, that's fine, did you have one? In that case, we'll go first to output 1.1. Strategic Policy and Government Priorities. Ms Webb.

PUBLIC

Ms WEBB - Thank you, Chair. Premier, you like to claim fairly frequently that your government is open and transparent. On Monday 16 June this year, state MPs received a letter from the CEO of the Integrity Commission advising the proposed new 2025 Lobbyist Code of conduct will not be proceeding at this time. Apparently the reasoning for this was mainly due to objections raised in written correspondence received by the commission close to the date of implementation from both the government and the opposition.

The question I have for you, Premier, is what were the concerns of the government with the new proposed Lobbyist Code of Conduct and the framework? Will you table the correspondence citing the government's objections sent to the Integrity Commission?

Mr ROCKLIFF - Thank you, Ms Webb. I'm happy to have a chat to you about that. There are a lot of objections around the onerous nature around these matters, but I've got some information for you. We'll have to seek out the letter. I believe all parties including the Greens had expressed some concerns as well.

Ms WEBB - The Greens have clarified theirs as not being material to the progress of it.

Mr ROCKLIFF - All right. The most important thing I want to say is that we are a government that's committed to openness and transparency and improving so we have done an enormous amount of work over the course of the last decade and we've shown that consistently by our actions.

Since coming to government, we have put in place numerous transparency measures right across government that were kept a secret, in fact, under previous governments. And we continue. This is about continuous improvement around transparency.

But, of course, a few things that we've done is the release of ministerial diaries on a quarterly basis. We became the fourth jurisdiction in 2023 to proactively release ministerial diaries. Real-time reporting of key performance indicators in our major hospitals, and in 2024, we began publishing new performance data to help drive improvements in our health system. This information that was previously published quarterly has moved to monthly and now daily and we're working to get more information pushed out of that as well.

A new government information gateway webpage, this is available on the DPAC website, ensures proactive information will be routinely disclosed easier for all Tasmanians to find. A significant expansion of routine disclosures since -

Ms WEBB - Excuse me, Chair. Through you, we've got pretty limited time with the Premier, and this is nothing related to the question that I asked. Could he perhaps be directed to answer the question?

CHAIR - Thank you. Premier, if you could answer the specific question.

Ms WEBB - I'll just repeat it. It is: what were the concerns your government had with the new proposed Lobbyist Code of Conduct framework, and will you table the correspondence that expressed that?

Mr ROCKLIFF - Yes, we're happy to table the correspondence which clearly outlines a number of those matters.

PUBLIC

CHAIR - Thank you, Premier.

Ms WEBB - And you're not going to outline any of the concerns at this point in time?

Mr ROCKLIFF - I have outlined - I will just say, we need a workable system and one that is conducive to openness and transparency. Of course, that is exactly what we and I have demonstrated by reading a number of these matters here today around RTI annual report, electoral act reforms, publication of submissions, delegated all ministerial RTIs to agencies, we reformed the pecuniary interest disclosures for all members of parliament, supported the Ombudsman -

Ms WEBB - Yes, thank you.

Mr ROCKLIFF - We have supported the Integrity Commission with greater investment; we have regular disclosures of child sex allegations across public service.

Ms WEBB - So in terms of the Lobbyist Code of Conduct, just recalling that DPAC used to be responsible for the Lobbyist Register that was transferred to the Integrity Commission in 2022 and they were tasked with updating the framework, should we take the government's attitude to that work done by the Integrity Commission as a lack of confidence in the value of the Integrity Commission's work -

Mr ROCKLIFF - Absolutely not.

Ms WEBB - and the rigour of the development process that they went through over a two-year period to develop that new framework?

Mr ROCKLIFF - On the Code of Conduct for lobbyists?

Ms WEBB - On the lobbyist framework, yes.

Mr ROCKLIFF - No, I would not characterise that at all. I mean, things have to be practical, and we want a system that is not overburdensome, that ties people up in knots so they cannot do their jobs. It is about a system that is workable, that does what it is meant to do but is workable.

Ms WEBB - I am interested in that. I will look to see the letter and where that outlines the bits that are not workable. Does the government participate in the development process across a two-year period, across two tranches of consultation in the development of that framework?

Mr ROCKLIFF - I will take that on notice.

Ms WEBB - Thank you, Premier.

CHAIR - Do you have a further question?

Ms WEBB - Yes, plenty, but you can switch to somebody else whenever you like.

Premier, in relation to RTI review and the RTI uplift project, noting the government has yet to formally respond to the Getting Back on Track independent review of Tasmania's right to information framework undertaken by Professor Tim McCormack and Adjunct Professor Rick Snell, released in September, nonetheless, this independent report does recommend comprehensive legislative review and reforms amongst 43 recommendations.

Are you able to provide an indication of when we might expect the government's formal response to this important review? Will it occur before parliament rises at the end of this year? My other question relating to the review is, how much was invested in that comprehensive review?

Mr ROCKLIFF - In terms of funds invested?

Ms WEBB - Yes.

Mr ROCKLIFF - I will take that on notice in terms of funds invested.

First, I thank Professor Tim McCormack and also Professor Rick Snell for the work that they have done with respect to that. I was able to receive the report from them in parliament, as you say, in September. I thank them for a considerable body of work. I want to affirm, of course, the government's commitment to building a public sector that sees transparency not as a risk but as a key responsibility.

When it comes to the review and the RTI framework, I am very pleased to have received the final report, as I say, of the independent review into the Tasmanian's right to information framework, released on 23 September. This review was commissioned to ensure our RTI system continues to serve the Tasmanian community with integrity, transparency and accountability.

I have acknowledged Professor Tim McCormack and Associate Professor Rick Snell for the dedication to this important piece of work. I must say their expertise, thoughtful analysis and commitment to open and transparent government has delivered a report that will assist us to ensure the RTI processes are the very best they can be.

Incidentally, the cumulative total to date across two financial years, when it comes to your question, Ms Webb, 2024-25, \$134,087; 2025-26, to date, \$117,343. A total of \$251,430 to date.

Ms WEBB - Was that the investment in the review that you were reading just then?

Mr ROCKLIFF - Yes.

Ms WEBB - Thank you.

Mr ROCKLIFF - RTI independent review, DPAC expenditure.

So, Getting Back on Track is the title. It confirms that Tasmania's RTI legislation is fundamentally sound but there are improvements that we can make. The reviewers have clearly undertaken a broad and inclusive consultation process engaging over 75 stakeholders across

the Tasmanian community, state and local government and other key users of our information framework.

The report identifies practical opportunities to strengthen and improve admin processes. It highlights the need to reflect on how the public service approaches the management of information and how we can foster and lead a greater culture of transparency in relation to the provision of information.

We are considering all 43 recommendations in the report, both administrative and legislative, and we will work to respond in a way that focuses on practical implementation, solutions and strengthens trust for the Tasmanian community. A formal government response is currently being developed and will be released in due course. The full report, including public submissions, is available on the Department of Premier and Cabinet website. I thank very much, as I say, the reviewers for the work that they have done.

We want to make it easier for Tasmanians to request and receive information that they are seeking, and this includes the delivery of the RTI uplift project, which has seen government agencies collaborating to develop standardised policies and processes and new training modules for RTI officers in public authorities across the state. These improvements are already making it easier for Tasmanians to access the information that they are seeking. I might - Kath.

Ms WEBB - May I clarify two things that you have said there?

Mr ROCKLIFF - Yes.

Ms WEBB - In terms of the response from government, you said 'in due course'. The question was, is it likely to happen before we rise from parliament this year? Can you give an indication before that or after that.

Mr ROCKLIFF - I am going to confer with the secretary to see how we are going with the recommendations and the work that is being done. Thanks for the question, Meg.

Ms WEBB - May I also clarify in relation to the amounts of money you read out in terms of the investment? Is that just on the review itself to the two reviewers, or does that include implementation of any sort?

Mr ROCKLIFF - Just on the independent review.

Ms WEBB - Thank you.

Mr ROCKLIFF - Of course, further to your question, we have committed \$500,000 over two years in the 2022-23 to support the significant work of the uplift of RTI capability in practice.

Ms WEBB - In previous Budgets? So not in this Budget, though? Is there any RTI-designated funding in this Budget?

Mr ROCKLIFF - We have to implement the recommendations, so there will be a funding source probably needed for that, which we will most likely see in the May Budget, I suspect, but - Kath?

PUBLIC

Ms MORGAN-WICKS - Through the Premier, we expect to have the response completed and considered by government by the end of this year. I just need to check in terms of timings of Cabinet, et cetera, and the rise of parliament.

As part of that advice, we will look to see in terms of the cost of implementation of the recommendations, which we would take through into our 2026-27 Budget submission, but I would certainly be looking to - to the extent that agencies are implementing the recommendations for that to be part of their usual business in terms of their budgets. Certainly for DPAC we would be absorbing that cost.

Ms WEBB - Rather than additional funding being required?

Ms MORGAN-WICKS - Yes, I do not think in terms of looking at the recommendations, but I am happy to be contradicted on that, but in terms of significant costs and that RTI is standard business for agencies and they should be improving that.

Ms WEBB - In terms of continual, ongoing scrutiny of the implementation of those recommendations and the RTI space, where does that responsibility sit in terms of portfolios? Is it with you, Premier, and with DPAC in an overarching way? How will we scrutinise that going forward?

Mr ROCKLIFF - Yes, me.

Ms WEBB - Great. Thank you. Appreciate that. May I keep going?

CHAIR - That is all right. Other members do not have questions at this time.

Ms WEBB - Great. Premier, the DPAC budget papers in this Budget, page 205 of Budget paper 2, volume 1, describes the department as working to support, and I quote, 'Diverse, inclusive, and vibrant communities where all Tasmanians have equal rights and respect.' Which is a great sentiment.

Mr ROCKLIFF - Thank you.

Ms WEBB - Yet the interim Budget papers in 2025-26 that we are looking at, we are missing the gender budget impact statement, and the Women and Prevention of Family Violence portfolio receives departmental support from your department, from DPAC. I am wondering were you consulted about the intention to forgo a gender budget impact statement in this Budget? If so, when were you consulted about that?

Mr ROCKLIFF - We had a gender budget statement in the previous Budget that was tabled in May this year, which unfortunately did not get through the parliament because we were forced to an election by the Labor opposition. But we will have a gender budget next year, next May.

Ms WEBB - I take it that you were not consulted about the non-inclusion of a gender budget impact statement with this Budget?

Mr ROCKLIFF - Well, it was an interim Budget and it is one that we had to go through very quickly because of the shenanigans following the election and the extra caretaker period.

PUBLIC

More broadly though, since 2022 gender budget statements have been a key deliverable under Equal Means Equal: Tasmanian Women's Strategy 2022-27. Due to, as I say, post-election time constraints and the interim nature of this Budget, a gender budget statement was not able to be produced for the interim Budget.

I want to be clear that does not reflect a change in policy or commitment. It is solely due to the compressed timeframe for preparing the interim Budget. We are firmly committed to doing so into the future, as I have said. The gender budget statement process is robust and data-informed. It goes beyond describing gender inequality by providing detailed analysis of the gendered impacts of policies, including those that may appear gender-neutral at first glance. Continuance work is vital. It makes sure that the government decisions deliver better outcomes for women and girls in Tasmania, creating equal opportunities, improving safety and supporting economic security and wellbeing.

Ms WEBB - Thank you. It is good to hear you say all that, Premier, and I agree. You know I am a fan of gender budget impact statements. In fact, my motion calling for it helped prompt them to start occurring, and they have been getting better every time. So I am absolutely acknowledging -

Mr ROCKLIFF - Good, thank you. I was proud of the one delivered in May this year. It was very good.

Ms WEBB - Yes, I am acknowledging that, absolutely.

Mr ROCKLIFF - Have improved, yes.

Ms WEBB - In terms of the decision not to include one with the interim Budget, where did that decision sit?

Mr ROCKLIFF - Well, perhaps with Treasury, was it? Treasury.

Ms WEBB - Okay, and was the minister for Women consulted on the decision?

Mr ROCKLIFF - You would have to ask the minister for Women.

Ms WEBB - Okay, we will ask the minister for Women later. It is a shame - noting that there was not even an explanation provided as to the fact that there was not a gender budget impact statement with this Budget. It did not get mentioned in the speech. It did not get mentioned anywhere by the government. It does make it seem like that it is an easily -

Ms MORGAN-WICKS: With respect -

Ms WEBB - Yes, I am getting to it.

CHAIR - Yes, I think we are just going to ask questions rather than going to comments.

Ms WEBB - Yes, I am getting to my question. Do you agree, Premier, that it is unacceptable to have not even mentioned that it was being dispensed with through this Budget, or provided an explanation; that it makes it seem like it is an afterthought?

PUBLIC

Mr ROCKLIFF - No, never an afterthought. And across a whole range of areas in the last 10 years, whether it is inclusivity in Tasmania - I mean, we talk about economics and we talk about unemployment and we talk about economic growth and we talk about our \$40 billion economy, which has grown enormously, and all the great economic achievements of this government and investment in vital social infrastructure.

But this is a government that has a very proud record when it comes to including Tasmanians, supporting vulnerable Tasmanians, and investing in family and gender-based violence. The social reforms that we have made often go understated by our political opponents. But it was our government that first introduced the gender budget statement, of which I am very proud of, and we will continue those statements forever and a day. And we need to be balanced and fair when it comes to the achievements of this government when it comes to the social reforms that we have made.

CHAIR - Thank you, Premier. I might go to a different area, the boards. Board representation is always something I am interested in and I am happy to take the answer on notice.

Mr ROCKLIFF - Sure.

CHAIR - If you would be able to provide the regional representation, and I am not interested in gender balance. It is more regional representation - whether it be north, north-west, south, interstate - for the GBEs and the state-owned companies. As I said, I am more than happy to receive that information.

Mr ROCKLIFF - If I can find it for you, because I know that this is a question on your mind most years so it is a good question.

CHAIR - That is quite a bit that there is - it is, but I am happy if you want to provide it.

Mr ROCKLIFF - In the midst of not wanting to hold up the committee, but if we can find the information for you, we have -

CHAIR - It is just there are quite a number of GBEs and state-owned companies. I thought, in the interests of time, you might want to provide it.

Mr ROCKLIFF - I have last year's numbers, which you may well have already been across. As of 20 September 2024 there were 120 Tasmanian government boards, including those for government business enterprises and state-owned companies. As of 20 September 2024 there were 904 members appointed to these boards. Of these, over 90 per cent are located in Tasmania, and with 573 being located in the south, 159 located in the north and 84 in the north-west; 84 members, or less than 10 per cent, are located interstate. I have a feeling you might already have these figures but I will provide updated figures.

CHAIR - If I could have an up-to-date list it would be really good.

Mr ROCKLIFF - Maybe we can get that updated to September this year or whenever the case may be. Now, probably.

CHAIR - Whenever it is available. We will provide you with a question on notice.

PUBLIC

Mr ROCKLIFF - Thank you. I look forward to it.

CHAIR - One more question before I go back to the honourable member for Nelson. Another area totally, and my understanding is that you are the person who negotiates with the federal government with NDIS. It was suggested to me by the Disability minister that perhaps I should ask where the negotiations are when you have been meeting with your federal counterpart with regard to NDIS in Tasmania.

Mr ROCKLIFF - So from a broader level, thank you, Chair.

CHAIR - Yes, because it is quite interesting. I know many of my constituents have great concerns with regard to it, and when I asked, the Disability minister did point out that possibly it was worth asking you because you are the person who negotiates.

Mr ROCKLIFF - The Disability minister has been working very hard with all Disability ministers across the nation, and particularly the previous federal Disability minister, Bill Shorten, who was, alongside Julia Gillard, the architect of the NDIS. It is a very, very significant and positive national reform.

In that, the health agreement and the matters pertaining to the NDIS and its sustainability - which is largely the federal government's responsibility, of course - what we have to be very mindful of in Tasmania is that, while we are always there to support people with disability, we have to ensure that our investments are sustainable. This is a national commitment and policy, and we need to be mindful of states' ability to support people with disability to ensure that there is a fair funding model and arrangements between state and federal government.

When it comes to the health reform agreement, it is quite some story, but in around 2011, if my memory serves me correctly, there was a commitment for the federal government to fund health to 50 per cent in 2017. Now, there have been protracted negotiations to that point. What we got to in December 2023 was an agreement between all first ministers and the prime minister around the National Cabinet table to fund health to 45 per cent federal government in 2035. An interim step then was to 2030.

Ms MORGAN-WICKS: Yes, 42.5.

Mr ROCKLIFF - It was 42.5. Now, there seems to be some reneging on that commitment, which I am very, very concerned about, because what that means for our state health system over the next five years is a decrease in \$673 million. Now, that is just a fact. And so often people say, 'Well, you are passing the buck and, you know, arguing,' and all those sorts of things. It is not the case.

The federal agreement - albeit the federal agreement of 2035 at 45 per cent is not at the 2017 agreement at 50 per cent. Nonetheless, that is the agreement we struck and so we are in negotiations now. And so as the chair of CAF, as I stated before, I am involved with that with state and territory premiers and chief ministers as well. Exactly the same thing if there was a Coalition government, and they've done so previously when it comes to funding, health, and particularly our primary health care sector.

CHAIR - Thank you, Premier. No, I appreciate it.

PUBLIC

Mr ROCKLIFF - Kath is also chairing the negotiations as well. I'm not sure if you can add any further to that, Kath.

Ms MORGAN-WICKS - Certainly, Premier, because, to be honest - and thank you very much for the question, Chair - this is a significant matter for the budget. The Premier has mentioned there's \$673 million which is basically missing from the forward Estimates.

CHAIR - It cuts across many services, I would imagine, in health.

Ms MORGAN-WICKS - Absolutely. Over 10 years, it's over \$2 billion that's missing in revenue in our budget pages. I know from my years at Treasury that this revenue is not recognised unless an agreement is actually entered into with the Commonwealth. We have been attempting to negotiate the next five-year NHRA agreement for several years now.

Since 2023 National Cabinet, we were basically forced into a one-year agreement with a lot of pressure from every other state and territory. Tasmania was the last state to be recommended to join up, and after some significant improvement for Tasmania. But we need the five-year agreement and we need that certainty in terms of revenue, which would make a significant difference to the budget papers.

We are at the moment answering questions about budget papers which do not have an uplift from the Commonwealth for health in the forwards, and that's a really significant issue that needs to be drawn out. Certainly, I'm the co-chair of the state and territory, and it's across portfolio negotiating group. It's the first time that we've actually done that with the Commonwealth. Our group is a mixture of secretaries of treasuries, of health, and of premiers and cabinets across the country. We've picked a team from each state, and we are attempting to negotiate, but we're trying to get the Commonwealth to lift in terms of their investment, and to be honest, we're billions apart at the moment.

CHAIR - Thank you. I appreciate it.

Ms MORGAN-WICKS - Thank you.

Mr GAFFNEY - Further to that, I'm really interested, because best-case scenario, they come up with the funding, back to square 1. Worst-case scenario, they don't. What's plan B because of the impact that that may have on our budgets next year, the year after, the year after? How do you cater for that hole in the budget, or what's the plan B if they say, 'No, not playing in this space'? Just a question.

Ms MORGAN-WICKS - We're already enacting plan B, because the state has had to put in hundreds of millions of dollars into health to meet the gap in terms of health expenditure. As a previous health secretary, we know they are continuing to provide amazing services 24/7 every single day of the year, but it costs, and the state is filling that hole that Commonwealth revenue is not being recognised for.

In terms of plan B, it's already there across the forwards, but you can see the impact on the budget bottom line by not having that additional revenue from the Commonwealth. If the Commonwealth stick to the current offer, we will drop to some 35 per cent Commonwealth funding for health. Sorry for being very passionate about this, but there is a long-standing

agreement that the Commonwealth should meet 45 per cent of public hospital funding, and they have never done it.

Mr ROCKLIFF - It's not just Liberal premiers. This is Labor premiers, Labor chief ministers. This is a united push by all premiers and first ministers across the country. We accept our responsibility for the acute care system, as we should. We're reaching more into the primary health care system, which is evident in our policy commitments.

What does concern us is the over 90 Tasmanians waiting for discharge from a hospital to go into NDIS or an aged care setting of which there's not the places for them. We've tried again to be proactive in that. You'll recall yesterday, in November 2023, we held a forum of all aged care providers in my office about how we can, within the current system, alleviate some of those pressures. There were some good findings from that and matters no doubt attended to, but we're being squeezed, really, at the acute care sector by underinvestment at the primary health care level and the aged care and NDIS level either side.

That being said, I've always given the federal government around supporting urgent care centres of which we're partnered with, the new Single Employer Model for GPs, the heart centre in Launceston. I've always been very fair and reasonable and thankful to the federal Labor government, particularly in recent years, but they do need to step up now and fund health properly. Thank you.

CHAIR - Thank you, Premier.

Mr ROCKLIFF - Chair, my apologies. I have some current composition of government business boards by region.

CHAIR - Thank you.

Mr ROCKLIFF - The current number of board members: 79, made up of 33 in the south; 13 in the north; three in the north-west; and interstate, 30. I can table that for you, if you like.

CHAIR - Thank you. That would be lovely. Ms Webb, further questions?

Ms WEBB - Thanks, Chair. I'm going to pick up where I left off, Premier, in some ways. The budget announcement of the new Efficiency and Productivity Unit, the EPU, appears to be a more nicely named version of what we might previously described as a public sector razor gang, essentially. I absolutely agree there would undoubtedly be areas for improvements, some of which might be suggested in good faith by some but risks serious implications for others in that unintended way that can happen. I'm interested about will a rigorous gender lens be applied to all recommendations received by the EPU?

A gender lens involves looking at that intersectionality of impacts and includes gender-diverse and non-binary considerations. Are you intending, on your comments earlier, acknowledging the value and importance of a gender lens being applied to budget decisions and policy outcomes? Will you be applying to the work of the EPU?

Mr ROCKLIFF - That would be my expectation, yes.

PUBLIC

Ms WEBB - Will we have a way that we can see that that's been applied? Would that be publicly reported on, for example, when you're giving updates on the work of the EPU?

Mr ROCKLIFF - Outside of the gender budget statement, which will be delivered in May next year, I'm happy to - how would you like to visualise that?

Ms WEBB - I'm imagining that, if there's ever times you're giving updates on the work of that unit, it would be clear that you have implemented a gender lens on the work that it's doing so we can see what has come out of that work in terms of a gender analysis.

Mr ROCKLIFF - Yes, that's my expectation. We'd reinforce that. It's a good idea, and we'll make sure that happens.

Ms WEBB - Thank you for undertaking to do that. Can I move on to another topic?

Premier, it's a topic that you'll be familiar with that we speak about at various times. You announced last year on 16 October that State Growth had engaged Deloitte Access Economics to undertake an analysis of the social and economic impact of the government's then poker machine mandatory pre-commitment card policy.

The final terms of reference for that and the final report are yet to be publicly released. As you are no doubt aware - perhaps you can confirm - the Legislative Council voted on 29 October last year to call for the terms of reference of that review to be released, which has not yet occurred. Will you now release the terms of reference for the work being done by Deloitte Access Economics as per the Legislative Council motion that was passed last year? There is a more receptive approach, I think, to complying with motions of the upper House under this term of parliament, perhaps. Will you now comply with that motion?

Mr ROCKLIFF - I stand to be corrected. I thought we released the terms of reference.

Ms WEBB - They were not a terms of reference that you released. You released a list of dot points that were principles relating to that review, but we don't have a copy of the terms of reference.

Mr ROCKLIFF - More broadly, however, in line with previous announcements, we are developing a range of harm minimisation measures to reduce harm from EGMs while development of a mandatory pre-commitment card-based gaming system is deferred. I have written to all first ministers across the country asking for a national approach.

The Department of State Growth has entered into an agreement with Deloitte to develop a report into the social and economic impact of electronic gaming machine reform used in Tasmania. The report has yet to be received by the government, and as previously committed, the report will be released when it's received.

Ms WEBB - Could I clarify whether a draft report has been received by the government?

Mr ROCKLIFF - I don't believe so. Yes, has received. Yes.

Ms WEBB - Sorry?

PUBLIC

Mr ROCKLIFF - I believe so, yes.

Ms WEBB - A draft report has been received by government? When was that received, Premier?

Mr ROCKLIFF - I'll take that on notice.

Ms WEBB - Can you confirm then, given that a draft report has been received, that here we are a year later and we've yet to see the final report, and you said you haven't received a final report, I believe. So has that been deliberately stalled? Has there been a choice of you or someone else in your government to stall the work being done on that report in order to finalise it?

Mr ROCKLIFF - Not to my knowledge, no.

Ms WEBB - So why is it taking this long? What's the agreement with Deloitte about a delivery date on a final report?

Mr ROCKLIFF - I'll take that on notice.

Ms WEBB - Right. How much did the Deloitte review - how much has that cost?

Mr ROCKLIFF - Yes, I'll get that information for you. Yes, this is a matter for Treasury more broadly, of course.

Ms WEBB - Well, no, but you have a keen interest in it, Premier, as I do, and have taken leadership in making announcements about it in times past, so I think it's a fair question to you in terms of progress. Presumably, it was your decision, Premier, as premier, to dispense with the poker machine card policy. Would that be fair to say? It was your personal decision as premier?

Mr ROCKLIFF - We were focusing on other harm minimisation measures, and that was a decision of Cabinet.

Ms WEBB - Yes. Was that proposed by you, or by the minister for Finance responsible for that area?

Mr ROCKLIFF - That's a decision of Cabinet. I can't go into Cabinet deliberations.

Ms WEBB - Well, you can tell me who brought it to Cabinet, whose portfolio responsibility was it considered under.

Mr ROCKLIFF - I'm not going to go into any Cabinet deliberations.

CHAIR - I think the Premier's answered the question, Ms Webb.

Ms WEBB - Thank you.

CHAIR - If you could move on.

Ms WEBB - Yes. Sure can. The area of climate change. Climate change and climate justice present urgent and intergenerational policy challenges. Tasmania's not immune from this at all, and we know there's growing concern across the community that the state's approach appears to be business as usual rather than particularly proactive, seems to lack urgency or leadership and vision from the top. What whole-of-government leadership are you as Premier and your department providing to ensure that it's a top policy priority in a whole-of-government sense?

Mr ROCKLIFF - Well, in a range of areas, of course, focusing on renewable energy development. Marinus would be a very good example of that, ensuring that we attract investment into Tasmania, whether it be solar, wind, investment in upgrading turbines, supporting Hydro Tasmania, of course, and there's Tarraleah developments and other areas around the state. Based on the latest available data, Tasmania was the first jurisdiction in Australia to achieve net zero emissions in 2014 and subsequently maintain this level each year to 2023.

Tasmania's latest net emissions performance for 2023 was minus 4.3 megatonnes of carbon dioxide equivalent, which is a 125.2 per cent decrease from the 1990 baseline level of 19.54 megatonnes of carbon dioxide equivalent. The *Climate Change (State Action) Act 2008* sets the Tasmanian government's legislative framework action on climate change. Key deliverables under legislation include Tasmania's climate change action plan, six sectoral emissions reduction and resilience plans and statewide climate change risk assessment.

We're focused on finalising projects from the action plan and delivering projects from the six sector-based emissions reduction and resilience plans and the statewide climate change risk assessment. We've got 98 cross-government actions, practical actions that will improve information and knowledge about climate change, reduce emissions and build resilience to the changing climate. Funding of \$14.3 million has been allocated to deliver programs, including the delivery of legislated measures under the Climate Change Act. Estimated total funding across government for all actions in the plan is over \$250 million.

Progress on the action plan was publicly reported in an annual climate change activity statement in September last year, and the next activity statement is being prepared. The risk assessment identifies 40 climate-related risks and opportunities that influence the natural, social, built, and economic domains.

Managing Tasmania's risks and opportunities is the Tasmanian government's response to the risks, opportunities and themes identified in the risk assessment and sets out our strategic direction for climate adaption in response to the evidence presented in the risk assessment and the government response to that was released, I understand, in November of last year.

A whole-of-economy roadmap has also been released that outlines the links between the plans and the statewide climate change risk assessment and cross-cutting issues and opportunities and actions committed as part of the plans are already underway. So a fair bit happening there.

Ms WEBB - There's certainly a lot of plans being produced. I'm wondering about actual outcomes. We know that not cutting down trees is the way we've achieved net zero and the decision to continue keeping certain areas where we don't cut down trees.

Mr ROCKLIFF - It's a combination of a range of areas -

Ms WEBB - Well, can you point to another tangible -

Mr ROCKLIFF - Including our hydro industrialisation and renewable energy, and lots of things.

Ms WEBB - Can you point to another area where we have reduced emissions through any of our sectoral emissions reduction targets? Not that we have targets, actually, we just have plans, so have we actually reduced emissions across any one of those sector?

Mr ROCKLIFF - Yes, so there's areas around - you know, if I could look at the Boyer Mill, for example, in New Norfolk, where plans to transition from coal to electricity is an example of government support for that. I've mentioned the figures in terms of megatonnes and that reduction, significant reduction, since 1990 levels, which is also very pleasing.

Ms WEBB - It's a global achievement, really. It's not your government's decisions that have led us to that, I don't believe.

Mr ROCKLIFF - Well, Tasmania's achievements.

CHAIR - Questions, please.

Ms WEBB - Can we get to the sustainability strategy? It doesn't appear to have any funding allocated to the sustainability strategy to implement its actions. Is that the case? If so, whose portfolio responsibility is the sustainability strategy, and how will it be delivered in a meaningful manner without allocation of resources?

Mr ROCKLIFF - Thank you. Sustainability strategy. This is our sustainability agenda we're committed to in the long term. Right now, we've got some very significant priorities we are focusing on, and when we're able, we'll return to this agenda. We know that Tasmania is one of the greatest places in the world to live, to work, raise a family, invest and we're committed to keeping it this way for the generations to come.

Our Tasmanian Positive Sustainability Strategy will clearly outline how our government is working to sustain and improve the wellbeing of Tasmanians across generations. This includes innovation and technology, improving efficiency by reducing waste and emissions, developing circular economies, enhancing the management of natural resources and protecting biodiversity.

The sustainability strategy will be released in the coming months, to your question. A significant amount of work on the development of the strategy has been undertaken collaboratively across agencies and in conjunction with the Tasmanian community and business sectors.

Ms WEBB - Whose portfolio responsibility will that be, given that it is across various agencies and sectors? Will there be money funded to it in the May Budget?

Mr ROCKLIFF - We'll work through the May Budget, of course, in terms of that, but I'll take responsibility for it.

Ms WEBB - Under your remit. Thank you.

Premier, the Closing the Gap: our state plan for Closing the Gap 2025-2028 is a whole-of-government policy, obviously, and I've just asked some questions about the priority actions that DPAC plays a lead role in, if I may, and I'll focus on ones that have a target date for completion either this budget year or in the imminent forward Estimate.

Mr ROCKLIFF - Sure.

Ms WEBB - The first question relates to the key deliverables table in the Budget papers. Most portfolios include a key deliverables table but do not indicate their Closing the Gap responsibilities even where they have a lead portfolio responsibility. The DPAC key deliverables table, which is 11.1 on page 207 of budget paper 2, number 1, has a line item called 'Closing the Gap and Other Aboriginal Projects'. May I suggest, and will you commit to, a separate Closing the Gap line item to be included in future budgets to enable clear tracking of progress and that that be required across all portfolios with lead portfolio responsibilities?

Mr ROCKLIFF - I will take that on notice and put that in the good idea, worth exploring area.

Ms WEBB - Can I run through a couple of the Closing the Gap priority reform actions, then, and get an update? Priority reform 1, by 2025-26, so this financial year and beyond, we were to - and I quote - 'engage with the Tasmanian Aboriginal community to progress truth telling and healing, as a Tasmanian Government priority'. Can you report progress on that priority action, premier?

Mr ROCKLIFF - We announced earlier this year the setting up of the commissioners around truth telling and healing, and that was under Mrs Petrusma's responsibility. It's now Ms Archer's responsibility, who has embraced the opportunity, of course. It is a very important matter, which I believe needs to be progressed, in terms of being led by Aboriginal people, provide Tasmanian Aboriginal people with safe and supportive opportunities to speak their truth, and by doing so, help the Tasmanian community understand the ongoing impacts of colonisation and dispossession, and preserve Tasmanian history and storytelling for the future, and facilitate healing and reconciliation.

The announcement of funding for truth telling and healing commissioners was openly welcomed by the Aboriginal Elders Council of Tasmania, the Aboriginal Land Council of Tasmania, Marrawah Law, the Tasmanian Regional Aboriginal Communities Alliance, and Aboriginal Advisory Group for Truth Telling and Treaty and Reconciliation Tasmania. I know that Ms Archer, as the new minister, would like some time to hear from and listen further from Tasmanian Aboriginal people, of course, to gain a deeper understanding of the Aboriginal standpoint of truth telling and healing.

We're wanting an alignment and strong focus on Closing the Gap priorities and delivering on those priorities for Tasmanian Aboriginal people. To support the progress of truth telling and healing, this Budget is providing funding as committed over two years, of around \$880,000. This funding will enable organisations, including the Elders Council of Tasmania and Reconciliation Tasmania, to facilitate understanding, gathering of truths, and input into what will be Aboriginal-led process, importantly. Funding will also support the determination of the form that the truth telling and healing process will take.

PUBLIC

Ms WEBB - Thank you. Priority reform 10, which is also 2025-26, due by then, DPAC was to work with external consultants to finalise the audit of Tasmanian Government Aboriginal expenditure, 2021-22 and 2022-23, and then develop a government Aboriginal expenditure report. Are we on track to complete this within the designated timeframe, and will it then be used to inform the Budget?

CHAIR - If we could have quick answers, rather than - we're just running short on time.

Mr ROCKLIFF - My apologies, Chair.

CHAIR - No, that's quite all right.

Mr ROCKLIFF - I could ask Mel at the table to talk.

Ms WEBB - We don't really need to hear about it in detail. I'm really - it's an update I'm looking for. Are we on track to deliver that government Aboriginal expenditure report?

Mr ROCKLIFF - Mel Gray is the expert around these matters, and if I can just invite Mel to the table. Melissa Gray, the Deputy Secretary of Policy and Reform.

CHAIR - We do need reasonably concise answers, because we are still on the first output.

Ms GRAY - Thank you, Premier. The answer is yes, we are - can I say one more sentence? It's almost complete. It's been a really long body of work. We have just sat down with the Coalition of Peaks partner, the Tasmanian Aboriginal Centre, in relation to it, and we're in the process of finalising it now.

Ms WEBB - Thank you. Good to hear. One more outcome that's in this space is actions C35 and C36, and I'm interested in those ones because of the proposed public sector cuts that we've got looming.

Premier, you've got lead responsibility in finalising a new TSS Aboriginal Employment Strategy and Action Plan 2025-27. Has this been finalised? DPAC was tasked with developing a best practice guide for recruiting Aboriginal people to the Tasmanian State Service. Can we have an update, please, on that guide?

Mr ROCKLIFF - All right. Before I throw to the secretary, can I just say how proud I am of the Palawa Business Hub and the work they are doing, and very proud to have launched the Palawa Business Hub, engage with them, and they're doing fantastic work.

I'm equally proud of the announcement we made on the lining licenses in December last year, to allow for social enterprise of the Aboriginal community as well, which is a tremendous, I think, achievement in some of those matters pertaining to Closing the Gap. Kath, would you like to talk further about the -

Ms MORGAN-WICKS - Yes. Through the Premier, the next iteration of the Aboriginal Employment Strategy is actually very close to finalisation. I sat down with the team about a week ago, to walk through my suggested edits from a head of the State Service perspective.

PUBLIC

It's a very small team within our State Service Management Office, but an amazing one, and noting that their work on the strategy has been interspersed with significant training efforts across the State Service. I think we've now had some 700 state servants who have participated in that training that's been led by that team. In terms of inclusion, it should be shortly able to be provided to the Premier to consider.

Ms WEBB - Great. Thank you for the update. It's appreciated.

CHAIR - Thank you. Mr Gaffney has a question.

Mr GAFFNEY - Thank you. Just a quick one. I'm going through the key deliverables, 11.1, and I'm really pleased that the women in leadership scholarship program has seen 200 women, and that's under your - I think that's great, and I think it's wonderful when we see young women in parliament going to that program and that course. The one that caught my eye, though, was the International Women's Day Small Grant Program, of \$40 000 a year, for the forward Estimates.

It's International Men's Day tomorrow. There's no funding at all for International Men's Day in this Budget. There are two programs that I know in the state, recognising International Men's Day this week. I'm raising that as an issue, that I think that if men are going to be part of the solution, we've got to be supported in getting our voices out there.

CHAIR - So ask the question.

Mr GAFFNEY - The question is - please don't come back to me and say, 'We've put our money into Men's Sheds', because that's what's going to happen. Have you considered perhaps offering some funding for International Men's Day to promote that day, which hardly anybody knows about in Tasmania, for equity?

Mr ROCKLIFF - Thank you. It's a good question, and I won't talk about Men's Sheds.

Mr GAFFNEY - Please don't.

Mr ROCKLIFF - Notwithstanding the value of the Men's Sheds. I know you've asked these questions before, and this organisation - is an MRT?

Mr GAFFNEY - Yes. Men's Resource Tasmania.

Mr ROCKLIFF - I noticed they've produced a very good booklet a number of years ago. I'll take that on notice. We haven't funded International Men's Day or RITE, but I will consider that as -

Mr GAFFNEY - This is an interim Budget. I'm raising that as an anomaly, I think, but thank you for the consideration.

Mr ROCKLIFF - Absolutely, I will.

Mr GAFFNEY - Thank you.

PUBLIC

Mr ROCKLIFF - I know you raised it. Your advocacy is appreciated, I know, by those groups. So thank you.

CHAIR - Thank you. Premier, my question is regarding TasInsure.

Mr ROCKLIFF - Excellent.

CHAIR - Well, you may not think so. The concern - and -

Mr ROCKLIFF - Well, I thought I was being -

CHAIR - Yes. I've just got a couple of questions. Absolutely, I appreciate that - obviously the government at the time sold the TGIO, in 1993, and now we've come up with TasInsure. My concern is, with the Royal Automobile Club of Tasmania, RACT, which is our, as they say on their website, Tasmania's only local insurer, so do you consider that TasInsure - and we all want cheaper insurance for everyone. We all know it's very difficult, particularly for businesses.

Mr ROCKLIFF - Thank goodness to hear that. I mean, the Labor Party doesn't want cheaper insurance, but I'm pleased to hear you say it.

CHAIR - Who doesn't want cheaper insurance?

Mr ROCKLIFF - The Labor Party. They don't want -

CHAIR - I'm not getting political. As I said, I'm an Independent member, and we've all received, I'm sure, a letter from RACT, with regard to insurance and meeting with them. Do you consider that creating TasInsure is actually going into opposition with Tasmania's only local insurers, they call themselves - and was it considered that rather than trying to recreate the TGIO, which obviously for reasons was sold along with - I think most states have sold their insurance companies, their own companies, to actually support RACT or going into business with them to try to lower premiums, rather to recreate and go into opposition with a Tasmanian-based insurer?

Mr ROCKLIFF - Thank you for the very considered question. We're not there to recreate the TGIO. We are there to insert a policy, and this is a policy of ideas and elections about policies of ideas. Our policy was TasInsure because we have consistently, and I have, as I travel Tasmania - people have raised this issue as a massive input and increasing input cost into their small businesses, for example. People are either not insured, under insuring or not obtaining insurance. The RACT, at this point in time, did not offer small business insurance. They have other products, such as automobile insurance, of which we are not stepping into that market.

The insurance industry nationally reached \$6 billion of profits last year, and I've spoken to small businesses in Queenstown, a small business in Queenstown, who's had a 300 per cent increase in premiums since around 2020 or so. So the system is broken, and the system needs intervention, and I want to protect Tasmanians from rising insurance premiums based on mainland prices. It's simply not fair. I have raised this nationally. This is not something that I've suddenly become concerned about.

I've been to, particularly, Tourism forums with ministers across the country, including the federal minister where I've put this on the agenda, particularly as it hurts the visitor economy and tourism and hospitality businesses, as I best understand it. In the absence of a national approach to this - and there were moves for a national approach to address some of these challenges - we decided to have the policy TasInsure. I have a discussion paper, Chair, and we've released a preliminary draft bill as well, but to your very good question around the RACT, which I have engaged with -

CHAIR - So were they approached with working with the government rather than creating a new insurer, perhaps, for them in consultation or with the government to take on small business to work together with them to actually increase their business rather than create a whole new entity?

Mr ROCKLIFF - Yes. Notwithstanding, the RACT is, as I understand, the only mutual insurance firm, if I can call that, left in Australia. I agree with you. They are a very good corporate citizen, and they've got a very strong and trusted brand. On page 7 of the discussion paper, I talk about key policy issues and questions for consultation. Part of that - and I'll quote from it, Chair, because it's very relevant to your question:

Views in relation to the proposed model, framework or structure of TasInsure, including considerations around scope, mandate and product offering. The design and components of the implementation plan, including phasing in arrangements, prioritisation of product offerings and target customers and groups. Potential partnerships or delivery models that may support TasInsure and its objectives, including local councils and community organisations.

And so very open to working with the RACT.

CHAIR - I guess my question is, with respect, did the government contact or communicate with RACT about the fact, as you've mentioned, they don't do small business insurance? I don't know whether they do or not because I've never actually tried, but I'll take the fact that you've said they don't. Did the government communicate with RACT to see if they would be willing to join with the government to increase - to put money into something that's already there rather than try to recreate a whole new entity such as TasInsure?

Mr ROCKLIFF - As I say, I'm happy to engage with the RACT in the delivery of this policy.

CHAIR - So they haven't already. I guess that's my question. When you came up with the policy with TasInsure, there was no intent to -

Mr ROCKLIFF - I had no personal engagement with the RACT, but we are happy to engage with their ideas and deliver on the policy and the policy commitments and objectives. No one's saying that TasInsure will cover 100 per cent of the market, and, indeed, this is, if you like, a mum's and dad's small business policy for those people and businesses. This is not about the big business, or the Woolworths, or the Coles or the large businesses. This is about mums and dads and small businesses. There's no doubt in my mind that insurance companies need to sharpen their pencil, seriously sharpen their pencil, when it comes to insurance. It is not fair

PUBLIC

that Tasmanians have not even been able to insure, even if they want to, and it's not fair on Tasmanians that they're either underinsuring or not insuring at all.

CHAIR - I think you've answered my question, Premier.

Mr ROCKLIFF - Well, the system's broken, and so when the system's broken, there needs to be a policy that intervenes, and that's what we've done.

CHAIR - I understand. I'm not going to go on, but the actual answer is no. The government did not endeavour to work with RACT to take over small business insurance rather than create an insurer.

Mr ROCKLIFF - Yes. I've had no personal engagement with them.

CHAIR - So it's just small business. Home and contents, I'm assuming, would be something else TasInsure would undertake? Small business insurance, home and contents?

Mr ROCKLIFF - We want to support our mums and dads and our families, yes. That's our intention, but again -

CHAIR - Not-for-profit?

Mr ROCKLIFF - Well, that's the point. See, insurance premiums have increased by some 35 per cent on average, I'm informed. MAIB, the Tasmanian-owned insurer - and premiums have increased by some 5 per cent over a similar period - are managing their business very well, in my opinion, also have a role to play. So notwithstanding the comment I made yesterday, one minute everyone's building me up about selling off GBEs, and the next minute, you're trying to create a GBE that supports Tasmanians, and everyone flies off the handle.

CHAIR - It depends if you're going to -

Ms WEBB - It's a straw man argument. Just move on from it.

Mr ROCKLIFF - No, no. Well, it's true. It's true.

Ms WEBB - Not cutting them is not the same as not wanting to create a new one.

Mr ROCKLIFF - I would disagree with that. Anyway.

Ms WEBB - It's a false equivalency.

CHAIR - I appreciate your answer, Premier.

Mr ROCKLIFF - We cover, in the discussion paper, product scope, financial risk management, the regulatory context as well. I'm happy to table the discussion paper and -

CHAIR - If you could, that would be good.

Mr ROCKLIFF - Or discussion paper, at the very least, at this stage.

PUBLIC

CHAIR - Yes.

Mr ROCKLIFF - The draft bill is also out there for public consumption, and I'm very pleased to be able to do so.

CHAIR - Thank you, Premier. I have one question. I'm not sure it fits in this area. You're probably going to say it's not even yours, and that's fine - before I go back to Ms Webb. It's regarding some consultation, and the reason I will ask in this area, it was to do - because I know that you've been involved in many aspects - it was to do with the short-term accommodation. I know that's not your portfolio, but what I'm going to ask you is, it was from a director of the Short Term Accommodation Association, and it was to do with that consultation that's happening. It was to say, 'I've received advice from Premier Rockliff's office earlier this week', hence the reason I'm asking you, 'that the government intends to release a draft Short Term Rental Accommodation Tax Levy Bill and accompanying discussion paper for consultation', and it was the consultation period from 2 December to 27 January.

Premier, you would have to say in a short term -

Mr ROCKLIFF - So eight weeks.

CHAIR - It's over the Christmas period, 2 December to 27 January. Would you not consider, particularly when we're looking at short-term accommodation, something which is holiday rental mainly that - so can I have an understanding from you that perhaps that could be increased for the government to actually go out - any consultation, regardless of what it is - over a Christmas period, I'm sure that you would have to consider that's really inappropriate. 2 December to 27 January.

Mr ROCKLIFF - It's a short consultation.

CHAIR - It is over a Christmas period. That's the issue that I have, and it's the issue that they have.

Mr ROCKLIFF - Would you like me to increase it by a fortnight?

CHAIR - I believe it definitely needs to at least go into February. Yes.

Mr ROCKLIFF - All right. We'll do that. Very good. Thank you for the question.

1.2 Child and Youth Wellbeing.

CHAIR - Thank you, Premier. Ms Webb, are you happy to move on to the next area and perhaps, if we have time, we could come back to 1.1?

Ms WEBB - Yes.

CHAIR - Unless members have any more questions. So, 1.2 Child and Youth Wellbeing. Ms Webb. Thank you, Premier, for that.

Mr ROCKLIFF - Thank you, Chair. Thanks for the questions.

PUBLIC

Ms WEBB - Just shuffling my bits and bobs around here. Some of the things I'm interested to talk to you about in this area, in the child and youth wellbeing, relate to some commission of inquiry-type matters that still sit with DPAC and most likely under your purview, to some extent, Premier.

One relates to your government's commitment to a whole-of-government trauma-informed approach, which is admirable, in relation to commission of inquiry findings and really important. Can you confirm that all victim-survivor support programs and services established as part of the government's formal response are maintained and will continue to be maintained through the forward Estimates period at least.

Mr ROCKLIFF - I wasn't advised that they won't. Naturally, we'll have the May Budget to detail those matters, but the answer's yes.

Ms WEBB - Yes, great. So the concerns that a survivor support service might be wound up at the end of 2026-27 are not well-founded concerns.

Mr ROCKLIFF - Not well founded.

Ms WEBB - Great.

Mr ROCKLIFF - Understandable in terms of asking the question, but we're committed to those investments. Thank you.

Ms WEBB - I appreciate you confirming that. I wanted to ask questions around the child wellbeing strategy, which did sit with DPAC and now essentially has been, I gather, shifted to DECYP and into Department of Health in some fashion as relevant to the matters in the strategy.

The thing that concerns me about that is whether then it becomes harder for us to track progress and track funding being applied to the elements that are in the child wellbeing strategy. Such an admirable strategy, the development of that back in the day, I think it was released in 2021.

Mr ROCKLIFF - It was. Correct.

Ms WEBB - The development process was exemplary. I absolutely recognise that, but now I'm concerned that it's drifting away from us and that we are moving on to other priorities which, while worthy, take us away from actually still having this be a living strategy. Can you respond to those concerns and talk about how your oversight and whole-of-government oversight of that - what that still looks like.

Mr ROCKLIFF - Thank you. I'll throw to Kath in just a moment, but I see this as always my responsibility and my level of accountability as the head of government in terms of the premier of the day, in terms of implementation of the commission of inquiry recommendations, but more broadly, the strategies you speak of within the purview of DECYP and Department of Health, which are the main funders of the strategy. Notwithstanding that, though, there will always be a high level of accountability back to me as premier. Kath.

PUBLIC

Ms MORGAN-WICKS - Through the premier, and also in having a look at the structure of DPAC, the number of priorities that DPAC's managing, but also the tendency for DPAC to step in to establish or to lead the commissioning of a reform.

But once and often that's involving the coordination of agencies, ensuring that agencies are actually delivering to agreed outcomes, the child and youth wellbeing strategy has recurrent funding for established projects, which are well within the remit of DECYP and Health, and as such we have transferred that responsibility for the strategy to those agencies.

That is not to say that, for example, Secretary's Board wouldn't seek updates in relation to the ongoing performance under the strategy or for those items, but DPAC does need to look at each of the priorities that we continue to manage as new priorities also emerge. Another factor into that has also been the significant amount of work under the commission of inquiry, which DPAC needed to squarely step into as the central coordinating agency for that.

Ms WEBB - Thank you. I understand that, in terms of it, though, not having one single agency now responsible for, say, reporting, where does, say, the annual report production on the Child and Youth Wellbeing Strategy? Where does that responsibility sit, given that it is across various agencies?

Ms MORGAN-WICKS - Through the premier, in terms of the next stage of supporting, we are, at the moment, undertaking a review of the audit of the programs, noting that we have recurrent funding that's ongoing. This review would need to consider whether there needs to be another action plan, and in terms of that reporting, we're happy to take that into account.

In terms of what ongoing reporting could occur in relation to the outcomes being achieved by, for example, the kids care clinics, which have been established and which are now under the purview of Health, the sustained nurse home visiting program, again delivered by CHaPS, and well within the purview of Health. Bringing Baby Home, which is being delivered by DECYP, and also the Child and Family Learning Centre staged outreach model delivered by DECYP, which should all be reported in their annual reports, also in terms of key programs and deliverables.

Ms WEBB - The thing that concerns me about that, because obviously they are all wonderful programs and important, we had a strategy with a first action plan, 2021-25, and it's just been described, it's now under consideration whether we even have a next action plan under this strategy, which, if we don't choose to have another action plan, essentially the strategy as a separate concept, comes to an end, which seems a great shame, given that it is - the development of it was so comprehensive. It's set around those areas of importance for children and development, and it did have data outcomes that were supposed to be reported on.

Without there being an action plan that draws the connections between all those different funded services and reports against data outcomes, how are we actually tracking progress then on child wellbeing in the state? All we'd be tracking is progress on funded services, not tracking progress on child wellbeing, if we don't have an action plan and we don't have central reporting.

Mr ROCKLIFF - Under the Department of Children and Youth, we'll be tracking that wellbeing progress. I know that the Department of Education, when I was Education minister, at the very least, had a wellbeing survey from year 4 to year 12, which we started maybe in

around 2017, I thought from memory, but which was a good idea, in tracking wellbeing and the like. The strategy, of course, was released in 2021.

I believe the department came together after the strategy was released, but I'll just check the record on those dates as well. So now we've got that whole department working on all matters, not just education, but youth as well. It's the important department to be driving the strategy but also being held accountable to its role as well.

Ms WEBB - But if we're not reporting against the strategy, we'll lose track of how we're going against the domains that are outlined in that strategy. We set up particular outcome measurements, we set up data snapshots, which - I'm not sure how many iterations of the data snapshot were produced. I can't find one past 2022, but we seem to have abandoned the idea of measuring ourselves against the strategy, the domains in it and the data and outcomes that we had gone to great pains to put together under that strategy.

Mr ROCKLIFF - Thank you. I think we would value Courtney's -

Ms WEBB - In the interest of time, perhaps, can we register, in terms of a review that's being undergone, a concern that actually we may abandon this work in a meaningful sense, in a comprehensive sense? It was such exemplary work to begin with, Premier. Can I register my concern about that and ask that you and your department give some thought to how that doesn't occur?

Mr ROCKLIFF - Sure. Absolutely. It's not my intention, but okay.

Ms MORGAN-WICKS - Through the Premier, very happy to note that concern, but noting that the Child and Youth Wellbeing Strategy and the enormous amount of work that went into it was in a very different time in terms of governance structures and departments and prior to the commission of inquiry, which is also impacting in terms of child and youth wellbeing.

I am noting that a strategy that has been born out of 2021 period and onwards and now the significant, very positive programs that have developed out of that strategy, which to be honest may not have occurred if that strategy had not been pulled together.

But there does come a time in terms of strategic policy support and monitoring, et cetera, ask the question, how many pieces remain as a strategy and monitored as per that? How many become business as usual for government departments? Or how many, noting the creation of the Department of Education, Children and Youth, that are also pursuing their own reform and strategic policy pieces, that it is into that next iteration of policy development.

But we'll absolutely take your concerns into note and I'll have a conversation with the secretaries of both DECYP and Health to ask how will they continue to report in terms of the outcomes of the programs that have been set up under the strategy.

Ms WEBB - Thank you, I appreciate that, particularly the indicators that have been there.

Ms MORGAN-WICKS - Thank you. Noted.

CHAIR - Mr Hiscutt has a question.

PUBLIC

Mr HISCUTT - Thank you. Premier, in relation to the key deliverable youth participation and engagement, \$35,000 next year, I understand it. I'm wondering what the participation was, to participate in what? I'm not sure if I'm reading it correctly in that is youth participation across government community or it is the understanding of youth participation across government community? If you could give me an explanation on it then I might have a follow-up question.

Mr ROCKLIFF - Yes, sure. It surrounds increasing employment opportunities for young Tasmanians and supporting the employment of young people in the Tasmanian State Service enables a workforce that is both the right size and shape to deliver services to the Tasmanian community, but also a workforce with a balanced age profile.

Mr HISCUTT - So it is workforce participation.

Mr ROCKLIFF - Yes, and ensuring that vital skills and knowledge are transferred and renewed, supporting a continuous pipeline of talent of young people, of course, which is enormous, and also future career options as well when it comes to this particular matter. As of interest, 30 June 2025, there were 5397 people under the age of 30 working in the Tasmanian State Service, compared to 5219 at the same time last year. So it is a 14.4 per cent increase. Actually, it probably wouldn't be that much. This represents an increase. I'll get those figures for you. But that is important, and the growth is encouraging, and we know there's more to be done. So that is good.

Mr HISCUTT - I am happy with the answer.

Mr ROCKLIFF - Of course we've also made commitments to supporting youth employment in the Tasmanian State Service, et cetera. I've just also been informed as well, notwithstanding the importance of youth engagement and workforce participation and getting more young people into the employment areas within the State Service, but also an organisation that may well have come across your interactions, no doubt, would be YNOT which does a very good job, and that particular line item, was it \$35,000?

Mr HISCUTT - Yes.

Mr ROCKLIFF - Refers to support to that organisation, YNOT, which is a youth representative organisation.

Mr HISCUTT - Thank you.

Ms WEBB - Which stands for Youth Network of Tasmania.

Mr HISCUTT - Follow on from that, an area of public service is also elected representatives. Is there any commitment or any funding in the Budget for encouraging youth to stand for local government or parliament sector, something that I've tried to encourage in my area in the past.

Mr ROCKLIFF - That's a very good and noble cause. Of course, we have our youth parliament here, which is very good and encourages youth from across the state to participate within the Chamber of the House of Assembly, which is always very good and good, strong

debates there. So confidence in the future of Tasmania, given the participation, at least what I see in the youth area.

Local government, it is a question for them in terms of encouragement, but we more broadly, we all have a responsibility, in my view, Mr Hiscutt, as we go out and about to encourage people to put their hand up for various roles within local government, irrespective of their political colour, of course.

The Premier's Youth Advisory Council is also an area that the Department of Premier and Cabinet supports, and that gives a direct mechanism to advise government on issues affecting children and young people. It currently has 24 young people aged between 12 and 25, and they are appointed for two terms in a staggered basis. The Premier, the Minister for Children and Youth and the CEO of the Youth Network of Tasmania - YNOT, I mentioned before - are standing members. It meets or attempts to meet some three times a year in person with additional out-of-session meetings as required.

There's another youth engagement meeting with MPs, meeting with ministers, et cetera, which provides for an opportunity to discuss a range of issues affecting youth from their perspective, education system, equity and access, neurodiversity awareness and classroom engagements being discussed, transport access for rural students and barriers to learning, to drive, bus services, mentoring programs. They're terrific topics for discussion which is very valuable to the minister for Education and me. Proposed national social media regulation, including minimum age settings, we've discussed. Youth justice reform, including diversion, protective factors, and youth engagement strategies as well, pertaining to your question as well. That is a very valuable forum as well.

Mr HISCUTT - Thank you for the answer.

CHAIR - Thank you, Premier, and realistically, with it almost being 10.30, it is probably a good time to take a break. If we could stop the broadcast, please, and if we could return just a couple of minutes before 10.45.

Mr ROCKLIFF - Thank you, Chair.

The Committee suspended from 10.27 a.m. to 10.44 a.m.

CHAIR - Thank you, Premier, for the answer to your questions. We still have a couple more questions on 1.2, Ms Webb.

Ms WEBB - Thank you, Chair. I do have other opportunities to scrutinise this area, I'll just focus on a couple of questions. One relates to the updating on the implementation of commission of inquiry recommendations, and we have the quarterly report through to 31 October with that update.

Mr ROCKLIFF - Released last Friday, I believe, yes.

Ms WEBB - Yes. I'm just wanting to get you, if you will, to confirm that, in terms of any recommendations in that where there's a delay indicated in implementation, can you confirm that those delays in any instances have occurred because of current funding cuts or constraints, or vacancy control measures, or any of those budget considerations?

PUBLIC

Mr ROCKLIFF - Kath, would you like to speak to that, please?

Ms MORGAN-WICKS - I can confirm that the delays are not due to a budget cut or constraint within, for example, I think, DECYP probably has a large number of the recommendations that have moved in time, certainly because those budget efficiency dividends, for example, I am advised, have been quarantined from those particular areas: for example, out-of-home care, the closure and transition of Ashley Youth Detention Centre to the Pontville site, et cetera. In fact, budget funding has increased in those areas.

In terms of the budget and the way in which we've been managing the COI budget, from a central point in the DPAC team, we actually do monitor expenditure per allocation in COI. Certainly, where there's been under-expenditure, we have reprofiled particular amounts, for example, or shifted it, for example, providing additional funding into victim-survivor support services in a particular year, but that's often meant that funding has then been reinserted into an outer year, et cetera.

We're looking at, and we always knew and we did our absolute best effort when we received the 191 recommendations. We did our original estimates in terms of the budget, which then achieved, I think, slightly over the \$400 million in terms of the allocation in the 2024-25 Budget, but as we get deeper into the implementation, as we do the design and the planning work, we will keep coming back in terms of budget committee.

I know that there are recommendations in there, for example, as we shift out to the 2026 and 2029 recommendations, where we will be having a conversation about the forward budget and increases that might be required. At the moment, these delays - there are recommendations that actually have moved forward. We've moved forward some recommendations from 2029.

Each and every one, we've sat down with Robert Benjamin to discuss those reasons, and it's absolutely on the focus on getting it right and making sure that the quality is right, and that we're not just trying to tick something off quickly and not doing it properly, and also to try to make sure that we have integration.

These recommendations aren't able to be delivered on their own. Many are integrated and require foundational work before we can fully complete. We're absolutely, as a DPAC-coordinating centre, working very closely with our departments to make sure that they are responding to each and every recommendation.

Ms WEBB - I appreciate that confirmation. Thank you. In terms of the central work that's being done still within DPAC, just to check in that they're still a central unit under your responsibility, Premier, and the head of the State Service that is responsible for the investigation and progressing of relevant ED5 matters, some of which have been very ongoing. That's still sitting with DPAC and under your purview in that sense?

Mr ROCKLIFF - Yes.

Ms MORGAN-WICKS - Yes.

Ms WEBB - Okay. I won't delve into that in much detail, but I do want to check in about the ones that people are often quite interested in, which is the very long-term, ongoing

investigations of suspended state servants in this area, some of which are now pushing out beyond 1800 days on full pay.

What I note when I look at the updates that are provided as part of routine disclosures on the DPAC site, the note that sits at the bottom of the current update, page 13, in relation to some of these very long-duration suspensions on full pay, and it's note B which talks about the fact that there are nine ED5 processes that have been ongoing for these very extended periods, and they've been subject to additional allegations requiring further investigation.

My concern is does that indicate to us that, if new allegations come to light on these particular individuals who are currently being investigated under ED5 protocols, that is just going to keep pushing this out further and further? Or is there not a point at which you can complete the current matters that are being investigated, regardless of any new ones that crop up, and come to at least an assessment of the ones that have been in place there for a long time as allegations? What is this process? Can it just keep getting kicked down the road?

Mr ROCKLIFF - Thank you for the question.

Ms MORGAN-WICKS - Thank you. Noting that we have our Shared Capability and Investigations Unit that is set up and is dedicated within DPAC to manage those serious matters of misconduct, at the moment that unit is focusing on the long-term suspension matters involving Ashley Youth Detention Centre.

That unit is very grateful for the assistance of Regina Weiss, an esteemed barrister who has been appointed to speak to victim-survivors and members of the public that have come forward with information that is relevant to those matters.

In relation to the number of complaints, if I can just reflect, many of these long suspension matters have multiple complainants that have now come forward to speak. It is quite difficult, because it's absolutely challenging for people to come forward to share their stories and their complaint in relation to a person. They don't do it all at a single point in time. They often will hear of someone else who has come forward and then choose to share that information.

With each approach, we're obviously handling that in a trauma-informed matter, which might mean that it takes several meetings to actually receive the full story that they wish to tell. For example, in one matter that we're currently handling, I would not identify any person, but it now involves 28 complainants: 28 complainant statements over 45 allegations of breach was mentioned in the Ashley class action, has had national redress claims and civil claims, but is also taking several steps in the Tasmanian Industrial Commission in relation to each action that we take. These are very complex matters. We are absolutely - and in absolute fairness to employees that are involved, making sure that they have the information in relation to the allegations that have been made.

I absolutely get the line-in-the-sand comment. I review, as head of the State Service, every single matter in this unit on a monthly basis and push in terms of, 'Is there sufficient evidence for a decision-maker to make a decision in relation to the allegations against the employee?' We are absolutely pushing, and I hope to have many of these matters finalised in the next couple of months.

Ms WEBB - Thank you for that update. I appreciate it. It's certainly concerning. If there's ongoing allegations coming forward, it's concerning in and of itself, but it's also helpful ultimately if we can have accountability, if there's accountability that's required.

Ms MORGAN-WICKS - If I can be clear, ongoing allegations against employees that are suspended, so not in the workplace.

Ms WEBB - Yes, thank you.

CHAIR - Thank you.

Ms WEBB - Happy to move on, if you want to.

1.3 Security and emergency management.

CHAIR - Yes, if we could. We can always come back to these areas if we have more time. If there's no further questions from members on 1.2, I'll move on to 1.3: Security and emergency management.

Premier, if I could ask you, regarding the severe weather event in the north of the state in September 2024, has there been any review into the effectiveness of the emergency response? If so, what worked well and what challenges were encountered?

Mr ROCKLIFF - Thank you very much for the question. I touched on it very briefly yesterday, albeit not directly as per your question. What I did say yesterday was how well our agency responded to - and across government - to requests for assistance.

The number of grants that were processed very quickly to ensure that people had funds within their bank accounts, particularly with the loss of food and those matters, and I'll just quickly touch on that again.

Regarding the Disaster Ready Fund, which is a partnership of the Australian government, we've secured \$7.6 million in new Australian funding in round two to support the delivery of new projects.

Pertaining to your question, we have delivered grants to 34 local government projects as part of the evacuation resources project, the physical assets needed for evacuation recovery centres, of course, during the storms in late last year which you refer to and widespread power outages.

We also provided funding to support communities including over 750 emergency assistance grants to households, 13,700 emergency food grants, over 2300 temporary living support payments and almost 50 grants to support households replace or repair household items.

To your question, Chair, and you'd be well aware of the unique circumstances of that time and your patch and I understand the great interest that you have around this, and it was uniquely challenging in terms of the large number of adverse weather events in Tasmania requiring TasNetworks to respond to what is unprecedented storm damage. At its peak, the

major outage affected around 47,000 customers who were left simultaneously without power across almost 230 individual outages.

Now, \$20 million was spent in storm recovery efforts, impacting budget across the year and contributing to an \$8.2 million after tax profit result for business. Major improvements were implemented across the entire business following the 24 storm review recommendations, the results of which Tasmanians could all see in the TasNetworks' swift and effective response.

The more recent storms we experienced at the start of October this year, and I have the Department of Premier and Cabinet Resilience and Recovery Tasmania highlights for the financial year 2024 which I will also table.

CHAIR - Thank you.

Mr ROCKLIFF - Despite the impact of the storms, TasNetworks reduced its operating expenses by 3 per cent during the 2024-25, and has an increase in investment in vegetation management. They did a tremendous job when it comes to addressing those important matters. There was a review undertaken following that storm event which I believe we have released. Have we got that at hand anywhere? I know it's publicly available. It's on the website.

CHAIR - It's on the website.

Mr ROCKLIFF - It's on the ReCFIT website, as I understand it. Thank you.

CHAIR - Thank you. One further question. In the Budget papers, and I notice it's not really a footnote, but there is a comment, 'The decrease in total expenditures also reflects the profile of national partnership commitments for the Disaster Ready Fund,' because there is a significant decrease, and I think 2024-25, \$24.379 million, till 2028-29, \$2.737 million. So just asking, are the reductions in expenses over the forward Estimates an indication of reduced scope or activity under this output? If so, what activities or programs are affected?

Mr ROCKLIFF - We will support Tasmanians when they need support, so there's no matters to be concerned of there. We have very much appreciated the Australian Government partnership when it comes to their support in these matters, and of course, we reach a threshold to have that support. A total of eight projects will receive funding across Tasmania as part of round three of the Australian Government's flagship Disaster Ready Fund, helping to make the state more resilient to natural hazards.

Tasmanian communities will be more resilient to increasingly frequent and severe weather events, and with that \$9.71 million to be invested in projects that will enhance hazard mapping, develop planning tools, conduct flood modelling and analysis, reduce fire risk through land management practises and improve emergency response intelligence.

Of course our communications network with which we've invested some up to \$700 million or more over the TasGRN, which hasn't been highlighted as such a significant investment as it should, but that's been a massive investment, which of course can improve our emergency response to Tasmanians.

We will work and respond as we need to for all Tasmanian disasters and we need to, Chair, because the fact is that we - as predicted in our modelling - we will have more bushfires

and more floods as we move forward, and, you know, more of those type of events, fires more recently and -

CHAIR - Events. Thank you.

Mr ROCKLIFF - But you will remember the floods of 2011, 2016 and 2022 as an example.

CHAIR - Right. Thank you, Premier. You have one, Ms Webb?

Ms WEBB - Yes, thank you. Premier, can you confirm that the Resilience and Recovery Tasmania's focus is mainly on what's referred to as 'natural disasters', of fires and floods that we've just been talking about there and those one-off disastrous events, because they are usually characterised by having a specific impact time duration and in a particular recovery time duration. I'm wondering about - because we've recently had to contend with, of course, the COVID-19 pandemic which was disastrous in its own way for our community. We were in an official emergency declaration of official emergency for over a year. I'm wondering what evaluations of that form of longer-term ongoing disaster and its impacts have been undertaken and incorporated into our forward planning here.

Mr ROCKLIFF - More broadly, Resilience and Recovery Tasmania is an emergency management centre of excellence for the Tasmanian government. It is located within the Department of Premier and Cabinet to coordinate a whole of government and strategic approach to your question of security and emergency management. Coordinating disaster, recovery support and delivers security uplift emergency management communications, disaster risk reduction and resilience activities. I've got information around TasALERT recovery security and the like. I'm just not quite understanding your question fully.

Ms WEBB - So emergency management relating to the sorts of emergencies that aren't floods and fires but are like COVID-19 and still have that massive - like we're in a state of emergency that's declared and for an extended period of time under COVID, and where's the planning and the forward planning of that, and where does responsibility sit and what's being done in that space?

Mr ROCKLIFF - Yes. We can speak of national security, counter terrorism and critical infrastructure as well within those areas, and our department's leading a substantial whole-of-government program to continually uplift security and resilience across the state. Our departments work program highlights some of the measures we are taking to safeguard our interests. We're now in our third year of implementing Tasmania's protective security policy framework, as an example, which establishes best practice whole-of-government protective security standards.

Agencies have strengthened security governance and my department continues to drive key initiatives such as: information classification project to support whole-of-government implementation, working on critical infrastructure onus through the Critical Infrastructure Resilience Forum Tasmania to drive industry and government collaboration, building resilience to all hazards and preparing us all to effectively respond to threats, and we're also regularly engaging with national security partners and other states and territories to maintain awareness of emerging security threats and trends, collaborate across jurisdictions and ensure a nationally consistent approach.

Ms WEBB - I think we're probably talking at cross purposes. It's okay. Perhaps there isn't a crossover into this space around the sorts of emergencies or disasters that I was speaking about like our COVID pandemic state of emergency.

Ms MORGAN-WICKS - Through the Premier, the team is also working on the Tasmanian Disaster Resilience Strategy, which is picking up the lessons learned from COVID. That's being led by Resilience and Recovery Tasmania within DPAC.

Ms WEBB - Thank you.

OUTPUT GROUP 2

Government System Support

2.1 Support Services for Government, Ministerial Parliamentary Offices and office of the Governor

CHAIR - Thank you. If there are no other questions in this area, we will go to 2.1, Support Services for Government, Ministerial Parliamentary Offices and Office of the Governor. Mr Gaffney.

Mr GAFFNEY - Thank you. Premier, to me, this is a nuts-and-bolts sort of line item, but there is a little bit of an explanation there about the decrease between 2026-27 to 2027-28. Perhaps you'd like to put that on the record of that support there why there's a change there.

Mr ROCKLIFF - Thanks, Mr Gaffney. I'll just get some information regarding that for you. My advice is it's a reduction in ministerial advisers.

Mr GAFFNEY - That's a good thing. However, I would like to ask the second question there. It does say in this group the Efficiency and Productivity Unit is also funded through this output. Could you just explain what that is and how much is that funding in that output? What does that mean? What do they do?

Mr ROCKLIFF - The Efficiency and Productivity Unit is there and designed to look across the whole of government for exactly that: efficiencies and more productivity. We've also set up a portal, which requests of public servants across the State Service to also feed in ideas in terms of where they can see efficiencies themselves. We've had some good feedback, particularly, as I understand it, from a number of people.

As 16 November, there have been 245 responses to the survey, putting forward 432 suggestions to improve the efficiency and productivity of the State Service. The majority of respondents, as I was leading to, were frontline workers, such as teachers, doctors, nurses, police officers, rangers, customer service officers.

Employees from the Department of Health have provided the most responses, some almost 30 per cent, followed by the Department of Natural Resources and Environment. The theme of responses to date as follows: in the area of digital data and technology, internal processes, policy and regulation, procurement and resources, staff health and well-being, and workforce culture. Kath, would you like to talk more about the unit?

PUBLIC

Ms MORGAN-WICKS - I was going to provide, through you, Premier, some further examples.

Mr ROCKLIFF - Yes, okay. Sorry.

Ms MORGAN-WICKS - I'm sorry. Examples of the feedback that has been received by going out to our staff to ask them to identify matters of efficiency and productivity: for example, the vehicle fleet, which is currently managed by individual business units rather than a pool of fleet vehicles per site, meaning significant inefficiencies with fleet utilisation so suggested as an area to look at; opportunities for AI to streamline routine work processes, and in the voice of the person submitting, 'I can think of some regulatory processes that could be made more efficient through the use of AI', is what has come in to us; review delegations to ensure that straightforward issues can be dealt with at a lower level and avoid bottlenecks in approval chains; and procurement and resources, such as efficiencies in purchasing, contracts, or use of assets and resources; investment in systems for departmental human resource and payroll management, which is actually being achieved through HRIS and People Central.

Mr GAFFNEY - That seems like a great initiative. Just a couple of questions there: when you say a 'unit', is that a group of people, or something comes in and that gets pushed out to the relevant department to investigate or look at? How does that function?

Ms MORGAN-WICKS - The EP Unit will actually be analysing each of the responses and trying to gather them in terms of the highest value and most return, I suppose, in terms of a department having a look at the prioritisation and lists. EPU won't just funnel out the items that individually come in direct to departments to then add to their workload. We'll be working in a strategic way, but that is not the only source obviously for EPU in terms of the work program that they will undertake.

Mr GAFFNEY - Another couple of quick questions: how long has the portal been in place? How long have you been using that sort of system?

Mr ROCKLIFF - Just a couple of weeks.

Ms MORGAN-WICKS - Since Budget day.

Mr ROCKLIFF - Budget day.

Mr GAFFNEY - It's been efficient so far?

Mr ROCKLIFF - I'm pleased with the response. It was designed to engage people across the State Service who know like no other where we can provide more efficiencies. The 432 suggestions and 245 -

Mr GAFFNEY - In a couple of weeks.

Mr ROCKLIFF - Yes.

Ms MORGAN-WICKS - In a couple of weeks.

Mr GAFFNEY - That's awesome.

PUBLIC

Mr ROCKLIFF - As of 16 November.

Mr GAFFNEY - Was that designed inhouse, or did you have to get that from somewhere else, the portal?

Mr ROCKLIFF - Inhouse.

Mr GAFFNEY - That's terrific.

Mr ROCKLIFF - It's very efficient.

Mr GAFFNEY - I hope the portal will be used in other organisations. It would be very good.

Ms WEBB - Mr Gaffney's interested in portals in other areas.

Mr GAFFNEY - Thank you. That's good.

CHAIR - Mr Edmunds has a question.

Mr EDMUNDS - Thank you. With the suggestion around AI, what sort of work do you see that could be done or tasks?

Mr ROCKLIFF - That's a very good question, and we're working through that now. I touched on it very briefly yesterday, Mr Edmunds, in terms of the opportunity. I'll come to that in a moment, but I have to say, increasingly so.

I refer to when the federal minister, Katy Gallagher, recently speaking about the use of AI in the Australian public service and the desire of the government to see it widely taken up. The federal minister said to take hold of the opportunities that AI presents, and there are enormous opportunities. There are also some learnings and there are some cautions as well we need to be very mindful of, but for Tasmania, too, in fact, surveys have found the real productivity benefits saving up an hour a day in some cases.

During the year, work was completed on the national AI assurance framework, and our government has published guidelines for responsible AI use, developed a future policy roadmap, as well as contributing to ongoing national AI regulation discussions.

In terms of digitisation, we now have 132,000 customers with a myService digital account with Service Tasmania, we have over 90,000 TasALERT users on the new app, and we have 7500 network users across our Tasmanian Government Radio Network. The project has won a major national award, and Tasmania's the only jurisdictional globally with all emergency services on a single platform.

I've mentioned Human Resources Information System earlier today, and Justice Connect is focusing on a major digital transformation of the state's justice system. We've got eCabinet, and we're also working on a Fisheries digital transition project as well.

Mr EDMUNDS - Yes, the specific tasks. That's what I'm interested in.

Ms MORGAN-WICKS - It's probably also to make the point that AI is pretty much being used by every single person every day. The minute you do a Google search, it's providing you already with an AI-generated summary of most of the representations on search results.

For the public service, we absolutely do need to embrace AI but to do in a safe way and to do it in a transparent way and to have that open conversation with our staff. There's the head of the State Service. That's probably where I'm trying to lean forward in terms of a positive sense towards that.

In conversations with our interstate colleagues, there are many, many examples of work under way in other states and territories in terms of the use. We've got the Victorian government, for example, cutting red tape and reducing waste in public process by digitising forms and using AI to triage responses received via digital forms. We've got Queensland that has QChat, for example, a generative AI tool to assist with everyday tools, such as the drafting of documents, with other states implementing similar tools.

In New South Wales, for example, I know also from our experiences in reviewing the LA fires, the rural fire service in New South Wales is using an AI system called Athena to predict bushfire behaviour, and that's something that we've recently had a briefing in relation to that prediction and what was used and is being developed out of the LA fire example from our own fire service. For example, within our own Department of Premier and Cabinet, we are working with a local vendor to trial the use of an internal AI tool, certainly to help in terms of efficiencies and administrative, and also policy development, when significant numbers of submissions, for example, are received, and to try to receive a near immediate review of those submissions, but in an internal and safely secure tool, certainly that is assisting us.

It doesn't always take away, however, the human effort, and teams backing up and pulling out various submissions, et cetera, but to give you the quick sense of where something may be heading so that someone can continue to work on that policy development at the same time as a human and manual process of reviewing submissions. That's the benefit of that tool.

From our perspective, we absolutely want to see the positive and safe use and expansion of AI to develop and deliver a better service for Tasmanians.

Mr EDMUNDS - I'll ask a specific question because I had something put to me that specifically in terms of policy development, this was done through AI and then submitted to OPC. Is that correct?

CHAIR - I think Hansard probably needs to - the TasInsure?

Mr EDMUNDS - Sorry. The TasInsure policy was done via AI and then put through OPC and then ended up in that document. Is that correct? Is that the beginning of this process that you just talked about with policy development?

Mr ROCKLIFF - The policy was done during the election.

CHAIR - Thank you, Premier. We have a follow-up question from Mr Hiscutt.

Mr HISCUTT - Thank you. Just following up on the use of AI, and I take a little bit of issue. I know that's the common language that's used, but it's a lot more probably automation

and technology than it is actual artificial intelligence, and language is important. What strategies is the government taking to mitigate the risks of misinformation within that?

I mean, there's plenty of times where I've searched something on Google, and the AI has told me something that is clearly not right because it's of a technical nature, and also the security risks that might come from using technologies that are outside of government control. If you're asking it to review all these submissions or something like that, that it's not then providing information that shouldn't be public to a system that may not be on government service. So both those questions.

Ms MORGAN-WICKS - Through the Premier, that was through an internal secure AI tool. We certainly wouldn't be putting it into the public domain.

Mr HISCUTT - So developed, yes.

Ms MORGAN-WICKS - So we absolutely take the treatment of all submissions through to a government process in a secure and safe way.

Mr HISCUTT - Thank you. And the triaging to make sure the accuracy of that, is that something that's reviewed?

Ms MORGAN-WICKS - Through the Premier, yes, absolutely. That's why it's about actually piloting the use of the AI tools against both a manual - so human-reading process to read 8000 submissions that may be received with tight deadlines in terms of preparing the response against the accuracy of what an internal and secure AI tool can produce.

Mr HISCUTT - I get concerned, obviously, and the statement is a caution of things like the Robodebt and things like that that are done by automation that have caused lots of problems in the past. So it's just a cautionary tale, I guess.

Mr ROCKLIFF - You're very right to ask us a very good question. We do have the Guidance for the Use of Artificial Intelligence in the Tasmanian Government. It was released in September last year. I believe it's online, but it highlights the importance of your question.

Mr HISCUTT - Thank you.

CHAIR - Would you like to table it, perhaps? Are you able to table that document?

Mr ROCKLIFF - Yes.

Ms MORGAN-WICKS - Through the Premier, I think, and also with respect to the Robodebt example, there were of fundamental human decision-making failures that have been discovered through a review of that in allowing that automated tool to continue.

CHAIR - Thank you. Ms Webb, do you have a question?

Ms WEBB - It was going to be about whether there's a set of guidelines available that's in a public domain for people to be able to see what is guiding the use of AI and automated technology in the government.

PUBLIC

CHAIR - So that's been answered.

Ms WEBB - The existence of this document that's just been tabled, how often is that updated given the fast-moving pace of this technology space?

Mr ROCKLIFF - That's a good question. The latest date, September last year. I'm not sure how often, but -

Ms MORGAN-WICKS - Through the Premier, I'd pretty much say I'd be happy to guarantee it's under regular review in terms of our - and particularly given our own digital services unit that sits within DPAC.

Ms WEBB - Then underneath that guideline, is there a set of policies that all state servants must be aware of and able to be implementing in their roles when it comes to the use of AI?

Ms MORGAN-WICKS - Through the Premier, the guidelines are the guidelines at the moment. This is an evolving space, and, really, we are giving that indication of our intention to lean into it, and I expect furthermore detailed guidelines to roll out.

Ms WEBB - Thank you. Can I just add one follow up one to the earlier questions?

CHAIR - Question? Because we are -

Ms WEBB - It's a quick one. It may have been answered and I missed it when Mr Gaffney was asking about the EPU. Is there a specified amount that's being spent on the EPU this financial year and over the forward Estimates? Has that been detailed?

Mr ROCKLIFF - That was a question from Mr Gaffney. It was.

Ms WEBB - Sorry. Then I will go back and look.

Mr ROCKLIFF - But we can - no, no. I didn't answer it. I don't know if we answered the question.

Ms WEBB - You mentioned it was in the Budget, in this line item, but I wanted a break-out amount.

Mr ROCKLIFF - Yes, \$1.5 million in the 2025-26 year and \$1.5 million in the 2026-27 year.

Ms WEBB - Across the two years, thank you.

Mr ROCKLIFF - Yes, three in total, I believe.

CHAIR - Thank you. Mr Edmunds has a quick question.

Mr EDMUNDS - Thank you. I misspoke before. I didn't mean the policy. I meant when you were doing the draft bill. Was the draft bill developed using AI?

Mr ROCKLIFF - The draft bill was developed by OPC.

Mr EDMUNDS - But before it got to OPC, had it gone through AI?

Mr ROCKLIFF - It was worked up in a number of areas. Possibly.

Mr EDMUNDS - Thank you.

CHAIR - Thank you. Thank you, premier.

2.2 Principal and Subordinate Legislation

CHAIR - Mr Hiscutt.

Mr HISCUTT - As we're speaking about OPC, given the government's important commitment to enable the Independent members more access to OPC into the future, I wanted to confirm that there's sufficient funding available for that potential increased usage of that service? The budget doesn't show any particular upticks.

Mr ROCKLIFF - That's our understanding. The challenge we have with OPC is the access to drafters nationwide. There's a shortage, I understand.

Ms MORGAN-WICKS - Through the Premier, as advised by OPC, they currently have seven legislative drafters and four administration officers. They advise it takes approximately seven years to train a legislative drafter to be able to work on moderately complex legislation with minimal supervision. They currently have three vacancies from entry-level drafters to more experienced drafters, and so that is a continual recruitment effort to try to attract legislative drafters, but it's not impacted by any budget concern there. It's trying to get the best people.

Mr HISCUTT - Do you know how long those positions have been vacant for?

Ms MORGAN-WICKS - I don't know that, but I could inquire with OPC.

Mr HISCUTT - Yes, if you wouldn't mind taking that on notice.

I noticed a small dip in 2027-28 in the Budget on page 214. I wanted to see if there was any explanation of why there's nothing in the notes regarding that line item to describe that, and I wanted to know why it would go down for a year before going back up when most other items steadily increase.

Mr ROCKLIFF - Thank you for the question, Mr Hiscutt. I'll provide the answer for you. Thank you.

Ms MORGAN-WICKS - Sorry. I'm just looking. It looks like about \$28,000.

Mr HISCUTT - Yes. It's not large. Normally they trend a particular way. So I wanted to know if there was an explanation.

PUBLIC

Ms MORGAN-WICKS - That might be something that Shane can speak to on the 27th pay.

Mr GREGORY - Through the Premier, the year before the dip, there's 27 pays, and then the following year, there's 26.

Mr HISCUTT - Yes. I thought I'd seen that previously.

Ms MORGAN-WICKS - Yes, and that's a Treasury phenomenon in - well, no. I shouldn't say it's a Treasury phenomenon. My Treasury colleagues won't be happy, but they plan for the 27th pay, which occurs -

Mr HISCUTT - I thought that occurred in the 2025-26 year because it'd be the end of -

Mr GREGORY - It can happen in different years. It depends on when they pay weeks fall.

Mr HISCUTT - So across different departments, might be different. Yes, okay. Maybe that's the issue, then.

Mr GREGORY - Yes, you could even have - if different departments are on different pay weeks, you could even have -

Ms MORGAN-WICKS - And they accrue in readiness for the 27th pay and then budget for it.

Mr ROCKLIFF - Yes, that's all right. In lots of other areas it's been on the 2025-26 line items and uptick, but this one must be on the 2026-27. So understood. Thank you.

CHAIR - Thank you.

Mr HISCUTT - I don't have any further questions.

CHAIR - If it's quick, yes.

Ms WEBB - Yes, it's a quick follow-up on the OPC questions. I wanted to check in with you, Premier, about the key principle when there's drafting work being done by OPC on behalf of MPs, non-government MPs, that that work is understood to be confidential, as in legal advice, essentially, between the drafter and the member. I was recently made aware of an amendment I was having drafted which was seen by a relevant government minister's office before I had approved and finalised it. Given that recent experience, can you clarify that the policy position from your government, when non-government MPs are accessing OPC, that that is confidential legal work being done for the MP?

Mr ROCKLIFF - To the best of my knowledge, yes.

Ms WEBB - Thank you.

2.3 State Service Employment and Management

CHAIR - Thank you. We will now move on to item 2.3, State Service Employment and Management, and Mr Edmunds.

Mr EDMUNDS - Thank you, Chair. I know we're starting to run out of time, so I'll be pretty to the point. Who came up with 3 per cent global wage offer? Where did that come from?

Mr ROCKLIFF - Where did it come from? We have a public service - what's the full name?

Ms MORGAN-WICKS - The Public Service Industrial Relations Committee.

Mr ROCKLIFF - Yes, and they provide recommendations. It then becomes government policy, should they be accepted. But ultimately, Cabinet makes those calls.

Mr EDMUNDS - And who forms that committee? Where is it drawn from?

Mr ROCKLIFF - It's drawn from members of the public service and members of Cabinet.

Mr EDMUNDS - Okay. Then, if that was the offer, why does the budget assume 2.5 per cent wage growth?

Mr ROCKLIFF - That's a standard matter for budgets, 2.5 per cent, as I understand it. But the offer is, of course, 3 per cent and that's to allow us the time to sit down with industrial advocates and unions, of course, to work through a longer term agreement.

Mr EDMUNDS - You did mention before about the reduction in numbers across advisers, but in terms of pay, does this 3 per cent or 2.5 per cent apply to ministerial advisers, or has it applied?

Mr ROCKLIFF - My understanding - I'll seek some advice on that. It hasn't applied. My advice, it is determined the same as SES.

CHAIR - If I could ask a question, Premier, and you've probably noticed recently there's been some media with regard to a healthy pay for executives recently in our local newspapers, so it would appear that some agencies have had significant salary increases at secretary level, Health, State Growth, and while I accept that many executives do take pay cuts to work in Tasmania, these increases appear to be well above State Service wage increases. What processes are in place to ensure that the most senior executives in agencies are paid fairly, but also in a manner that's consistent with community expectations and the increases or offers that are made to the general public sector employees?

Mr ROCKLIFF - Thank you, Chair. Mercer Consulting Australia was engaged to undertake a review and make recommendations regarding the current head of agency remuneration framework. Due to the value of the contract, details of the procurement and contract were published on the government's tender website in May 2023.

PUBLIC

Mercer Consulting has provided an initial review report. The review does not make recommendations regarding the remuneration paid to individual heads of agencies. The review was initiated to incorporate all heads of agencies, including state authorities, into the remuneration framework. Is there any further advice there, Kathrine?

Ms MORGAN-WICKS - Through the Premier, in terms of salary increases for heads of agencies, it's a decision of the Premier as employer and that the salary increases that have applied are the same as the SES, which has been the same as PSUWA, so consistent with state servants.

CHAIR - Thank you. Do we have any further questions?

Ms WEBB - Yes, I've got questions in this area.

CHAIR - Ms Webb.

Ms WEBB - Thank you. Premier, I'm interested to discuss some matters arising regarding the recent Talking Point opinion piece published in the *Mercury* on 11 October this year by Coordinator-General, Mr John Perry. As you'd be well aware, an apolitical State Service is key to a fully functioning Westminster parliamentary system. It's crucial to maintain public confidence in our systems of robust governance.

I'm aware that the Coordinator-General stated at a recent PAC hearing that he took the initiative to undertake some private and non-requested work on the proposed AFL Stadium, and he then sought permission to submit it for publication in the newspaper. I believe that's an accurate description of what he's put on the public record. My understanding is that the Coordinator-General is a head of agency in terms of a level and that as a result of that, it's you under the State Service Code of Conduct that would deal with complaints regarding a head of agency.

In light of the sensitivities regarding the risk of the perception of politicising the State Service, when he came to you with that request, did you seek advice from the State Service Management Office or anyone else regarding the appropriateness of a head of agency publishing an apparently personal opinion piece specifically germane to current government policy?

Mr ROCKLIFF - Well, of course, it's his job to attract investment. I mean, this is the Coordinator-General's job. I thought his work was a very good analysis in terms of adding over 206,000 commercial nights in Greater Hobart, particularly off-peak periods, expecting to attract 104,000 interstate and overseas visitors and up to 184,000 intrastate visitors.

Ms WEBB - My question isn't about the content of the report, and I'm deliberately not engaging in the content. My question under this line item is about State Service management and about the politicisation of the public -

Mr ROCKLIFF - There's no politicisation here.

Ms WEBB - Was the work done at the request of government as part of the work of his agency?

PUBLIC

Mr ROCKLIFF - Well, his job, the Coordinator-General's job, is to attract investment and this is a key investment of enabling infrastructure for the state. I would expect the Coordinator-General to be out there advocating for Tasmania, particularly if the enabling infrastructure -

Ms WEBB - Was he asked by your government to do this analysis?

Mr ROCKLIFF - I didn't ask him to do the work, no. No.

Ms WEBB - He stated that he'd undertaken it in a personal capacity, which does risk politicisation. We only have to understand that by presenting ourselves with a counterfactual. If a head of agency decided to personally analyse a key government policy and come up with, for example, a critical result from that analysis and wish to publish it as a personal opinion piece, that wouldn't be seen as appropriate by your government or approved by your government, I would assume. So in this case, why was a personal opinion piece by a head of a state agency allowed to go through? Are you confirming that you didn't get advice on this?

Mr ROCKLIFF - I got a briefing from the Coordinator-General on this matter, but I didn't ask him to do the work.

Ms WEBB - No, no. Not from the Coordinator-General. You didn't get advice from the State Service Management Office or your head of State Service on the appropriateness of a head of agency putting a personal opinion piece in the media germane to a key government policy that wasn't official government work done in his agency on that policy?

Mr ROCKLIFF - No.

Ms WEBB - Thank you for confirming that. Did you give permission in writing.

Mr ROCKLIFF - But his job is to attract investment. I mean, that's what we expect the Coordinator-General to do.

Ms WEBB - Well, the head of Treasury's job is probably to make sure that our finances are in good shape, but if he went and did a piece of personal analysis that was critical of government policy or direction -

Mr ROCKLIFF - The head of Treasury has briefed the crossbench of the situation in an open and transparent manner, Ms Webb.

CHAIR - Let's get back to our questions.

Ms WEBB - Sorry, I didn't catch that.

Mr ROCKLIFF - The head of Treasury has briefed the crossbench and others, no doubt, on -

Ms WEBB - It's the job of a head of agency, is it not, to promote government policy in the execution of their duties, not to hold a personal political opinion or put that into the public domain. Is that not the case?

PUBLIC

Mr ROCKLIFF - No, I believe that the Coordinator-General has acted appropriately because his job is to attract investment.

Ms WEBB - But he wasn't acting in his role, was he, when he put this opinion piece in the paper? He said he was acting in a personal capacity.

Mr ROCKLIFF - If that's what he said, that's what he said.

Ms WEBB - So therefore that breaches the State Service Code of Conduct.

Mr ROCKLIFF - Well, not in my view.

Ms WEBB - It's not your view that it breaches the State Service Code of Conduct for a head of agency to put a personal view into the public domain?

Mr ROCKLIFF - The Coordinator-General's job is to attract investment into Tasmania.

CHAIR - Yes.

Ms WEBB - Thank you. I have one final specific question on this then. In terms of the permission he sought on his evidence to PAC from minister Abetz and from yourself about publishing his personal opinion piece, did you provide permission in writing? Was there a written exchange in relation to that permission?

Mr ROCKLIFF - Not to my knowledge, no. I can't recall that, no.

Ms WEBB - Again, so nothing documented about a head of agency wanting to put a personal opinion piece into the media about a key government contentious policy?

Mr ROCKLIFF - No.

CHAIR - The Premier has answered the question.

Ms WEBB - That's fine. I want that very clearly on the record, Chair. Would never be allowed in the national service.

CHAIR - Thank you. One quick question through you, Premier, and possibly to Ms Morgan-Wicks, with regard to public service numbers and another media noticing that public service numbers rose despite job cut goals, and noticing that Brand Tasmania was one of the fastest growing. Brand Tasmania is coming up later. Can you give us an indication of how that is actually progressing? I noticed that by - was it 2032, looking to cut about 2500 workers?

Mr ROCKLIFF - By 2032, 2800 numbers. 2800.

CHAIR - Well, the media's probably wrong.

Mr ROCKLIFF - No, that's okay. The figure was 2500 for some time and it's now 2800 by 2032.

CHAIR - Thank you. If I could have an update as to how that's progressing?

Mr ROCKLIFF - Sure. Kath?

Ms MORGAN-WICKS - Through the Premier, and I should note since the announcement of the non-essential freeze from, I think, around 12 March or the beginning of March this year there has actually been a slowing in the growth of the public service. So you are absolutely right, Chair, in terms of pointing out that from 30 June 2024 to 30 June 2025 there was actually a 3.3 per cent increase in paid headcount and a 3.6 per cent increase in paid FTE in the Tasmanian State Service. But the growth was actually much higher between June 2024 and March with the announcement of that freeze. So we had some 2.6 per cent of the growth for paid headcount, 2.7 for paid FTE, in that first period of the financial year.

From 12 March to 5 November growth has slowed, and it's to 1.4 per cent. So we are seeing the impact of that in terms of paid headcount, 1.2 per cent in terms of FTE. And if we only look since 30 June this year, we are down to 0.7 per cent, so 0.7 per cent growth in paid headcount and 0.4 per cent in paid FTE.

We have been working very closely with agency heads in relation to their management of headcount and paid FTE within their agencies. I spoke a little to this yesterday at the end of the session, that we do actually have some significant separation levels across agencies. For example, within 2024-25, we are running attrition rates of between 7 per cent and 15 per cent across our large departments. Some 7 per cent in DECYP, for example, or 743 separations; Health at 10.4 per cent or 1384 FTE; DPFEM at 11 per cent; and Justice at 15.3 per cent.

In adding up and looking at those separations, this does equate to close to 3000 separations this financial year or, sorry, the 2024-25 financial year. What we are encouraging each head is to look at each separation carefully. I'm not saying that all those 3000 could not be replaced, but to ask the question.

CHAIR - Yes, to assess it carefully.

Ms MORGAN-WICKS - It is much easier to make a decision in relation to a job that a person has resigned from or retired from than to be looking at, for example, targeted or voluntary redundancies, et cetera. So it's to look at that and try to manage, particularly through natural attrition, as closely as we can.

CHAIR - All right, thank you. Thank you, Premier. If there are no further questions?

Ms WEBB - Just one short one.

CHAIR - One quick one?

Ms WEBB - Yes, it is relating to the Woolcott review and the government response. Just quickly, and we don't need to go into a long commentary on the Woolcott review in it. Government response, will you be responding to part A and part B separately, or are we having to wait for a government response until after part B comes to light?

Mr ROCKLIFF - I think it's a good question. We're expecting part B towards the end of the year, is that right?

Ms WEBB - In December, is my understanding.

Mr ROCKLIFF - December, yes. And yes, so the nature of part A and part B and the interrelated recommendations, we will most likely have a response covering both parts.

Ms WEBB - Thank you.

OUTPUT GROUP 3

Community and Government Service Delivery

3.2 Management and Ongoing Development of Services

CHAIR - Thank you. If we move on now to 3.2, Management and Ongoing Development of Service Tasmania. I have a quick question with regard to Service Tasmania. We're talking about AI and I noticed that many online and digital services have become with Service Tasmania. Are they still having all their services actually able for people to walk into Service Tasmania or are many of their services now only online? Can someone basically, without computer skills, walk into Service Tasmania and conduct any of their business, or are some aspects only online?

Mr ROCKLIFF - Thank you for the question. First, can I quickly shout out to the great work of Service Tasmania? We have face-to-face services at 27 centres. We have phone services and we have services available online and now through the digital portal and app.

Today customers can access over 500 services over the counter, over the phone or online. Just to give you a picture of that, in the year to June 2025 there were over 1 million customer inquiries, in person or by phone; over 132,000 unique myServiceTas accounts created; and over 122,000 transactions completed. As well as paying your bills, new services continue to be added to the range of digital options since we've established the new portal. Of course, we've already added fire permits, and in 2024-25 Service Tasmania formed a Community Grants and Programs Unit so they can now manage Seniors and Companion Cards, the Veterans' Wellbeing Voucher Program, and the Tasmanian Concessions and Discount Guide and Community Grants. They also swiftly deliver emergency assistance grants in times of disaster and recovery, and we've spoken about that as well.

For your information, soon they'll be able to handle the temporary upgrade permit for short-term heavy vehicle registration. They'll be able to connect through to the Marine and Safety Tasmania portal for boat licensing registration and moorings. They'll be able to process digital renewals for the registration to work with vulnerable people. And Face ID will be introduced to the MyServiceTas app. I have a Service Tasmania key highlights document which I can table as well.

CHAIR - Thank you, Premier. One last question with regard to Service Tasmania. What measures are in place to ensure the security and the safety of customer's personal and payment information online? Obviously there's a lot of information held. What measures have we got in place to ensure that safety?

Mr ROCKLIFF - Perhaps if Noeline -

PUBLIC

Ms MORGAN-WICKS - Through the Premier, just to note in relation to your previous question, Chair. So all the services that the state provides are available in person, is my understanding, over the counter.

CHAIR - Are available in person? Right, good.

Ms MORGAN-WICKS - For example, the Commonwealth services that we actually provide are a desktop computer and assistance to customers to be able to access Commonwealth services in ServiceTas. They might not be able to do those transactions over our ServiceTas counter, but we provide that facility and assistance.

CHAIR - Thank you. No, access there. I appreciate that, thank you.

Mr ROCKLIFF - Thank you, Noelene Kelly.

Ms KELLY - Thank you, Premier. With MyServiceTas and the MyServiceTas portal, it links into the existing major systems of the government agencies. For example, the motor registry system, so we don't actually keep specific information around customers and that sort of thing.

CHAIR - So it's all secure?

Ms KELLY - Yes, absolutely.

CHAIR - Thank you, Premier.

Ms WEBB - Can I have a quick follow-up on something that was mentioned there about opportunity or an upcoming option for facial ID identification through ServiceTasmania?

Mr ROCKLIFF - For the app. Yes, ServiceTas app.

Ms WEBB - For the app. Is that going to be via people's phones with their facial ID things that they have on that for their phones already, or is it a system we're having separately and utilising, for example, the information we collect in relation to driver's licences on biometrics and facial ID?

Mr ROCKLIFF - Thank you for the question. Noelene.

Ms KELLY - Through you, Premier. The facial recognition is specifically in relation to renewals for working with vulnerable people and the process will be - so an individual's photo is included within the working with vulnerable people system, and in terms of the renewals, the customer will take a photo and it will be sent through to the system to do an immediate check, and as soon as that check's done, the photo will be discarded. So there's no storing at that point of the individual's face other than the official photo, if you like, that's included in the working with vulnerable people system.

Ms WEBB - Interesting.

Ms KELLY - That's a piece of new technology that we're putting in as we speak in preparation for - I think there's about 50,000 renewals for working with vulnerable people that

PUBLIC

needs to occur in the next 12 months or so. That's a process that's being put in place to assist with that.

Ms WEBB - Is that being used in lieu of providing identity documents of some sort to prove your identity to renew?

Ms KELLY - So there's still the option if people want to come in through a ServiceTasmania shop and do it that way, but this is to provide an alternative option.

Ms WEBB - To confirm identity?

Ms KELLY - Sorry, yes.

Ms WEBB - Right. Thank you.

CHAIR - Mr Hiscutt had a quick question.

Mr HISCUTT - Thank you. There was a lot of discussion in local government about co-location of ServiceTas within local government buildings.

Mr ROCKLIFF - Yes.

Mr HISCUTT - Obviously a lot of people go to pay their rates at ServiceTas and go to pay their fines at the local council and get confused. Has there been any update on where that is progressing? Is there any movement in that area or is that something that's sort of off the table at the moment?

Mr ROCKLIFF - Thank you. It's a very good question. In my local patch, of course, the Paranaple Centre in Devonport contains a very good ServiceTas, which incorporates the local government staff, as well as many other areas of service delivery, including the local Devonport library.

Ms MORGAN-WICKS - Beaconsfield.

Mr ROCKLIFF - Beaconsfield and further afield.

Ms MORGAN-WICKS - Through you, Premier. We have four sites co-located with councils: Beaconsfield, Oatlands, Devonport and the King Island Council. We also take services on behalf of six of the 29 councils, so: Devonport Council, Dorset Council, George Town, Kentish, Meander Valley and Northern Midlands Council.

Mr HISCUTT - Is there a program to pursue that further or is that just on a case-by-case basis?

Mr ROCKLIFF - I would like to see it progress further, Mr Hiscutt, because it provides efficiencies for, not only the teams of staff of course and the IT and the infrastructure and all those matters, but also efficiency for the customers, most importantly.

Ms MORGAN-WICKS - Through the Premier, we also have co-location with libraries, in different areas. Where it might be an option due to potentially the age of a local government

building or not having sufficient space to accommodate a Service Tasmania. In George Town, for example, if I'm correct in remembering when I visited, it's co-located together with a library and also a child and family learning centre, noting that families are coming in and they can also avail themselves of opportunity for a Service Tasmania transaction at the same time.

Mr HISCUTT - To answer the question though, although there's a want to do that, there's no policy objective to do that. It'll only be on a transfer case basis.

Mr ROCKLIFF - There's the policy objective to support it and encourage it and it'll be done wherever applicable. There might be different arrangements in local government. They might, you know, change some infrastructure or go to a different location or -

Mr HISCUTT - I won't find it in here.

Mr ROCKLIFF - Probably not in there.

Mr HISCUTT - That's fine.

Ms MORGAN-WICKS - Through the Premier, we regularly also evaluate the quality and standard of our accommodation for Service Tasmania. They're very proud of the upgrades that they've actually been undertaking across many of our shopfronts, but it really would, in terms of a policy, we don't want to move from an upgraded site that's to security and safety standards, for example, given the management of cash, and also at times some customers' behaviours that need to be carefully monitored, to a council site that might not have as safe an accommodation that could be offered. But we always, in terms of looking for more efficient and better customer offering, we would look at local government sites.

Mr HISCUTT - Thank you for answering the question. I appreciate it.

CHAIR - Thank you. Do we have any questions on capital investment program, members? No. We will then move on to Ministerial and Parliamentary Support, 1.1 Support for Ministers and Certain Parliamentary Office Holders. Mr Edmunds.

DIVISION 7

Ministerial and Parliamentary Support

OUTPUT GROUP 1

Support for Members of Parliament

Mr EDMUNDS - Thank you, Chair. You talked about the vacancy control applying to ministerial offices. I'm interested if that also applied to the comms office?

Mr ROCKLIFF - Applies to, yes.

Mr EDMUNDS - Yes. Great. In years past, through I think this forum, you've tabled the breakdown of who's in each ministerial office and the band they're on. I'm wondering if you could take on notice and potentially provide that to the committee.

Mr ROCKLIFF - Take it on notice. Thank you, Mr Edmunds.

PUBLIC

Mr EDMUNDS - Thank you very much.

Mr ROCKLIFF - Is it on the website, is it? The 30 September, I understand, it was uploaded on the DPAC website.

Mr EDMUNDS - Is that a quarterly disclosure?

Mr ROCKLIFF - It is a six-monthly.

Mr EDMUNDS - Thank you. Appreciate it. Are you able to confirm all non-government MPs' staff and resource levels have been maintained at last year's levels?

Mr ROCKLIFF - I will seek some advice on that.

Mr EDMUNDS - I understand we've had some changes in who's a non-government MP.

Mr ROCKLIFF - My advice is yes.

Mr EDMUNDS - Yes. Have any MPs or parties been provided with additional staffing or resources?

Mr ROCKLIFF - My advice to that question, Mr Edmunds, is that the Labor Party and the Greens Party get a party loading.

Mr EDMUNDS - As in since last year?

Mr ROCKLIFF - Yes, last year as well.

Mr EDMUNDS - Okay. So in terms of crossbench MPs, et cetera, their staffing is the same as it was?

Ms WEBB - Crossbench Independent MPs - are you asking about consistency there; is that what you're asking about?

Mr EDMUNDS - No, I'm just asking whether it was the same as last year moving forward to this year?

Mr ROCKLIFF - My advice is yes.

Mr EDMUNDS - Yes. I'm sure others may wish to ask about the - the member for Nelson's got some questions.

Ms WEBB - I thought you were just clarifying that downstairs they had consistent funding across the crossbench MPs who are Independent.

CHAIR - Thank you.

Mr ROCKLIFF - Which they do, I understand. Yes. Thank you.

CHAIR - Any further questions in this area?

PUBLIC

Mr EDMUNDS - Not on that one, no.

Ms WEBB - Yes, I do have one to follow on. It is in relation, as Mr Edmunds just alluded to, one that we've discussed previously, Premier, in relation to equitable approaches to resourcing across the two Chambers, particularly in terms of Independent members. Can you confirm that you are committed to progressing an equitable arrangement of resourcing across the Chambers to support a strong and effective parliament and the capacity to represent electorates in both Chambers.

Mr ROCKLIFF - I want to ensure that every MP has the resources that they need to support MPs doing their job. And I understand, following the recent state Budget, the Treasurer has written to the President and Speaker of both Houses and advised of a range of Budget commitments in the financial year. In regard to staffing, I understand that the Treasurer has written to the Legislative Council confirming an additional \$3 million across the Budget and forward Estimates to support additional staff for electorate officers.

I also wrote to members in September last year and advised them of the additional funding providing for each member to receive funding for one-and-a-half full-time equivalent staff in their electorate offices. There was a further \$1.2 million across the Budget and forward Estimates to meet increased demand arising from the expansion of the House of Assembly.

Ms WEBB - Yes. So that still leaves upper House Independents with less resourcing than lower House crossbench Independents. One-and-a-half - well, it's one electorate officer at FTE, plus the \$50,000 provided in this financial year, and I believe next financial year. I'm not sure if it's actually across the two, which is not equitable.

Mr ROCKLIFF - We need to probably further these conversations. I know there's a matter in terms of different size of electorates, which is also probably factored in to why, historically, that is.

CHAIR - I'm not sure about that, but I'm not going to comment but -

Ms WEBB - Let's be clear, lower House electorates are served by seven members each, so while the electorate is bigger, there are seven representatives for that electorate. Upper House electorates are about a third the size and have one elected representative to support them.

Mr ROCKLIFF - That's why I said the history. Of course, the size of electorates are, you know, MPs to get around -

CHAIR - Perhaps this is something we can have a discussion with the Premier at some stage, perhaps a separate meeting.

Ms WEBB - Indeed. Do you -

Mr ROCKLIFF - Look, I want MPs to get what they need to service their constituents. I've always believed in that. I actually took and take the lead from former premier, Paul Lennon, who in 2006 provided provide a substantial increase of resources to individual MPs to support them doing their jobs. I thought that was a very good initiative at the time, and I believe he expressed at the time, as I've expressed, that MPs need to have the resources to be able to support their constituents. After all, that's why they're there.

PUBLIC

CHAIR - Thank you, Premier. Happy to move on, Ms Webb, and perhaps, as I said, we can organise a meeting at some stage.

Ms WEBB - That's okay, those meetings are ongoing, thank you.

CHAIR - Yes, they are. Obviously.

Ms WEBB - It's just about public record here, Chair, that is I'm asking it in this forum as well as in private meetings, so that there's accountability in the public domain.

1.2 Support for Members of the House of Assembly

CHAIR - No, that's fine. Certainly accept that, thank you. So 1.2, Support for Members of the House of Assembly. Mr Hiscutt.

Mr HISCUTT - Yes, I've sort of kept quiet, because this is, I think, where that's probably more appropriate - the questions. Again, to have on record, what is the total number of staff allocated to non-ministers in each area of parliament, i.e. minor parties, Independents and micro-parties?

Mr ROCKLIFF - I will take that on notice, Mr Hiscutt. I thank you very much for the question and I can table that later on.

CHAIR - Thank you, Premier.

Mr HISCUTT - Thank you for that. Just noticing, sorry, I've lost track because the subject changed, the budgetary line item remains relatively consistent and is explained as to why it is like that with the slight uptick each year as you'd expect. However -

Mr ROCKLIFF - Which line? Sorry, I missed it.

Mr HISCUTT - Sorry, the support for members of House of Assembly that we're talking about on page 146 of the Budget.

Mr ROCKLIFF - Yes, thank you. Yes.

Mr HISCUTT - I note in other line items explanations it talks about the current year being higher because of changes to the fit-outs and new members due to the election, understandably. However, I would expect that there would be an election in the 2028-29 forwards and don't see an uptick in that line item for what would presumably be another round of new electorate offices and leasing arrangements and things like that. Have we accounted for -

Mr ROCKLIFF - Yes, I believe, Mr Hiscutt, some of those uplift figures, and I stand to be corrected, we're still working through the expansion of the House of Assembly, bearing in mind in 2024 election was the election when we did expand the House of Assembly from 25 to 35. We're still working through that now.

PUBLIC

There wouldn't need to be that uplift because all 35 members would have offices. Just thinking aloud, if members are replaced through that election, then members would go into that office, relevant offices certainly initially anyway.

Mr HISCUTT - Less uptick required than in obviously that financial year.

Mr ROCKLIFF - That is my explanation.

Mr HISCUTT - Thank you for the clarification. No further questions on that one.

Mr ROCKLIFF - Yes.

CHAIR - Thank you.

DIVISION 6

Office of the Governor

OUTPUT GROUP 1

The Office of the Governor

1.1 Support for the Governor

CHAIR - Anyone else have questions? No. We're moving on to support for the Governor. 1.1, Mr Gaffney.

Mr GAFFNEY - Yes, because Brand Tasmanian is coming up, I don't think we need to have any questions on this. It seems straightforward, so keep moving on.

CHAIR - Thank you.

Ms WEBB - Except the roof needs replacing, apparently.

Mr GAFFNEY - The roof needs replacing, yes.

Ms WEBB - The Governor's roof.

Mr ROCKLIFF - Yes, that's in hand.

Mr HISCUTT - It's an expensive roof.

Ms WEBB - Excellent. In this Budget or -

Mr ROCKLIFF - In the last Budget, I believe.

Ms WEBB - Ongoing.

Mr ROCKLIFF - Yes.

DIVISION 1

Brand Tasmania

OUTPUT GROUP 1

Brand Tasmania

1.1 Brand Tasmania

CHAIR - Thank you, Premier. We now move on to Brand Tasmania, 1.1.

Mr ROCKLIFF - Yes and we might invite Jess Radford to the table, please.

CHAIR - Thank you.

Mr ROCKLIFF - Welcome, Jess, and thanks very much for the role that you play in Brand Tasmania and following on from Todd Babiak, we appreciate that, but we appreciate your very good work as well.

I was able to outline to the House of Assembly committee just yesterday the very good partnership between the Department of Health and Brand Tasmania when it comes to recruitment of overseas professionals, of which there's been considerable success because of the work of Brand Tasmania and indeed the Department of Health working together.

CHAIR - Thank you, Mr Premier. Could I ask does Brand Tasmania track or benchmark Tasmanian exports such as wine, honey, seafood and fruit, among others? Is data available to show links between the work being done by Brand Tasmania and Tasmanian exports?

Mr ROCKLIFF - When it comes to measuring sentiment and research, including public sector cultural project, Brand Tasmania Sentiment and Measurement Program tracks perceptions of Tasmania and audience intent, aligned to strategic goals in trade, to your question, tourism, workforce and population growth, investment attraction and international education.

National and local research confirms that the core strengths of the Tasmanian brand have remained consistent over the past five years, however, new challenges and opportunities have emerged offering fresh ways to leverage our unique identity.

Tasmania's value proposition has local, national and global relevance. We will continue to connect efforts across tourism, exports, to your question, talent, attraction, investment and education, anchored, of course, in the lived experience of Tasmanians and what it means to belong here.

I know that the Department of State Growth has all those exact figures for you when it comes to trade. But you would know in the trade shows, wherever they may be across the globe, that very distinct and unique Tasmanian brand, being the black reverse block branding, which Jess has her badge on and so it's very, very distinguishable not only with the Australian brand but also other brands across the nation as well but, Jess, would you like to add some thoughts?

Ms RADFORD - Thank you. The Premier's pointed out the information that Trade Tasmania publishes on its website which is quite comprehensive across sectors. We're actually

PUBLIC

have just started a producer a census on relating to the value of Brand Tasmania and the Tasmanian brand. That commenced last Thursday, so we'll be sharing those results with our partners and broadly with the community early in the new year but already starting to see a really pleasing uptake from our producers, big and small, in participating in that producer census.

You might notice on social media that a lot of our partners in tourism, advanced manufacturing, the TCCI, Smaller chambers around the state are going to be promoting that through their networks as well. I encourage you to talk to your constituents about participating in that for us too.

CHAIR - Thank you. Members, questions? I have some more questions, but I was seeing if other members had questions.

Mr ROCKLIFF - Can I just -

CHAIR - Yes, Premier.

Mr ROCKLIFF - A matter that I raised before Jess got to the table around the Department of Health and Brand Tasmania collaboration on a project aimed at attracting health professionals to Tasmania. We've had pilot programs in mental health and oral health have shown promising results, especially with recruits from the UK, graduates from New Zealand, of course, delivering a strong return on investment, but also the face-to-face engagement at international job fairs.

The UK, Ireland, Canada and New Zealand have played a vital role in humanising the recruitment process and supporting the long-term goal of relocating professionals to Tasmania, but when it comes to Brand Tasmania, their presence is well-received at all events. Our state was consistently recognised as offering a unique and attractive proposition, a connected community with strong professional support, enviable lifestyle and meaningful career in healthcare.

Just quickly, across all six fairs, over 1100 prospective candidates were engaged with more than 300 highly interested leads, adding to our international talent register, and pleasingly, 83 per cent of those that joined the talent register expressed strong intent to relocate to Tasmania. We've got here, since April 2024, 1095 staff members have relocated from interstate and overseas, underscoring that these national and international campaigns have had a significant effect. There was an area, Jess, that I was aware of in terms of Brand Tasmania's award and recognition internationally.

Ms RADFORD - Through you, Premier. We were recently shortlisted for a City Nation Place best economic development strategy for our talent attraction program that we did with the Department of Health, which was a wonderful recognition for such a pilot project. We did also receive two international awards last year, if I'm allowed to have a quick moment to humbly brag about them.

Mr ROCKLIFF - Yes.

Ms RADFORD - Our Little Tasmanian project won the kind of best storytelling project through the Place Brand Observer's Place Brand Impact Awards, and our Tasmanian Youth

PUBLIC

Story project won the best citizen engagement strategy globally at the City Nation Place Awards, which was extremely exciting. Actually, just a nod to Tourism Tasmania, who also picked up the best tourism communication strategy for its Come Down for Air campaign as well.

CHAIR - Thank you, Premier. Mr Gaffney has a question.

Mr GAFFNEY - Thank you. Premier, don't take this as a negative, but I want to ask you, and perhaps through Jess. Congratulations on those awards and recognition. I want to know whether, because of the *Spirit* situation worldwide - we have to be upfront and honest about this, whether that situation has affected brand name Tasmania, not so much Brand Tasmania, but Tasmania's - you know, we've had feedback and comment from international and national people about that unfortunate measurement of the size of the ship and the port.

I want to know have you had any feedback - I think it's a realistic question. Has that impacted on our brand internationally about the way Tasmania does business? That's probably through you, Premier.

Mr ROCKLIFF - Look, not to my knowledge, and it's important that we acknowledge the challenges but always be positive in what the ships will bring. Where I can say there needed to be some stronger collaboration, and that is between Brand Tasmania and Tourism Tasmania and TT-Line, which hasn't been evidenced in the past. There is stronger collaboration now and that lack of willingness to collaborate has not been at the fault of Tourism Tasmania or Brand Tasmania.

Mr GAFFNEY - Is there a discussion, the thought about how to get that out there through brand tourism and the boats or when the ships come online and are sailing, to do some sort of marketing campaign and say look what can be achieved in Tasmania, there have been setbacks, that sort of thing.

I think within that, are there any forward projections about when the ships come on board, whether Brand Tasmania, Tourism Tasmania and the government are going to get together to put out some big PR stuff up there, and do you have to allow funding for that to occur on an international scale?

Mr ROCKLIFF - We would be able to do that within Brand Tasmania and within the Tourism Tasmania marketing. That's a very good suggestion, and we'll need to demonstrate that. It's an exciting time, and there'll be the leverage off when those two ships come on board. Certainly central, Mr Gaffney, to the Brand Tasmania story indeed is overcoming challenges and resilience in adversity, of which this is one example.

CHAIR - Premier, we do have two more quick questions, and we have seven minutes.

Mr ROCKLIFF - Jess would like to -

CHAIR - Very quickly.

Ms RADFORD - Through you, Premier. There's other ways we can promote Tasmania that actually don't cost us any money, and we're excited to explore those. We've been providing advice and informal support to a German documentary crew who are in Tasmania at the

PUBLIC

moment. They're filming a two-part documentary series on Tasmania. This is the German public broadcaster, NDR. This will be broadcast, sorry, in France, Germany, Austria, and Switzerland in May 2026. It's an audience of about 190 million people who will have a fantastic exposure to Tasmania, and all we've had to provide is some introductions to people. They're out with Rob Pennicott today filming around Tasman Island and Wineglass Bay, and they will be covering the whole state across the next month.

Mr GAFFNEY - Excellent. That's wonderful.

Mr ROCKLIFF - That's a great example of the enormous cut-through in terms of millions of people and Tasmania's exposure there, but also the reverse trade missions are also very, very good when you have the customers coming to the actual marketplace and being immersed in Tasmania and those types of things have also proved very, very productive.

CHAIR - Thank you. Ms Webb.

Ms WEBB - Do you want to go with yours, Chair?

CHAIR - No, I'll leave mine.

Ms WEBB - Thank you. Premier, Brand Tasmania's first strategic plan, the 2025 to 2030 - I've got this noted down incorrectly, I think. Anyway, the first strategic plan states our brand is more than a logo, but it's also a key asset to the Tasmanian community, a key asset. One of the things I'm wondering about, given that the objective there in the strategic plan is to nurture, enhance, and promote the Tasmanian brand as a shared public asset, has there been any work done to quantify the current value of Tasmania's brand to our economy domestically, and also to leverage access to international markets?

Mr ROCKLIFF - Thank you. Jess, would you like to speak of that?

Ms RADFORD - Yes. Through you, Premier. To follow on from my earlier point, we have that work happening at the moment. We felt that with the release of the new 2025 to 2030 strategy, it was the right time to really drive into that valuation piece. That will look at both the value of Brand Tasmania as a public sector agency and the work that we provide to Tasmanians, as well as the value of the Tasmanian brand which will be limited to key sectors.

Ms WEBB - Right. Is there a description of that work on your website at the moment?

Ms RADFORD - One of them has just started, so no, we haven't put a description up, and the other one is being commissioned as we speak.

Ms WEBB - Okay. Thank you.

CHAIR - Mr Hiscutt.

Mr HISCUTT - A quick question, particularly on the finances. On page 20 of Budget paper 2, in the statement of comprehensive income, table 2.4, it marks the supplies and consumables dropping by nearly 60 per cent over the forward Estimates, and I wanted to see what the strategy was going to be taken to - that's a remarkable -

Ms WEBB - No more badges, maybe.

Mr HISCUTT - No more badges. I note, for example, in education, it goes down by 0.3 per cent, and this is going down by 60 per cent as a comparison. What drove that number? Happy to take it on notice, given the time.

Mr ROCKLIFF - Thank you very much. That's a good question. We'll take that on notice and provide an answer for you.

CHAIR - Thank you. The time being 12.13pm, any last really -

Ms WEBB - You could squeeze this one in just in two minutes.

CHAIR - Go on. Yes.

Ms WEBB - Go on. In the strategic plan, it does include details of the intention to embed ongoing research and evaluation as core strategy components. Is there a description anywhere or can you provide us with information about how that's going to be embedded and what we will expect to be able to see then in terms of accountability around that evaluation?

Mr ROCKLIFF - Jess, sorry. Yes.

Ms RADFORD - Through you, Premier. We're building an impact and evaluation framework at the moment, as well as a community engagement framework. We've already built quite a comprehensive internal dashboard to monitor our KPIs and impact, and I think the results of that you'll see improved reporting throughout annual reports each year and then over time as we can grow that through our toolkit resources that we can produce for our partners and share updates on our work.

Ms WEBB - Thank you. Then in terms of the risk that's mentioned there, brand risk and business risk, I'm interested in the brand risk and how that potential brand risk for our state is being identified and analysed and managed?

Mr ROCKLIFF - Good question. Thank you.

Ms RADFORD - Through you, Premier. We have annual joint board and audit committee meetings to dive deeply into those issues, and we've also strengthened the board in the last year by bringing some key government partners on to really improve the amount of information shared around particular issues.

Ms WEBB - I'm not asking about business risk to Brand Tasmania, because you identify in the strategy business risk to Brand Tasmania as one thing, brand risk for Tasmania as a different thing. How is that described and quantified and analysed?

Ms RADFORD - Through you, Premier. As I explained, we have annual joint board and audit committee meetings to discuss this and identify issues as they're arising, and the appointments to the board have also been designed to strengthen the monitoring of brand risk throughout the year.

PUBLIC

Ms WEBB - Okay. Does that get reported in your annual report then, what's identified and how that's responded to or communicated out?

Ms RADFORD - Through you, Premier. Actually, probably more through our sentiment research, which is publicly available on our website through our toolkit for all members of the community to download. We're very open in sharing the findings of our research, which includes issues like brand risk and opportunity as well.

Ms WEBB - I'm more interested in how you'd report on how your board and the audit committee have assessed to be brand risks in an ongoing way and how that's reported, and then what mitigations or actions or communications as a result of that. Is that reported on?

Mr ROCKLIFF - How about we take that on notice?

Ms WEBB - All right.

CHAIR - I think that'd be best. With the time being 12.15pm, if you could put that on notice, member.

Ms WEBB - Sure.

CHAIR - It's probably going to have quite a lengthy answer.

Thank you very much, Premier, for you and your team for being here this morning. Very much appreciate the time that you've actually given and the answers you've provided.

Mr ROCKLIFF - Thank you very much.

CHAIR - We'll also provide you with a list of the questions to be taken on notice.

Mr ROCKLIFF - Thank you very much, Chair. Thank you, Deputy Chair. Thank you, members, for your scrutiny. I thank the Department of Premier and Cabinet for all the preparation that's gone into today and yesterday.

CHAIR - Thank you very much. If we could stop the broadcast, please.

The Committee suspended from 12.16 p.m.