



## REPORT

Estimates Committee 'B' examined the Estimates of the Minister for Energy and Renewables, Minister for Sport and Minister for Parks, Hon *Nic Duigan*, M.L.C., on Monday, 17 November 2025, as follows:

Bill No. 63: -

Division 8 – Department of Natural Resources and Environment Tasmania

Division 11 – Department of State Growth

## RECOMMENDATION

The Committee recommends the outputs contained in the Estimates of the Minister for Energy and Renewables, Minister for Sport and Minister for Parks, and notes there was concern expressed by some members of the Committee in respect of:

### Energy and Renewables:

- Energy poverty
- Major Industrials
- Marinus
- North West Transmission Developments
- Hydro
- Tas Networks
- Aurora
- Renewable investment
- Tasmanian Renewable Energy Target
- Marinus link and North West Transmission projects
- Power bills and transmission costs
- Dam safety and rebuild
- Net Zero carbon emissions
- River flow modelling

### Sport:

- AFL High Performance Centre

- North Launceston Football Club
- York Park
- Macquarie point Stadium
- Community sport facilities

**Parks:**

- NRET culture
- Pioneer
- Kate Reed Mountain Bike Infrastructure
- underfunding and lack of cost breakdown for major projects,
- TWWHA Management and bushfire



**Parliament House  
HOBART  
2 December 2025**

**Rob Fairs, MP  
CHAIR**





## REPORT

Estimates Committee 'B' examined the Estimates of the Minister for Education, Minister for Disability Services and Minister for Children and Youth, Hon *Jo Palmer*, M.L.C., on Wednesday, 19 November 2025, as follows:

Bill No. 63: -

Division 2 – Department of Education, Children and Young People

Division 10 – Department of Premier and Cabinet

## RECOMMENDATION

The Committee recommends the outputs contained in the Estimates of the Minister for Education, Minister for Disability Services and Minister for Children and Youth, and notes there was concern expressed by some members of the Committee in respect of:

### Education:

- Toxic sand school closures
- Multi Schools Organisations
- Wage and conditions
- Suspensions
- School violence
- Coloured Sand clean up advice
- 26TEN


### Disability Services:

- Foundational Supports
- Cross Agency / Whole of Government disability reforms
- Spencer Logan, year 13
- Aurora Disability Services
- Disability Commissioner's budget
- Office of the Senior Commissioner's budget
- Disability service funding decreases
- Protecting liveable housing standards

- State funding for disability programs

**Children and Youth:**

- Outsourced advice and referral line waitlist
- Child safety services and risk
- Call volumes to the Strong Families Safe Kids Advice and Referral Line continue to increase year on year
- Child Safety Services and NGO partners overwhelmed
- Children are waiting longer for support
- Workforce recruitment/retention incentive payments
- JCP Youth



Parliament House  
HOBART  
2 December 2025

Rob Fairs, MP  
CHAIR



## REPORT

Estimates Committee 'B' examined the Estimates of the Minister for Primary Industries and Water, and Minister for Veterans' Affairs, Hon Gavin Pearce, M.P., on Tuesday, 18 November 2025, as follows:

Bill No. 63: -

Division 8 – Department of Natural Resources and Environment Tasmania

Division 10 – Department of Premier and Cabinet

## RECOMMENDATION

The Committee recommends the outputs contained in the Estimates of the Minister for Primary Industries and Water, and Minister for Veterans' Affairs, and notes there was concern expressed by some members of the Committee in respect of:

### Primary Industries and Water:

- NRET culture and funding
- Biosecurity
- Wild Caught Fisheries
- Salmon
- Recreational Fishers
- Irrigation
- Reaching Farm Gate Value
- Tas Water
- EPA
- Salmon farming
- Antibiotic use
- Wildlife kills in the marine environment
- invasive species Management and funding
- Fresh produce regs changes
- Water management

**Veterans' Affairs:**

- Frank MacDonald Memorial Prize
- Hobart and Launceston Legacy
- Veteran Wellbeing Voucher program
- Veteran Acute Housing
- Mac Point Stadium and Cenotaph impacts
- Aboriginal veterans and the Back War

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**Parliament House  
HOBART  
2 December 2025**

**Rob Fairs, MP  
CHAIR**



## REPORT

Estimates Committee 'B' examined the Estimates of the Attorney-General, Minister for Justice, Corrections and Rehabilitation, and Minister for Small Business, Trade and Consumer Affairs, Hon Guy Barnett, M.P., on Tuesday, 18 November 2025, as follows:

Bill No. 63: -

Division 6 – Department of Justice

Division 11 – Department of State Growth

Bill No. 64: -

Division 2 – Integrity Commission

Division 5 – Office of the Director of Public Prosecutions

Division 7 – Office of the Ombudsman

## RECOMMENDATION

The Committee recommends the outputs contained in the Estimates of the Attorney-General Minister for Justice, Corrections and Rehabilitation, and Minister for Small Business, Trade and Consumer Affairs, and notes there was concern expressed by some members of the Committee in respect of:

### **Attorney-General, Justice, Corrections and Rehabilitation:**

- Judicial Commission
- Chief Justice appointment
- Astria project – Justice Connect
- Community Legal Assistance Sector
- NAJP
- Solicitors' Guarantee Fund
- Tasmanian Industrial Commission
- Legal Aid Funding
- DP v Bird and vicarious liability
- Conversion Practices
- Risdon lockdowns
- Risdon overcrowding

- Correctional Officers
- Correctional Officers workers' compensation
- Community Correction
- Tasmanian Custodial Officers recognition essential workers
- Launceston Reception Prison (LRP) condition
- Children in Prison Watchhouses
- LRP shut down mechanisms
- Risdon Maximum Security Prison status
- Commission of Inquiry
- Integrity Commission
- Weiss review
- Right to Information
- Tasmanian Industrial Commission – future resourcing & planned merger with TASCAT

#### **Small Business, Trade and Consumer Affairs:**

- Small business start-up permit
- Small business sector performance
- Eat local, stay local vouchers
- Grant programs
- Brand Tas
- Small business Advocate
- Small business grant programs
- CBOS and builder licenses.
- WH&S
- Asbestos removal
- Building insurance
- Caravan parks
- Renter's rights



**Parliament House  
HOBART  
2 December 2025**

**Rob Fairs, MP  
CHAIR**



## REPORT

Estimates Committee 'B' examined the Estimates of the Minister for Racing, Minister for Women and the Prevention of Family Violence, and Minister for Tourism, Hospitality and Events, Hon *Jane Howlett*, M.P, on Wednesday, 19 November 2025, as follows:

Bill No. 63: -

Division 8 – Department of Natural Resources and Environment Tasmania

Division 10 – Department of Premier and Cabinet

Division 11 – Department of State Growth

Division 12 – Tourism Tasmania

## RECOMMENDATION

The Committee recommends the outputs contained in the Estimates of the Minister for Racing, Minister for Women and the Prevention of Family Violence, and Minister for Tourism, Hospitality and Events, and notes there was concern expressed by some members of the Committee in respect of:

### **Racing:**

- Greyhound Racing
- Thoroughbred Racing
- Harness Racing
- Greyhound welfare
- Greyhound industry transition
- Horse Racing

### **Women and the Prevention of Family Violence:**

- Sexual assault forensic testing
- Gender budget statement
- Community legal services
- Family and domestic violence sector funding
- Primary prevention
- Liquor licensing reforms and the prevent of DV

- Funding break downs for education and prevention

**Tourism, Hospitality and Events:**

- Permits and licenses
- Tourism Marketing budget
- Visitor economy strategy
- Festivals and events
- Spirits Support package
- Taste of summer
- Princes Wharf No. 1
- Vouchers
- Aviation Attraction Fund
- Spirit Preparedness fund

A handwritten signature in blue ink, consisting of a large, loopy 'R' followed by a series of loops and a final flourish.

**Parliament House  
HOBART  
2 December 2025**

**Rob Fairs, MP  
CHAIR**





## REPORT

Estimates Committee 'B' examined the Estimates of the Minister for the Environment, Minister for Innovation, Science and the Digital Economy, Minister for Community and Multicultural Affairs, and Minister for the Arts and Heritage, Hon *Madeleine Ogilvie*, M.P, on Thursday, 20 November 2025, as follows:

Bill No. 63: -

Division 8 – Department of Natural Resources and Environment Tasmania

Division 10 – Department of Premier and Cabinet

Division 11 - Department of State Growth

## RECOMMENDATION

The Committee recommends the outputs contained in the Estimates of the Minister for the Environment, Minister for Innovation, Science and the Digital Economy, Minister for Community and Multicultural Affairs, and Minister for the Arts and Heritage, and notes there was concern expressed by some members of the Committee in respect of:

### **Environment:**

- NRM funding
- Landcare
- EPA
- NRET culture and funding
- Salmon farming
- Antibiotic use and monitoring
- EPA appeal of community group legal challenge
- Lake Roseberry oil spill
- Derwent Estuary Program – future funding commitments

### **Innovation, Science and the Digital Economy:**

- Artificial Intelligence governance, guidelines and access and training
- Funding Innovation Hubs
- Deliverables on Digital Roadmap

- Artificial Intelligence

#### **Community and Multicultural Affairs:**

- Neighbourhood and Community House gardens
- LGBTIQ+ Action Plan
- Conversion Practices
- Safety and inclusion for multicultural communities
- Anti-immigration rallies
- Community Services Sector
- Funding reductions and savings
- Demand is at record highs
- Workforce pressures
- SCHADS Award changes.
- Pokers Machines and the Community Support Levy
- Cuts to community services
- Funding indexation
- Reporting requirements
- Anti-immigration rallies – support for multicultural communities to combat racism
- Multicultural Action Plan
- Funding for a Launceston office for the Tasmanian Refugee Legal Service
- Anti-racism/racism inclusion in schools
- Funding for the multicultural affairs portfolio
- Impacted multicultural community organisations because of funding uncertainty
- Continuation of the Homestay program
- Social isolation/social cohesion for migrant (and other) communities
- Neighbourhood House Study – consultation in formulating terms of reference
- Neighbourhood Houses - what action will be taken to address urgent needs while Study is ongoing.

#### **The Arts and Heritage:**

- Tasmanian Museum and Art Gallery
- Screen Tas
- Woolmer's Estate
- Tas TAFE courses
- Heritage Tasmania
- TMAG leaking roof and funding
- Aboriginal remains and cultural objects held by TMAG

A handwritten signature in blue ink, consisting of a large, stylized loop with a smaller loop inside, followed by a short horizontal stroke.

Parliament House  
HOBART  
2 December 2025

Rob Fairs, MP  
CHAIR

**ESTIMATES COMMITTEE 'B'**

**Thursday, 13 November 2025**

The Committee met in the Long Room, Parliament House at 2:02 p.m.

**MEMBERS PRESENT:**

*Mr Fairs (Chair)*

*Mr Bayley*

**APOLOGIES:**

*Mr Winter*

For lack of a quorum the Committee adjourned until 8.45 a.m. on **Monday, 17 November next.**

Confirmed:

Date:

02/12/25

Chair:

A handwritten signature in blue ink, consisting of a large, stylized loop followed by a horizontal stroke.



## **ESTIMATES COMMITTEE 'B'**

**Monday, 17 November 2025**

The Committee met in Committee Room 1, Parliament House at 8:48 a.m.

### **MEMBERS PRESENT:**

*Mr Fairs (Chair)*  
*Ms Bayley*  
*Prof Razay*

### **TRANSFER OF OUTPUTS TO ESTIMATES COMMITTEE 'A'**

*Ordered*, That in accordance with the information contained in the budget documentation tabled in the House on 4 November 2025, the relevant Ministerial portfolio outputs be referred to the relevant stakeholder Minister for examination by the relevant Estimates Committee (*Mr Bayley*).

### **MESSAGE TO HOUSE OF ASSEMBLY ESTIMATES COMMITTEE A**

House of Assembly Estimates Committee B has passed the following Resolution: -

*Resolved*, That in accordance with the information contained in the budget documentation tabled in the House on 4 November 2025, the relevant Ministerial portfolio outputs be referred to the relevant stakeholder Minister for examination by the relevant Estimates Committee.

17 November 2025  
Parliament House  
Hobart.

*Mr Rob Fairs MP*  
***Chair – Committee B***

### **ORDER FOR THE CONSIDERATION OF ESTIMATES**

The Committee deliberated upon the order for the consideration of relevant estimates contained in the Appropriation (No. 2) Bill.

*Ordered*, That the Secretary advise:

- (a) The Office of the Ombudsman, Office of the Integrity Commission and Office of the Director of Public Prosecutions that they are required to attend half an hour before examination of the Estimates of the Attorney-General and Minister for Justice concludes; (*Mr Fairs*).

Suspension of sitting 8.50 a.m. to 9.00 a.m.

**MEMBERS PRESENT:**

*Mr Fairs* (Chair)  
*Ms Finlay* (substitute for *Mr Winter*)  
*Ms Bayley*  
*Prof Razay*

Also at the Table:  
*Mr Garland*  
*Mr Ferguson*

**ESTIMATES OF THE MINISTER FOR ENERGY AND RENEWABLES, MINISTER FOR SPORT,  
AND MINISTER FOR PARKS**

**ESTIMATES OF THE MINISTER FOR ENERGY AND RENEWABLES**

**DIVISION 11, OUTPUT 7.1: DEPARTMENT OF STATE GROWTH**

**WITNESSES: -**

*Hon. Nick Duigan* MLC

Department of State Growth:  
*Craig Limkin*, Secretary  
*Vanessa Pinto*, Deputy Secretary, ReCFIT and Resources

Overview of Agency activities commenced.

At 9.34 a.m. *Mr Winter* came to the Table.

Overview of Agency activities continued.

At 10.26 a.m. *Mr Winter* withdrew.

Overview of Agency activities continued.

At 10.29 a.m. *Mr Winter* returned to the Table.

Overview of Agency activities continued.

At 10.59 a.m. *Mr Winter* withdrew.

Overview of Agency activities continued.

Suspension of sitting 11.02 a.m. to 11.13 a.m.

**MEMBERS PRESENT:**

*Mr Fairs* (Chair)  
*Ms Finlay* (substitute for *Mr Winter*)  
*Mr Bayley*  
*Prof Razay*

Also at the Table:  
*Mr Ferguson*  
*Mr Garland*

Overview of Agency activities continued.

At 12.29 p.m. *Mr Ferguson* withdrew.

Overview of Agency activities continued.

At 12.32 p.m. *Mr Ferguson* returned to the Table.

Overview of Agency activities continued.

At 12.39 p.m. *Mr Garland* withdrew.

Overview of Agency activities continued.

At 12.41 p.m. *Mr Garland* returned to the Table.

Overview of Agency activities continued.

The time for the examination of this Output having expired.

The witnesses withdrew.

Suspension of sitting 1.11 p.m. to 2.00 p.m.

**MEMBERS PRESENT:**

*Mr Fairs* (Chair)  
*M Winter*  
*Mr Bayley*  
*Prof Razay*

Also at the Table:  
*Mr Mitchell*  
*Mr Ferguson*



## ESTIMATES OF THE MINISTER FOR SPORT

### DIVISION 11, OUTPUT 5.6: DEPARTMENT OF STATE GROWTH

#### WITNESSES: -

Hon. Nick Duigan MLC

#### Department of State Growth:

Brett Stewart, Deputy Secretary, Creative Industries, Sport, and Visitor Economy

Anthony Reid, Acting Deputy Secretary, Strategy, Housing, Infrastructure and Planning

#### Department of Premier & Cabinet:

Shane Gregory, Associate Secretary, Department of Premier and Cabinet

#### Stadiums Tasmania:

James Avery, Chief Executive Officer, Stadiums Tasmania

Overview of Agency activities commenced.

At 2.02 p.m. Mr *Garland* came to the Table.

Overview of Agency activities continued.

At 2.25 p.m. Mr *Garland* withdrew.

Overview of Agency activities continued.

At 2.56 p.m. Prof *Razay* withdrew.

Overview of Agency activities continued.

At 2.57 p.m. Mr *George* came to the Table.

Overview of Agency activities continued.

At 3.02 p.m. Ms *Johnston* came to the Table.

Overview of Agency activities continued.

At 3.04 p.m. Mr *Ferguson* withdrew.

Overview of Agency activities continued.

At 3.07 p.m. Mr *Ferguson* returned to the Table.

Overview of Agency activities continued.

The time for the examination of this Output having expired.

The witnesses withdrew.

Suspension of sitting 3.30 p.m. to 3.37 p.m.

## **ESTIMATES OF THE MINISTER FOR PARKS**

### **DIVISION 8: DEPARTMENT OF NATURAL RESOURCES AND ENVIRONMENT TASMANIA**

Output Group 1 & Output Group 4.

#### **MEMBERS PRESENT:**

*Mr Fairs* (Chair)  
*Ms Finlay* (substitute for *Mr Winter*)  
*Ms Badger* (substitute for *Mr Bayley*)  
*Ms Johnston* (substitute for *Prof Razay*)

Also at the Table:

*Mr Ferguson*  
*Mr Mitchell*

#### **WITNESSES: -**

Hon. *Nick Duigan* MLC

Department of Natural Resources and Environment Tasmania:

Jason Jacobi, Secretary

Sophie Muller, Deputy Secretary, Parks and Wildlife Service

Alice Holeywell Jones, General Manager (Operations)

Andrew Harvey, General Manager (Landscape Programs)

Overview of Agency activities commenced.

At 4.20 p.m. *Mr Mitchell* withdrew.

Overview of Agency activities continued.

At 5.06 p.m. *Ms Johnston* withdrew.

Overview of Agency activities continued.

Papers: - The Minister for Parks Tabled the following document: -  
“Staff survey results”

Overview of Agency activities continued.

The time for the examination of these Outputs having expired.

The witnesses withdrew.

#### **ADDITIONAL INFORMATION**

The following additional information was requested:

##### Energy and Renewables:

1. Are you aware that Marinus Link Pty Ltd undertook seismic surveys in 2020 without the necessary approvals for such testing?
2. Can you provide the number of job requests that have been rejected through the Tasmanian Governments vacancy control and hiring freeze policy in the financial year to date?


##### Parks:

1. Our latest advice is that the Comprehensive Cultural Assessment over the Tasmanian Wilderness World Heritage Area is scheduled for completion in 2028. Is this still the Case?
2. In 2022 we were advised five of the ten work packages that make up the comprehensive cultural assessment of the TWWHA were underway. How many of the packages are now underway? How many have been completed? Can you provide the committee with an update to this important work?

At 5:37 p.m. the Committee adjourned till 9:00 a.m., Tuesday, 18 November next.

Confirmed:

Date: 02/12/25

Chair: 

## **ESTIMATES COMMITTEE 'B'**

**Tuesday, 18 November 2025**

The Committee met in Committee Room 1, Parliament House at 9.00 a.m.

### **MEMBERS PRESENT:**

*Mr Fairs* (Chair)  
*Dr Woodruff* (substitute for *Mr Bayley*)  
*Ms Haddad* (substitute for *Mr Winter*)  
*Mr George* (substitute for *Prof Razay*)

Also at the Table:

*Mr Ferguson*  
*Mr Willie*  
*Mr Garland*

**ESTIMATES OF THE ATTORNEY-GENERAL, MINISTER FOR JUSTICE, CORRECTIONS AND REHABILITATION, MINISTER FOR SMALL BUSINESS, TRADE AND CONSUMER AFFAIRS**

**ESTIMATES OF THE ATTORNEY-GENERAL, MINISTER FOR JUSTICE, CORRECTIONS AND REHABILITATION**

**DIVISION 6: DEPARTMENT OF JUSTICE**

### **WITNESSES: -**

*Hon. Guy Barnett* MP

Department of Justice:

*Kristy Bourne*, Secretary

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

Office of the Ombudsman:

*Grant Davies*, Ombudsman

Overview of Agency activities commenced.

At 9.22 a.m. *Mr Willie* withdrew and *Ms Butler* came to the Table.

Overview of Agency activities continued.

At 9.35 a.m. *Prof Razay* came to the Table.

Overview of Agency activities continued.

At 9.38 a.m. Mr O'Byrne came to the Table.

Overview of Agency activities continued.

Suspension of sitting 10.59 a.m. to 11.11 a.m.

**MEMBERS PRESENT:**

Mr *Fairs* (Chair)  
Ms *Haddad* (substitute for Mr *Winter*)  
Ms *Rosol* (substitute for Mr *Bayley*)  
Prof *Razay*

Also at the Table:

Ms *Butler*  
Mr *O'Byrne*  
Mr *Garland*  
Mr *George*

Overview of Agency activities continued.

At 11.21 a.m. Mr *Ferguson* came to the Table.

Overview of Agency activities continued.

At 11.56 a.m. Mr *O'Byrne* withdrew.

Overview of Agency activities continued.

At 12.05 p.m. Ms *Haddad* withdrew.

Overview of Agency activities continued.

At 12.08 p.m. Ms *Haddad* returned to the Table.

Overview of Agency activities continued.

At 12.21 p.m. Mr *Garland* withdrew.

Overview of Agency activities continued.

At 12.49 p.m. Mr *George* withdrew.

Overview of Agency activities continued.

At 12.56 p.m. Mr *Ferguson* withdrew.

Overview of Agency activities continued.

The time for the examination of this Division having expired.

The witnesses withdrew.

Suspension of sitting 1.12 p.m. to 2.00 p.m.

**MEMBERS PRESENT:**

*Mr Fairs* (Chair)  
*Ms Broad* (substitute for Mr Willie)  
*Ms Badger* (substitute for Mr Bayley)  
Prof Razay

Also at the Table:  
*Mr Mitchell*  
*Mr Ferguson*

**ESTIMATES OF THE MINISTER FOR SMALL BUSINESS, TRADE AND CONSUMER AFFAIRS**

**DIVISION 6: DEPARTMENT OF JUSTICE**

OUTPUT GROUP 4

**DIVISION 11: DEPARTMENT OF STATE GROWTH**

OUTPUT GROUP 1

**WITNESSES: -**

Hon. *Guy Barnett* MP

Department of Justice:

Kristy Bourne, Secretary  
Ross Smith, Deputy Secretary, Regulation and Service Delivery  
Brad Parker, Executive Director, Worksafe Tasmania  
Robyn Pearce, Executive Director, Consumer Building and Occupational Services

Department of State Growth:

Michael Mogridge, Deputy Secretary, Economic Development  
Cameron Shield, Senior Director, Trade

Overview of Agency activities commenced.

At 3.29 p.m. Dr *Broad* withdrew.

Overview of Agency activities continued.

The time for the examination of these Divisions having expired.

The witnesses withdrew.

Suspension of sitting 3.30 p.m. to 3.38 p.m.

**MEMBERS PRESENT:**

Mr Fairs (Chair)  
Ms Finlay (substitute for Mr Winter)  
Dr Woodruff (substitute for Mr Bayley)  
Prof Razay

Also at the Table:

Ms Dow  
Mr Ferguson  
Mr Garland  
Mr George  
Mr Di Falco

**ESTIMATES OF THE MINISTER FOR PRIMARY INDUSTRIES AND WATER, MINISTER FOR VETERANS' AFFAIRS**

**ESTIMATES OF THE MINISTER FOR PRIMARY INDUSTRIES AND WATER**

**DIVISION 8: DEPARTMENT OF NATURAL RESOURCES AND ENVIRONMENT TASMANIA**

**WITNESSES: -**

Hon. Gavin Pearce MP

Department of Natural Resources and Environment Tasmania:

Jason Jacobi, Secretary  
Mandy Clarke, Assistant Deputy Secretary, Primary Industries and Water  
Justin Helmich, Acting General Manager, Biosecurity Tasmania  
Ryan Wilkinson, Director, Inland Fisheries Services  
David Midson, General Manager (Marine)  
Bryce Graham, Acting Director, Water Management  
Deborah McSweyn, Acting Chief Veterinary Officer

Overview of Agency activities commenced.

At 4.09 p.m. Mr Ferguson withdrew.

Overview of Agency activities continued.

At 4.12 p.m. Mr Ferguson returned to the Table.

Overview of Agency activities continued.

At 4.17 p.m. Mr George withdrew.

Overview of Agency activities continued.

Papers: - The Minister for Primary Industries and Water Tabled the following document: -

“Unlocking more public or private land for recreational hunting”.

Overview of Agency activities continued.

Suspension of sitting 5.00 p.m. to 5.08 p.m.

**MEMBERS PRESENT:**

Mr Fairs (Chair)  
Ms Finlay (substitute for Mr Winter)  
Ms Badger (substitute for Mr Bayley)  
Prof Razay

Also at the Table:

Ms Dow  
Mr Ferguson  
Mr Garland  
Mr George

Overview of Agency activities continued.

At 5.49 p.m. Mr Ferguson withdrew.

Overview of Agency activities continued.

At 5.53 p.m. Mr Ferguson returned to the Table.

Overview of Agency activities continued.

At 6.03 p.m. Mr Di Falco came to the Table.

Overview of Agency activities continued.

At 6.13 p.m. Mr Garland withdrew.

Overview of Agency activities continued.

At 6.15 p.m. Mr Garland returned to the Table.



Overview of Agency activities continued.

At 6.42 p.m. Mr *Garland* and Ms *Dow* both withdrew.

Overview of Agency activities continued.

At 6.44 p.m. Ms *Dow* returned to the Table.

Overview of Agency activities continued.

The time for the examination of this Division having expired.

The witnesses withdrew.

Suspension of sitting 7.16 p.m. to 7.24 p.m.

**MEMBERS PRESENT:**

*Mr Fairs* (Chair)  
*Ms Butler* (substitute for Mr *Winter*)  
*Mr Bayley*  
*Prof Razay*

Also at the Table:  
*Mr Ferguson*

**MINISTER FOR VETERANS' AFFAIRS**

**DIVISION 10: DEPARTMENT OF PREMIER AND CABINET**

**WITNESSES: -**

Hon. *Gavin Pearce MP*

Department of Premier and Cabinet:  
*Shane Gregory*, Associate Secretary

Overview of Agency activities commenced.

At 7.27 p.m. Mr *George* took a seat at the Table.

At 8.13 p.m. Mr *George* withdrew.

The time for the examination of this Division having expired.

The witnesses withdrew.

## **ADDITIONAL INFORMATION**

The following additional information was requested:

### Justice:

1. In the past 18 months, have you as an individual incurred any legal costs that have been covered by taxpayer dollars?
2. How many grievances were lodged by workers in Community Corrections in 2024-2025 and how many remain unresolved?
3. How many workers in Community Corrections have made Workers' Compensation claims in 2023-2024 and 2024-2025? How many workers' compensation claims are currently open?
4. Have mothers applied to be part of the Mother Baby Unit and have been rejected due to the regular prisoners filling the space?
5. The cells being converted to hold two inmates at Ron Barwick Prison are only 7.5m<sup>2</sup>. This does not meet the minimum size for one person cells, let alone two, which requires 8.75m<sup>2</sup> for one person and 12.75m<sup>2</sup> for two according to the Standard Guidelines for Prison facilities in Australia and New Zealand. Can you confirm this is the case and why this situation is occurring?

### Small Business, Trade and Consumer Affairs:

1. What is the timeframe for reform of 2023 "Better Deal for Renters" National commitment on:
  - a. unfair commitment;
  - b. limit break lease fees; and
  - c. standard rental reforms?

### Primary industries and Water:

1. How much additional water is required to make the Tamar Valley Irrigation Scheme viable?
2. What representation has been made to the Federal Government to provide funding to support the Tamar Valley Irrigation Scheme?
3. How much has RecFIT asked the Federal Government to secure industrial water at Bell Bay?
4. For each salmon company and for each of the past three years, what is the type of antibiotic and amount of antibiotic used at, separately, the companies,' freshwater, smelt and marine operations by:
  - facility;
  - by lease;
  - by region; and
  - as a total for the state?
5. What has been the total live biomass (for human consumption, for rendering, for ensilage and for disposal) of salmon produced over the past 3 years, and projections for the next 3 years, if available, for the state as a whole, and by each region?

6. The Government has committed to limiting salmon production to 40,000 tonnes in Storm Bay. Does that 40,000-tonne figure refer to whole fish or head on gutted fish?
7. What is the status of the Secretary's commitment to seek further information on the RTI of the "Offshore Aquaculture Tasmania Background Scoping Paper" Report?
8. Please provide the survey results on workforce culture for Biosecurity Tasmania 2025.
9. Please outline the reason for the Tas Marine Resources Monitoring Team decrease from eight people to one person and the current recruitment to the Tas Marine Resources Monitoring team.
10. Please provide data, or a detailed summary, on the effectiveness/accuracy of the AI "Felixer" on cats versus native animals, e.g. how many native animals were unintentionally targeted?
11. Can you please provide the Water Department of Natural Resources and Environment Information from Hydro on Projected Marinus Environmental flow rates and any studies/data on river health relevant to Marinus.

At 8:24 p.m. the Committee adjourned till 9:00 a.m., Wednesday 19 November next.

Confirmed:

Date: 02/12/25

Chair: 

## **ESTIMATES COMMITTEE 'B'**

**Wednesday, 19 November 2025**

The Committee met in Committee Room 1, Parliament House at 9.00 a.m.

### **MEMBERS PRESENT:**

*Mr Fairs* (Chair)  
*Mr Willie* (substitute for *Mr Winter*)  
*Ms Bayley*  
*Prof Razay*

Also at the Table:

*Ms Brown*  
*Mr Garland*  
*Mr Shelton*

### **ESTIMATES OF THE MINISTER FOR EDUCATION, MINISTER FOR DISABILITY SERVICES, AND THE MINISTER FOR CHILDREN AND YOUTH**

#### **ESTIMATES OF THE MINISTER FOR EDUCATION**

#### **DIVISION 2: DEPARTMENT FOR EDUCATION, CHILDREN AND YOUNG PEOPLE**

#### **WITNESSES: -**

*Hon. Jo Palmer* MLC

Department for Education, Children and Young People:

*Ginna Webster*, Secretary

*Jenny Burgess*, A/Secretary

*Trudy Pearce*, Deputy Secretary Schools & Early Years

*Sue McKerracher*, A/Deputy Secretary Keeping Children Safe

Overview of Agency activities commenced.

Suspension of sitting 10.33 a.m. to 10.43 a.m.

### **MEMBERS PRESENT:**

*Mr Fairs* (Chair)  
*Mr Willie* (substitute for *Mr Winter*)  
*Mr Bayley*  
*Prof Razay*

Also at the Table:

Ms Brown  
Mr Garland  
Mr Shelton

Overview of Agency activities continued.

At 11.05 a.m., Mr Garland withdrew.

Overview of Agency activities continued.

Papers: - The Minister for Education tabled the following document:  
“Suspension reasons”

Overview of Agency activities continued.

The time for the examination of this Division having expired.

The witnesses withdrew.

Suspension of sitting 11.40 a.m. to 11.44 a.m.

**MEMBERS PRESENT:**

Mr Fairs (Chair)  
Ms Haddad (substitute for Mr Winter)  
Ms Rosol (substitute for Mr Bayley)  
Prof Razay

Also at the Table:  
Mr Shelton  
Mr Mitchell

**ESTIMATES OF THE MINISTER FOR DISABILITY SERVICES**

**DIVISION 10: DEPARTMENT OF PREMIER AND CABINET**  
Output Group 1

**WITNESSES: -**

Hon. Jo Palmer MLC

Department of Premier and Cabinet:  
Mellisa Gray, Deputy Secretary, Policy and Reform  
Ingrid Ganley, Acting Executive Director, Disability and Reform  
Marita O’Connell, Senior Practitioner

Examination of Output Group 1 commenced.

At 12.06 p.m. Mr *Di Falco* came to the Table.

Examination of Output Group 1 continued.

The time for the examination of this Output Group having expired.

The witnesses withdrew.

Suspension of sitting 12.47 p.m. to 1.30 p.m.

**MEMBERS PRESENT:**

*Mr Fairs* (Chair)  
*Mrs Greene* (substitute for *Mr Winter*)  
*Ms Rosol* (substitute for *Mr Bayley*)  
*Prof Razay*

Also at the Table:

*Ms Haddad*  
*Mr Shelton*

**ESTIMATES OF THE MINISTER FOR CHILDREN AND YOUTH**

**DIVISION 2: DEPARTMENT FOR EDUCATION, CHILDREN AND YOUNG PEOPLE**

**WITNESSES: -**

Hon. *Jo Palmer* MLC

Department for Education, Children and Young People:

*Ginna Webster*, Secretary

*Peter Whitcombe*, Deputy Secretary, Child Safety and Youth Justice Operations

*Tiffany Black*, Executive Director, Services for Children Youth and Families

*Jason Sowell*, Director, Business Planning and Improvement

*Sue McKerracher*, A/Deputy Secretary Keeping Children Safe

Overview of Agency activities commenced.

At 2.02 p.m. *Ms Johnston* took a seat at the Table.

Papers:- The Minister for Children and Youth tabled the following document:

“Strong Families Safe Kids Advice and Referral Line (ARL) Review Project:  
Final report – November 2024”

Overview of Agency activities continued.

At 3.21 p.m., Prof Razay left the Table.

Overview of Agency activities continued and concluded.

The time for the examination of this Division having expired.

The witnesses withdrew.

Suspension of sitting 4.00 p.m. to 4.06 p.m.

**MEMBERS PRESENT:**

Mr Fairs (Chair)  
Mr Winter  
Dr Woodruff (substitute for Mr Bayley)  
Prof Razay

Also at the Table:

Ms Butler  
Mr Di Falco  
Ms Johnston  
Mr Shelton

**ESTIMATES FOR THE MINISTER FOR RACING, THE MINISTER FOR WOMEN AND THE  
PREVENTION OF FAMILY VIOLENCE, MINISTER FOR TOURISM, HOSPITALITY AND EVENTS**

**ESTIMATES FOR THE MINISTER FOR RACING**

**DIVISION 8: DEPARTMENT OF NATURAL RESOURCES AND ENVIRONMENT TASMANIA**

**WITNESSES: -**

Hon Jane Howlett MP

Department of Natural Resources and Environment Tasmania:

Jason Jacobi, Secretary  
Deidre Wilson, Acting Chief Operations Officer  
Anita Yan, Deputy Chief Operations Officer  
Sean Carrol, Tasmanian Racing Integrity Commissioner

Overview of Agency activities in relation to Racing commenced.

The time for examination having expired.

The witnesses withdrew.

Suspension of sitting 6.06 p.m. to 6.13 p.m.

**MEMBERS PRESENT:**

*Mr Fairs* (Chair)  
*Ms Brown* (substitute for *Mr Winter*)  
*Ms Badger* (substitute for *Mr Bayley*)  
*Prof Razay*

Also at the Table:  
*Mr Shelton*  
*Ms Johnston*

**ESTIMATES OF THE MINISTER FOR WOMEN AND THE PREVENTION OF FAMILY VIOLENCE**

**DIVISION 10: DEPARTMENT OF PREMIER AND CABINET**

**Output 1.4**

**WITNESSES: -**

*Hon Jane Howlett* MP

Department of Premier and Cabinet:

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

Examination of Output 1.4 commenced.

Papers: - The Minister for Women and the Prevention of Family Violence tabled the following:

“Data snapshot, primary prevention of violence against women in Tasmania, October 2025. Our Watch.”

Examination of Output 1.4 continued.

At 6.51 p.m. *Mr Shelton* withdrew.

Examination of Output 1.4 continued.

At 6.53 p.m. *Mr Shelton* returned to the Table.

Examination of Output 1.4 continued.

At 7.01 *Ms Butler* withdrew.

Examination of Output 1.4 continued.

The time for the examination of this Output having expired.



The witnesses withdrew.

Suspension of sitting 7.13 p.m. to 7.19 p.m.

**MEMBERS PRESENT:**

*Mr Fairs* (Chair)  
*Ms Dow* (substitute for *Mr Winter*)  
*Ms Badger* (substitute for *Mr Bayley*)  
*Prof Razay*

Also at the Table:  
*Mr Mitchell*  
*Mr Shelton*

**ESTIMATES OF THE MINISTER FOR TOURISM, HOSPITALITY AND EVENTS**

**DIVISION 11: DEPARTMENT OF STATE GROWTH**

Output Group 5

**DIVISION 12: TOURISM TASMANIA**

Output Group 1

**WITNESSES: -**

*Hon Jane Howlett* MP

Department of State Growth:

*Craig Limkin*, Secretary

*Brett Stewart*, Deputy Secretary, Creative Industries, Sport and Visitor Economy

Tourism Tasmania:

*Sarah Kingston Clark*, CEO

Examination of the relevant outputs commenced.

At 7.27 p.m. *Mr Di Falco* took a seat at the Table.

Examination of the relevant outputs continued.

The time for the examination of these outputs having expired.

The witnesses withdrew.

**ADDITIONAL INFORMATION**

The following additional information was requested:

Racing:

1. How many animals involved in the racing industry have been rescued or had charges laid by government officers for animal cruelty under the Animal welfare Act?
2. Please break down the 2024-25 point of consumption tax revenue by code.

Women and the Prevention of Family Violence:

1. Has the Minister for Police, Fire and Emergency Management advised the Minister for the Prevention of Family Violence of 6 vacant positions within ARCH Services?

Tourism, Hospitality and Events:

1. Please provide data on tourism businesses emissions reduction thus far, including: total emissions down; and how and where this was achieved?
2. I am sure you are familiar with the blue and gold tourism road signs. My understanding is you are required to be a TICT member to receive one of these signs? If that is the case, how do you justify businesses struggling in this economic climate to maintain an elective membership to receive a sign that is paid for and maintained by taxpayers?
3. Over and above the \$100 per voucher face value, what has been the cost to the Government of developing, marketing and rolling out the *Eat Local, Stay Local* scheme?
4. Please provide a breakdown of the budget spent on influences, giving the total costs by type of 'influencer' e.g. social media, podcast, lifestyle etc.

At 8.19 p.m. the Committee adjourned till 9:00 a.m. Thursday, 20 November next.

Confirmed:

Date: 02/12/25

Chair: 



## ESTIMATES COMMITTEE 'B'

Thursday, 20 November 2025

The Committee met in Committee Room 1, Parliament House at 9.00 a.m.

### MEMBERS PRESENT:

Mr *Fairs* (Chair)  
Ms *Dow*  
Dr *Woodruff* (substitute for Mr *Bayley*)  
Prof *Razay*

Also at the Table:

Ms *Finlay*  
Mr *George*  
Mr *Shelton*  
Mr *Garland*

The Chair read the following correspondence from the Speaker:

19 November 2025

Mr Rob Fairs  
Chair  
Estimates Committee B  
Parliament House  
Hobart

Dear Chair,

In accordance with the provisions of the Resolution appointing the Estimates Committees under “Membership of Committee”, I hereby nominate:

Ms Anita Dow MP as a substantive member of the Committee in substitute for Mr Dean Winter MP on Thursday, 20 November 2025 from 9:00 a.m. until 1:00 p.m.; and

Mr Brian Mitchell as a substantive member of the in substitute for Mr Dean Winter MP on Thursday, 20 November 2025 from 1:00 p.m. until 6:00 p.m.

Yours sincerely,  
Hon. Jacquie Petrusma

Speaker

**ESTIMATES OF THE MINISTER FOR THE ENVIRONMENT, MINISTER FOR INNOVATION,  
SCIENCE AND THE DIGITAL ECONOMY, MINISTER FOR COMMUNITY AND CULTURAL  
AFFAIRS, AND MINISTER FOR THE ARTS & HERITAGE**

**ESTIMATES OF THE MINISTER FOR THE ENVIRONMENT**

**DIVISION 8: DEPARTMENT OF NATURAL RESOURCES AND ENVIRONMENT TASMANIA**

**WITNESSES: -**

Hon. *Madeleine Ogilvie* MP

Department of Natural Resources and Environment Tasmania:

Jason Jacobi, Secretary

Louise Wilson, Deputy Secretary

Jo Crisp, General Manager, Environment

Environment Protection Authority:

Catherine Murdoch, CEO - Environment Protection Authority

Cindy Ong, Director, Environmental Regulation

Daryl Cook, Director, Finfish Compliance

Dr Raymond Bannister, Manager, Salmon Science and Standards

ReCFIT (Climate Change)

Vanessa Pinto, A/CEO, Renewables, Climate and Future Industries Tasmania

Dr Sarah Russell, Director, Climate Change

Examination of outputs in relation to the Environment portfolio commenced.

At 9.02 a.m. Mr *Garland* came to the Table.

Examination outputs in relation to the Environment portfolio continued.

At 10.43 a.m. Mr *O'Byrne* came to the Table.

Examination outputs in relation to the Environment portfolio continued.

Suspension of sitting 11.01 a.m. to 11.11 a.m.

**MEMBERS PRESENT:**

Mr *Fairs* (Chair)

Ms Dow

Dr Woodruff (substitute for Mr *Bayley*)

Prof Razay

Also at the Table:

Ms Finlay  
Mr George  
Mr Shelton  
Mr Garland  
Mr O'Byrne

Examination outputs in relation to the Environment portfolio continued.

At 11.24 a.m. Mr O'Byrne withdrew.

Examination outputs in relation to the Environment portfolio continued.

At 12.06 p.m. Dr Woodruff withdrew and was replaced by Mr Bayley.

Examination outputs in relation to the Environment portfolio continued.

At 12.08 p.m. Mr George withdrew.

Examination outputs in relation to the Environment portfolio continued.

At 12.17 p.m. Ms Dow withdrew.

Examination outputs in relation to the Environment portfolio continued.

At 12.29 p.m. Mr Garland withdrew.

Examination outputs in relation to the Environment portfolio continued.

Papers: - The Minister for the Environment tabled the following papers:

“Therapeutic Residue Monitoring Schedule – Marine Farming Lease Nos 77  
(Meads Creek) and 209 Stringers Cove) – November 2025” and

“Bibliography for Florfenicol – August 2025.”

Examination outputs in relation to the Environment portfolio continued.

The time for the examination of Outputs relating to the Environment having expired.

The witnesses withdrew.

Suspension of sitting 1.10 p.m. to 2.00 p.m.

**MEMBERS PRESENT:**

Mr Fairs (Chair)  
Ms Finlay (substitute for Mr Mitchell)

Ms Badger (substitute for Mr Bayley)  
Prof Razay

Also at the Table:  
Dr Broad  
Mr Garland  
Mr George  
Mr Shelton

## **ESTIMATES OF THE MINISTER FOR INNOVATION, SCIENCE AND THE DIGITAL ECONOMY**

**DIVISION 10: DEPARTMENT OF PREMIER AND CABINET**

**DIVISION 11: DEPARTMENT OF STATE GROWTH**

### **WITNESSES: -**

Hon. Madeleine Ogilvie MP

Department of State Growth:  
Mike Mogridge, Deputy Secretary  
Tara Martin, Director, Antarctic Science and Technology

Department of Premier and Cabinet:  
Dr Justin Thurley, Chief Information Officer

Examination of expenditure in relation to Innovation, Science and the Digital Economy commenced.

Papers: - The Minister for Innovation, Science and the Digital Economy tabled the following paper:

“Guidance for the use of artificial intelligence in Tasmanian Government”

Examination of outputs in relation to the Innovation, Science and the Digital Economy portfolio continued.

At 2.28 p.m. Mr Garland withdrew.

At 2.50 p.m. Dr Broad withdrew.

At 2.58 p.m. Ms Finaly withdrew.

Papers: - The Minister for Innovation, Science and the Digital Economy tabled the following papers:

“Letter to Hon. Anika Wells MP from Hon. Madeleine Ogilvie MP emailed 28 May 2025.”

“Letter to Hon. Anika Wells MP from Hon. Madeleine Ogilvie MP emailed 15 May 2025.”

The time for the examination of expenditure in relation to Innovation, Science and the Digital Economy having expired.

The witnesses withdrew.

Suspension of Sitting 3.00 p.m. to 3.06 p.m.

**MEMBERS PRESENT:**

Mr Fairs (Chair)  
Mrs Greene (substitute for Mr Mitchell)  
Ms Rosol (substitute for Mr Bayley)  
Prof Razay

Also at the Table:

Mr George  
Mr Shelton  
Ms Haddad  
Mr O’Byrne

**ESTIMATES OF THE MINISTER FOR COMMUNITY AND CULTURAL AFFAIRS**

**DIVISION 10: DEPARTMENT OF PREMIER AND CABINET**

**OUTPUT GROUP 3**

**WITNESSES: -**

Hon. Madeleine Ogilvie MP

Department of Premier and Cabinet:

Noelene Kelly, Deputy Secretary  
Corrina Smith, Director, Community Services

Examination of activities in relation to Community and Cultural Affairs commenced.

Papers: - The Minister for Community and Multicultural Affairs tabled the following papers:

“Embracing Diversity, Fostering Belonging: Tasmania’s Multicultural Action Plan 2025-2029.”

“Valuing Our Volunteers: Tasmania’s Volunteering Strategy 2025-2030.”



The examination of expenditure in relation to Community and Multicultural Affairs continued.

At 3.38 p.m. Mr O'Byrne withdrew.

The examination of expenditure in relation to Community and Multicultural Affairs continued.

At 4.04 p.m. Ms Rosol withdrew and was replaced at the Table by Ms Burnet.

The examination of expenditure in relation to Community and Multicultural Affairs continued.

At 4.07 p.m. Mr George withdrew.

The examination of expenditure in relation to Community and Multicultural Affairs continued.

At 4.12 p.m. Mr Shelton withdrew.

The examination of expenditure in relation to Community and Multicultural Affairs continued.

At 4. 15 p.m. Mr Shelton came to the Table.

The examination of expenditure in relation to Community and Multicultural Affairs continued.

At 4.48 p.m. Prof Razay withdrew.

The examination of expenditure in relation to Community and Multicultural Affairs continued.

Papers: - The Minister for Community and Multicultural Affairs tabled the following paper:

“Cabinet endorsed Peak Bodies for inclusion in Stage One.”

The examination of expenditure in relation to Community and Multicultural Affairs continued.

Papers: - The Minister for Community and Multicultural Affairs tabled the following paper:

“Clarification to a question from the Member for Hobart at the Estimates’ hearing into my Community and Multicultural Affairs portfolio – with respect to legal matters.”

The examination of expenditure in relation to Community and Multicultural Affairs continued.

The time for the examination of the expenditure in relation to Community and Multicultural Affairs having expired.

The witnesses withdrew.

Suspension of sitting 5.06 p.m. to 5.11 p.m.

**MEMBERS PRESENT:**

*Mr Fairs (Chair)*  
*Mr Mitchell*  
*Mr Bayley*  
*Prof Razay*

Also at the Table:  
*Mr Shelton*  
*Ms Haddad*

**ESTIMATES OF THE MINISTER FOR THE ARTS & HERITAGE**

**DIVISION 11: DEPARTMENT OF STATE GROWTH.**

**WITNESSES: -**

*Hon. Madeleine Ogilvie MP*

Department of State Growth (Arts):

Brett Stewart, Deputy Secretary  
Dr Dave Sudmalis, Director, Creative Tasmania  
Mary Mulchahy, CEO, Tasmanian Museum and Art Gallery

Department of Natural Resources and Environment Tasmania (Heritage):

Jason Jacobi, Secretary  
Will Joscelyne, General Manager, Heritage  
Melissa Ford, Director, Heritage Tasmania

Examination of Outputs in relation to the Arts and Heritage portfolio commenced.

At 5.33 p.m. *Ms Haddad* withdrew.

Examination of Outputs in relation to the Arts and Heritage portfolio continued.

At 5.35 p.m. *Ms Haddad* returned to the Table

Examination of Outputs in relation to the Arts and Heritage portfolio continued.

At 6.02 p.m. Ms *Haddad* withdrew.

Examination of Outputs in relation to the Arts and Heritage portfolio continued.

The time for the examination of the expenditure in relation to the Arts and Heritage portfolio having expired.

The witnesses withdrew.

#### **ADDITIONAL INFORMATION**

The following additional information was requested:

##### Environment:

1. Can the Environment Protection Authority provide the current rolling 12-month average for total permissible dissolved nitrogen output for each salmon company in Storm Bay? (Dr *Woodruff*)

##### Community and Multicultural Affairs

1. Could you please indicate how much is set aside in total and in the budget (and forward estimates) for multicultural communities given this is a new portfolio? How does this compare as a per centage of the budget to other Australian jurisdictions? (Ms *Burnett*)

At 6.11 p.m. the Committee adjourned till 9:15 a.m. Tuesday, 2 December next.

Confirmed:

Date: 02/12/25

Chair: 

## ESTIMATES COMMITTEE 'B'

Tuesday, 2 December 2025

The Committee met in the Long Room, Parliament House at 9:21 a.m.

### MEMBERS PRESENT:

Mr Fairs (Chair)  
Mr Winter  
Prof Razay (via phone)

### APOLOGIES

Mr Bayley

### MINUTES

The Minutes of the meetings held on 13, and 17 to 20 November 2025 last were read and confirmed as a true and accurate record. (Mr Winter)

### DRAFT REPORTS

The Chair brought up draft reports on the estimates of the: -

- Minister for Energy & Renewables, Minister for Sport, and Minister for Parks;
- Attorney-General and Minister for Justice, Corrections and Rehabilitation, and Minister for Small Business, Trade, Consumer Affairs;
- Minister for Primary Industries and Water and Minister for Veterans' Affairs;
- Minister for Education, Minister for Disability Services and Minister for Children and Youth;
- Minister for Racing, Minister for Women and the Prevention of Family Violence, Minister for Tourism, Hospitality and Events; and
- Minister for the Environment, Minister for Innovation, Science and the Digital Economy, Minister for the Community and Cultural Affairs, and Minister for the Arts and Heritage.

The reports were adopted. (Mr Winter)

At 9.22 a.m. the Committee adjourned *sine die*.

Date: 02/12/25

Chair: 

Minister for Energy and Renewables  
Minister for Parks  
Minister for Sport



Level 1, 7-9 Franklin Wharf, HOBART TAS 7000 Australia  
GPO Box 123 HOBART TAS 7001 Australia  
Phone: +61 3 6165 7739  
Email: [minister.duigan@dpac.tas.gov.au](mailto:minister.duigan@dpac.tas.gov.au)

24<sup>th</sup> November 2025

Mr Rob Fairs MP  
Chair – Estimates Committee B  
House of Assembly  
[Fiona.murphy@parliament.tas.gov.au](mailto:Fiona.murphy@parliament.tas.gov.au)

Dear Mr Fairs

#### **APPROPRIATION BILLS 2025-26**

I refer to your letter of 18 November 2025 following my appearance at Budget Estimates Committee B on 17 November 2025. Please find below responses to the questions taken on notice, noting that they are technically aligned with Output group 6.2, where responsibility sits with the Minister for Aboriginal Affairs. Notwithstanding that, I appreciate that these activities relate to the Tasmanian Wilderness World Heritage Area (TWWHA) and that land management responsibility rests with me as the Minister for Parks.

#### **Minister for Parks**

1. *Our latest advice is that the Comprehensive Cultural Assessment over the Tasmanian Wilderness World Heritage Area is scheduled for completion in 2028. Is this still the case?*

The expectation is that the Comprehensive Cultural Assessment over the Tasmanian Wilderness World Heritage Area (TWWHA) will be completed by the end of 2028.

2. *In 2022 we were advised five of the ten work packages that make up the comprehensive cultural assessment of the TWWHA were underway. How many of the packages are now underway? How many have been completed? Can you provide the committee with an update to this important work?*

Aboriginal Heritage Tasmania (AHT) has advised that of the ten work packages from the Comprehensive Cultural Assessment of the TWWHA, the status of each package is as follows:

#### **COMPLETED:**

- **Package 5 - Rock art in the landscape and seascape**

This project has improved our understanding of rock markings in the TWWHA and the natural and human risks to these sites.

Important sites identified from this package continue to be monitored as part of management recommendations through regular digital recording.

- ***Package 6 - Post contact Aboriginal heritage and shared values of the TWWHA***

Healthy Country Plan (HCP) developed for Recherche Bay with involvement and input of Aboriginal people from the South East Tasmanian Aboriginal Corporation (SETAC) and Karadi Aboriginal organisations.

- ***Package 9 - Training for Aboriginal people working in the TWWHA – Managing cultural values***

Comprehensive training of six people as Aboriginal Heritage Advisors has been completed.

- ***Package 10 - Aboriginal cultural heritage and heritage awareness training***

Delivery of face-to-face Aboriginal cultural awareness training sessions to State Government staff by the Tasmanian Aboriginal Centre.

Online Cultural Heritage Awareness Training developed and available to the public via the AHT website.

**UNDERWAY (to be completed 2025-2026):**

- ***Package 1 - The Southern Lacuna – Aboriginal occupation in the southern valleys***

Findings from this project are improving our understanding of the Aboriginal inland use of the far south from the Pleistocene, and potentially even into the Holocene. Understanding the heritage within this region allows AHT to provide better informed Aboriginal heritage management advice to the Tasmania Parks and Wildlife Service.

- ***Package 3 - From the Highlands to the Lakes (Central Plateau, Cradle Mountain - Lake St Clair National Park and the Walls of Jerusalem)***

Numerous Aboriginal heritage sites and Aboriginal landscapes have been recorded during this project. Due to the greater accessibility of this region, Aboriginal community trips have been run to these places which has allowed for excellent feedback. Again, a better understanding of Aboriginal heritage and what constitutes Aboriginal landscapes will lead to improved management of this northern inland part of the TWWHA.

**COMMENCING 2026-2027:**

- ***Package 2 - Holocene seascapes and coastal settlement***

- ***Package 4 - People and the button grass***

- ***Package 8 - Reviewing, building, and integrating robust systems for the management of cultural values in the TWWHA***

Note that this package has substantially commenced and will be completed during the 2026-27 financial year.

**COMMENCING 2027-2028:**

- ***Package 7 - Strategic responses to predictive and unexpected natural disasters and climatic events***

Note that the At Risk Aboriginal Cultural Heritage Sites Project (ongoing project from KDO 4.4 TWWHA Management Plan) will substantially inform this project. The At Risk project has been identifying at-risk Aboriginal cultural heritage sites and landscapes within the TWWHA to determine appropriate actions for their effective ongoing management.

Yours sincerely

A handwritten signature in black ink. It begins with a stylized 'N' formed by two intersecting lines. This is followed by a horizontal line that leads into a large, oval-shaped loop. Inside this loop, there is a small, handwritten mark that appears to be 'U1'. The signature concludes with a long, horizontal, slightly wavy line extending to the right.

Hon Nick Duigan MLC  
**Minister for Parks**

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

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21 November 2025

The Hon Rob Fairs MP  
Chair  
Estimates Committee B  
House of Assembly  
Email: [fiona.murphy@parliament.tas.gov.au](mailto:fiona.murphy@parliament.tas.gov.au)

Dear Chair

I refer to your correspondence of 19 November 2025 requesting a response to the following questions and provide responses below.

- 1. *In the past 18 months, have you as an individual incurred any legal costs that have been covered by taxpayer dollars?***

**Response:**

No.

As referred to in the hearing, as the State's First Law Officer the Attorney-General regularly takes action in legal matters on behalf of the State with the support of the state's legal officers.

- 2. *How many grievances were lodged by workers in Community Corrections in 2024- 2025 and how many remain unresolved?***

**Response:**

5 grievances of staff towards other staff.

2 are resolved and 3 are ongoing (one paused as the person is on long service leave).

- 3. *How many workers in Community Corrections have made Workers' Compensation claims in 2023-2024 and 2024-2025? How many workers' compensation claims are currently open?***

**Response:**

Claims received:

2023 -2024 – 8 claims (1 physical, 7 psychological)

- 4 claims were disputed (all psychological)
- 2 remain open (1 physical, 1 psychological)



2024-2025 – 12 claims (4 physical, 8 psychological)

- 5 claims were disputed (1 physical, 4 psychological)
- 3 remain open (1 physical, 2 psychological)

Open claims currently for Community Corrections – 6 (includes 1 from the current FY).

**4. *Have any mothers applied to be part of the Mother Baby Unit and have been rejected due to the regular prisoners filling the space?***

**Response:**

No applications have been rejected due to regular prisoners ‘filling the space’ as the sole reason for rejection of an application.

The Vanessa Goodwin 1 Unit within the Mary Hutchinson Women’s prison is utilised to house both mothers with their babies and other prisoners. When there are no mothers with babies in custody the unit is not left empty and is ordinarily used for normal prisoner accommodation.

Decisions to house babies with their mother in custody are complex and the primary consideration is the safety of the baby. When an application is made for a baby to be housed with its mother, a comprehensive assessment process is undertaken which is reviewed by a panel of relevant parties.

Some of the factors considered are:

- the mother’s criminal history, legal status, current charge(s) / offence(s), security category, sentence length, earliest release date, adjustment to prison, commitment to rehabilitation and willingness to participate in relevant programs and rehabilitation services
- any orders concerning care arrangements for the child
- the child’s right to a meaningful relationship with their mother
- active family violence and restraint orders
- the child’s immunisation status
- formal advice from CSS on the mother’s and child’s social history and issues relevant to the application / placement
- whether the child’s medical / health needs can be adequately met in prison
- whether the child’s safety, physical, cognitive, emotional and social development needs can be adequately met in prison
- the mother’s capacity to care for the child and meet the child’s needs
- the other parent’s views on the child being accommodated in prison
- ongoing access to immediate family members, including the child’s other parent(s), sibling(s) and grandparent(s)
- the availability of continuous and stable care being provided by another suitable adult or family member in the community

- whether the mother's length of sentence significantly exceeds the time the child can remain in the prison with her and if so, whether the resulting separation is assessed as not to be in the child's best interest
- actual or potential threats to the management, good order and security of the prison
- expert advice or further information as deemed appropriate by the Panel
- the TPS' capacity to accommodate the child in a suitable environment, including risk to the child from other prisoners.

As per the last dot point above, the availability of a suitable location is considered as part of the assessment process, however, if all other aspects of the assessment were considered suitable, the mother baby unit would be emptied of other prisoners to accommodate a mother and baby and the unit being full at the time of the application would not be a relevant factor.

**5. *The cells being converted to hold two inmates at Ron Barwick Prison are only 7.5m<sup>2</sup> • This does not meet the minimum size for one person cells, let alone two, which requires 8.75m<sup>2</sup> for one person and 12.75m<sup>2</sup> for two according to the Standard Guidelines for Prison facilities in Australia and New Zealand. Can you confirm this is the case and why this situation is occurring?***

**Response:**

The TPS acknowledges the various guidelines and recommendations for appropriate cell size in Australia.

The addition of bunk beds in the upper level of one of the divisions of the Ron Barwick Prison is a temporary measure

This is in response to upcoming infrastructure upgrades which will result in improved security and safety of the prisons. These upgrades will temporarily reduce the flexibility of the TPS to place some prisoners in individual cells for a period of around 12 months.

Prisoners currently impacted by these changes have been formally written to by the General Manager of the prison to advise them of the changes and informal discussions have been taking place with prisoners for some time now.

The bunk beds will only be used when no other suitable single cell accommodation is available and the TPS will follow its existing guidelines and assessments around prisoners sharing a cell.

The TPS has considered the potential impacts additional prisoners in this division will have and have taken actions to ensure the disruption is kept to a minimum, such as the installation of additional amenities in the common area.

**Small Business, Trade and Consumer Affairs:**

**1. What is the timeframe for reform of the 2023 "Better Deal for Renters" National commitment on:**

- a. Unfair commitment [unfair evictions]\***
- b. Limit break lease fees**
- c. Standard rental reforms [standard rental forms].\***

**\*Question has been re-worded for clarity, with what we understand to be the correct references in the square brackets – we understand 'unfair commitment' is a reference to 'unfair evictions' and 'standard rental reforms' is a reference to 'standard rental forms'.**

**Response:**

Our Government recognises the vital role that rental properties play in providing housing for thousands of Tasmanian families.

In August 2023, Tasmania, as part of the National Cabinet, agreed to nine measures aimed at harmonising rental laws and strengthening renters' rights across Australia. These measures are collectively known as 'A Better Deal for Renters'.

Tasmania has already fully or partially delivered on seven of the nine measures. Two measures relating to limits on break lease fees and simplifying rental applications require further work.

Under the Tasmanian Housing Strategy – Action Plan 2023–2027, the Government committed to completing a review of the *Residential Tenancy Act 1997* by 30 June 2027.

We are bringing forward the start of that review to early 2026.

A Discussion Paper will be released for public comment in early 2026 and this will include the 'A Better Deal for Renters'. Our Government intends to provide a substantial consultation period for the Tasmanian community to consider the Discussion Paper.

Draft legislation is expected be released in the second half of 2026.

Yours sincerely



Hon Guy Barnett MP  
**Deputy Premier**  
**Attorney-General**  
**Minister for Justice, Corrections and Rehabilitation**  
**Minister for Small Business, Trade and Consumer Affairs**

Minister for Primary Industries and Water  
Minister for Veterans' Affairs

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Mr Rob Fairs MP  
Chair  
Estimates Committee B  
House of Assembly  
Email: [fiona.murphy@parliament.tas.gov.au](mailto:fiona.murphy@parliament.tas.gov.au)

Dear Mr Fairs

**Appropriation Bills 2025-26**

In response to your correspondence of 19 November 2025, provided below are the responses to the questions taken on notice during my appearance before Estimates Committee B on 18 November 2025.

**Primary Industries and Water**

1. *How much additional water is required to make the Tamar Valley Irrigation Scheme viable?*

As advised in the Tasmanian Irrigation Government Business Scrutiny hearing on 25 November 2025, a key risk for the Tamar Water Scheme remains uncertainty of demand. Confirmed demand from irrigators is insufficient to proceed with an agriculture only scheme as there is a significant shortfall in the irrigator contribution to the capital cost of an agriculture only scheme.

Demand from an industrial proponent at appropriate commercial rates would need to be confirmed before a decision was made to proceed with construction of a combined agricultural / industrial scheme. The required level of demand is 9,000 megalitres of industrial water.

2. *What representation has been made to the Federal Government to provide funding to support the Tamar Valley Irrigation Scheme?*

I am advised that ReCFIT has submitted our Hydrogen Hub Implementation Plan to the Australian Government and are expecting a response shortly. Requests for any further information on the Hydrogen Hub Implementation Plan should be referred to the Minister for Energy and Renewables, the Hon Nick Duigan MLC.

3. *How much has RecFIT asked the Federal Government to secure industrial water at Bell Bay?*

Please refer this question to the Minister for Energy and Renewables, the Hon Nick Duigan MLC.

4. *For each salmon company and for each of the past three years, what is the type of antibiotic and amount of antibiotic used at, separately, the companies' freshwater, smelt and marine operations by:*
- *Facility*
  - *By lease*
  - *By region*
  - *As a total for the state?*

I am advised that the Environment Protection Authority Tasmania (EPA) disclosed a range of information relating to the antibiotic use during the Budget Estimates Scrutiny Committee 'Environment' hearing held on Thursday 20 November 2025.

Additional information is also available through the EPA Antibiotic Residue Monitoring Reporting published on the EPA website.

5. *What has been the total live biomass (for human consumption, for rendering, for ensilage and for disposal) of salmon produced over the past three years, and projections for the next three years, if available, for the state as a whole, and by each region?*

The independent EPA is responsible for collecting Monthly Waste Data for Mortalities (Salmon) in accordance with Environmental Licence conditions. Any more detailed queries on waste data should be referred to the EPA.

Total production for each financial year, reported as a Head On Gutted (HOG) weight, is available on the Tasmanian Salmon Farming Data (Salmon Portal) website: <https://salmonfarming.nre.tas.gov.au/>.

6. *The Government has committed to limiting salmon production to 40,000 tonnes in Storm Bay. Does that 40,000 tonnes figure refer to whole fish or head on gutted fish?*

This question should be referred to the EPA which regulates the Total Permissible Dissolved Nitrogen Output (TPDNO), not tonnage production.

7. *What is the status of the Secretary's commitment to seek further information on the RTI of the "Offshore Aquaculture Tasmania Background Scoping Paper" Report?*

The Right to Information (RTI 015) decision was made by a delegate under the *Right to Information Act 2009*. The decision was appropriately determined in accordance with the Act.

An applicant has a right to seek an Internal Review of the decision. If an applicant is dissatisfied with the internal review decision, there is a right of external review to the Ombudsman. These statutory processes are the appropriate mechanism to seek a review of a decision of a delegate.

8. *Please provide the survey results on workforce culture for Biosecurity Tasmania 2025\*.*

**TSS Staff Survey Results – Biosecurity Tasmania**

Key Indicators	NRE Tas	Biosecurity Tasmania
Participation	68%	66%
Bullying	20%	22%
Engagement Index	62%	65%
Diversity Index	67%	67%
Workplace Behaviours and Conditions Index	69%	70%
Flexible work	64%	53%
Inclusive work environment	71%	73%

*\* Please note that these figures reflect the results of the most recent survey which was conducted in 2024. No survey was undertaken in 2025.*

9. *Please outline the reason for the Tas Marine Resources Monitoring team decrease from eight people to one person and the current recruitment to the Tas Marine Resources Monitoring team.*

I am advised there are currently 4 FTE in the Monitoring team, with additional recruitment for further positions underway. The team is also supported by a Fishery Manager and other Compliance Staff who assist with monitoring activity.

10. *Please provide data, or a detailed summary, on the effectiveness/accuracy of AI “Felixer” on cats versus native animals, e.g. how many native animals were unintentionally targeted?*

The deployment of remote grooming traps (Felixers™) has proven to be an efficient way of managing feral cats at a landscape scale, with limited monitoring required. The deployment of Felixers is in accordance with the strict protocols and procedures set out by the APVMA permit, Directions for Use, State permits and authorities to work on public land.

Biosecurity Tasmania is using Felixers across a range of externally funded projects for the management of feral cats.

Felixer devices are currently only permitted for use in active mode on Tasmanian offshore islands where there are no high-risk non-target species that could be mistaken for a cat, such as Tasmanian devils and spotted-tailed quolls. In inactive mode, a photo is taken of animals.

Biosecurity Tasmania has been working with the developers of the Felixer software to refine the algorithm of Felixers to increase the efficiency of the device in identifying the target species in Tasmanian settings. Updates to the Felixer firmware over the past 12 months have been very successful in avoiding wombats and possums as targets (possums are targeted around once in every 2000-3000 detections, and in the last 6-12 months virtually not at all).

In the very rare circumstances where a non-target species has been targeted, it is important to note that non-target animals do not groom themselves as

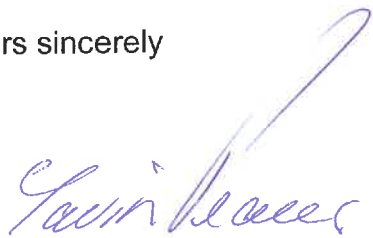
instinctively and as fastidiously as do cats and have a much higher tolerance to the toxin and the dose rate for cats is not sufficient to kill non-target species.

If conditions of the permits and authorities cannot be met, then the Felixers will not be deployed or will be closed.

11. *Can you please provide the Water Department of Natural Resources and Environment information from Hydro on Projected Marinus Environmental flow rates and any studies/data on river health relevant to Marinus?*

Please refer this question to the Minister for Energy and Renewables, the Hon Nick Duigan MLC.

Yours sincerely

A handwritten signature in blue ink, reading "Gavin Pearce". The signature is fluid and cursive, with a long, sweeping flourish extending upwards and to the right from the end of the name.

Hon Gavin Pearce MP  
**Minister for Primary Industries and Water**



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

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28 NOV 2025

Mr Rob Fairs MP  
Chair - Estimates Committee B  
House of Assembly  
By email: [Fiona.Murphy@parliament.tas.gov.au](mailto:Fiona.Murphy@parliament.tas.gov.au)

Dear Mr Fairs

### **Appropriation Bills 2025-26**

In response to your correspondence of 19 November 2025, I provide below the following responses to the questions taken on notice during my appearance before Estimates Committee B on that date.

#### **Racing:**

- 1. How many animals involved in the racing industry have been rescued or had charges laid by government officers for animal cruelty under the Animal Welfare Act?*

There have been no animals involved in the racing industry that have been rescued/seized by officers of the Department of Natural Resources and Environment Tasmania authorised under the *Animal Welfare Act 1993* during the period 1 July 2024 to 30 June 2025.

There have been no charges laid by officers of the Department of Natural Resources and Environment Tasmania authorised under the *Animal Welfare Act* relating to animals involved in the racing industry during the period 1 July 2024 to 30 June 2025.

It should be noted that any investigations under the *Animal Welfare Act* relating to animals involved in racing are reported to, and undertaken by, the RSPCA Tas Inspectorate. The Tasracing Integrity Unit or the Tasmanian Racing Integrity Commissioner may also take separate action under the Rules of Racing.

- 2. Please break down the 2024-25 point of consumption tax revenue by code.*

The point of consumption tax paid is based on a total of all bets for all forms of racing and all forms of sport.

Taxation data is not collected by racing code.



## **Women and the Prevention of Family Violence:**

1. *Has the Minister for the Department of Police, Fire and Emergency management advised the Minister for the Prevention of Family Violence of 6 vacant position with ARCH services?*

The Department of Police, Fire and Emergency Management's Family and Sexual Violence Command consists of 90 sworn officers and 29 unsworn State Service Employees that make up the 6 Divisions of the Command that include: Family and Sex Crimes Divisions North, West and South, the Safe Families Coordination Unit (SFCU), The Reportable Offender Child Exploitation Division and the Arch Program Team.

The Minister for Police, Fire, and Emergency Management has advised me that the Command currently has no vacancies for sworn officer positions and 4 vacancies across the Command for unsworn members as follows:

- Two data entry officers for the SFCU (recruitment underway),
- One North West Regional Coordinator for the Arch Program Team (recruitment to commence shortly), and
- One Coordinator for Community Protection Offender Reporting (duties of the position under review).

## **Tourism, Hospitality and Events:**

1. *Please provide data on tourism businesses emissions reduction thus far, including: total emissions down; and how and where this was achieved?*

On 6 February 2025, Department of State Growth entered into a grant agreement with the Tourism Industry Council Tasmania (TICT) to deliver industry development programs for Tasmanian tourism operators in 2025 to 2027 consistent with the 2030 Visitor Economy Strategy.

These programs are working to:

- Increase the number of Tasmanian tourism operators measuring their emissions.
- Increase industry understanding of how to reduce emissions and implement sustainability practices.
- Foster industry partnerships and collaborations that drive better environmental outcomes.
- Enable solutions that support tourism operator's sustainability goals.

Since the TICT's Tourism Emissions Reduction Commitment (TERC) program commenced in 2023, participating Tasmanian tourism businesses have formally removed 139 tonnes of emissions through accredited offset programs and have made 1327 emissions-reduction commitments.

Broader emissions-reduction data is not yet available, as it is too early in the program's lifecycle to accurately measure reductions resulting from these commitments.

Currently, 137 businesses are participating in the program.

The TICT was the first tourism industry council in Australia to develop a dedicated emissions reduction program for tourism operators, and the program has since been adopted by the Australian Tourism Industry Council as part of a national rollout under the Quality Tourism Australia program.

2. *I am sure you are familiar with the blue and gold tourism road signs. My understanding is you are required to be a TICT member to receive one of these signs? If that is the case, how do you justify businesses struggling in this economic climate to maintain an elective membership to receive a sign that is paid for and maintained by taxpayers?*

There are criteria that a business has to meet to be eligible to apply for a commercial tourism facility roadside sign, which includes the requirement to be registered for accreditation with the Tourism Industry Council Tasmania under the Quality Tourism Australia program.

The Quality Tourism Australia program is a national accreditation program and delivers a number of benefits such as access to training and business development opportunities, advice on business management and marketing opportunities.

The accreditation process provides gives consumers the confidence that accredited products are high quality, safe and accessible.

There is an annual accreditation fee that is based upon the number of full-time employees within the business.

A business does not need to be a Tourism Industry Council Tasmania member to apply for accreditation.

The inclusion of the accreditation in the criteria also helps to ensure that businesses that are approved for Tourism road signage have the necessary licenses and approvals to operate, and that the businesses are of an assessable standard.

To clarify, the Department of State Growth notes that commercial tourism facility roadside signs are not paid for and maintained by taxpayers.

3. *Over and above the \$100 per voucher face value, what has been the cost to the government of developing, marketing and rolling out the Eat Local, Stay Local scheme?*

Total operational expenses for the Eat Local, Stay Local voucher program to date is \$129,643.16.

These operational costs reflect expenses that have been incurred to 19 November 2025. These operational costs do not include departmental staff salaries.

4. *Please provide a breakdown of the budget spent on influences, giving the total costs by type of 'influencer' e.g. social media, podcast, lifestyle etc.*

In 2024/25, Tourism Tasmania invested \$99,245 to cover travel expenses and creator fees for 14 social media influencers to enable them to visit the state and post about their experience on their social media channels.

This activity provided an opportunity for the agency to reach new audiences, including in international markets and was largely focused on encouraging greater visitation over the cooler months aligned to the Off Season and Winterships campaigns.

Tourism Tasmania's major campaigns sometimes include promotion on podcast platforms such as Spotify. This is part of a traditional paid media placement and not included in the budget figure above.

Yours sincerely



Hon Jane Howlett MP  
**Minister for Tourism, Hospitality and Events**  
**Minister for Racing**  
**Minister for Women and the Prevention of Family Violence**

Minister for Environment  
Minister for Innovation, Science, and the Digital Economy  
Minister for Community and Multicultural Affairs  
Minister for the Arts and Heritage

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Mr Rob Fairs MP

Chair  
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Budget Estimates Committee B  
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Dear Mr Fairs

## **APPROPRIATION BILLS 2025-26**

Thank you for your letter of 21 November 2025 requesting additional information following examination of my portfolio by House of Assembly Budget Estimates Committee B.

### **DEPARTMENT OF NATURAL RESOURCES & ENVIRONMENT**

#### **Output Group - Environment**

**Q1. Can the Environment Protection Authority provide the current rolling 12-month average for total permissible dissolved nitrogen output for each salmon company in Storm Bay?**

*As the **Determination and Apportionment of Total Permissible Dissolved Nitrogen Output- Storm Bay Regional Area** came into effect from 1 January 2025 and is applicable to “any 12-month rolling period going forward from 1 January 2025”, compliance assessment against the determination cannot be undertaken until after 1 January 2026. The calculations below are based on reported Nitrogen emissions of each company in Storm Bay from 1 January 2025 to the end of September 2025, expressed as a percentage of the total Stage 1 Determination. Monthly Nitrogen emissions are reported after each quarterly period of the year. Therefore, our current figures are up to the end of September 2025.*

Company	TPDNO Stage 1 Determination (tonnes)	TPDNO used 1 January to 31 September 2025 (tonnes)	Percentage of Stage 1 Determination used 1 January to 31 September 2025
Tassal Operations Pty Ltd	524	207.3	39.6%
Huon Aquaculture Company Pty Ltd	873	590.5	67.6%
Petuna Aquaculture Pty Ltd	0	0	0%

Taking into account data reported by the companies prior to 1 January 2025, the EPA is satisfied that Huon Aquaculture Company Pty Ltd has met the following requirement of the above determination:

*4.2. demonstrate that over the preceding two years:*

*4.2.1. the scale of finfish farming has utilised at least 80% of their Stage 1 TPDNO apportionment for several consecutive rolling 12-month periods;*

## **DEPARTMENT OF PREMIER AND CABINET**

### **Output Group – Community and Multicultural Affairs**

**Q1. Could you please indicate how much is set aside in total and in the budget (and forward estimates) for multicultural communities given this is a new portfolio? How does this compare as a percentage of the budget to other Australian jurisdictions?**

#### **Community and Multicultural Affairs**

Question 1. Could you please indicate how much is set aside in total and in the budget (and forward estimates) for multicultural communities given this is a new portfolio? How does this compare as a percentage of the budget to other Australian jurisdictions?

**Answer:**

#### **Overview of Multicultural Tasmanians**

- Multiculturalism (cultural and linguistic diversity) is defined by the Australian Bureau of Statistics (ABS) as:
  - Groups and individuals who differ according to religion, language and ethnicity and whose ancestry is other than Aboriginal or Torres Strait Islander, Anglo Saxon or Anglo Celtic.

- According to the ABS 2021 Census, 22 per cent of Tasmania's population is culturally and linguistically diverse (see Table 1).
  - This is the lowest of any Australian state or territory, however the proportion is likely to have increased since this time.

## **Tasmanian Government expenditure on multicultural communities**

### ***Total investment***

- The Tasmanian Government has committed over \$7 million for multicultural communities over the five-year period 2024-25 to 2028-29 (see Table 2).

### ***2024-25 and 2025-26 State Budgets***

- The Tasmanian Government has invested more than \$6.1 million over two years (2024-25 and 2025-26) in programs, services and initiatives targeted towards multicultural Tasmanians (see Table 2):
  - \$1,578,622 during 2024-25.
  - \$4,529,288 during 2025-26.
- The 2025-26 Interim State Budget includes \$200,000 to deliver key initiatives in Embracing Diversity, Fostering Belonging: Tasmania's Multicultural Action Plan 2025-2029 (the Action Plan), including:
  - \$10,000 to establish an Advisory Council to oversee the implementation of the Action Plan.
  - \$190,000 to deliver further initiatives in the Action Plan.

### ***Summary of expenditure***

- In 2024-25, the Tasmanian Government's expenditure on multicultural communities through targeted initiatives was 0.017 per cent of the overall Government expenses by function within the State Budget (see Table 3).
- In 2025-26, this increased to 0.043 per cent of overall Government expenses by function within the State Budget (see Table 4).

### ***Forward Estimates***

- \$1,085,191 is included in the Forward Estimates (2026-27 to 2028-29) for initiatives targeted towards multicultural communities (see Table 2).
  - It is not possible to reflect this as a percentage because the overall Government expenses by function is not yet known.

## **Comparing expenditure across jurisdictions**

- Tables 3 and 4 compare the Tasmanian Government's expenditure in 2024-25 and 2025-26 for targeted initiatives for multicultural communities with:
  - Australian Capital Territory (ACT) – due to the jurisdiction having a similar population size.
  - Northern Territory (NT) – due to the jurisdiction having the closest culturally and linguistically diverse proportion of its population.

- Australian Government – for a national comparison.
- Expenditure on targeted initiatives was calculated as a proportion of each jurisdiction's estimates of General Government Sector expenses by function under the Classification of the Functions of Government Australia methodology.
  - While each jurisdictions overall expenditure is broadly comparative, it is important to refer to the footnotes in Tables 3 and 4 for specific inclusions.

***Expenditure Analysis – 2024-25***

- In 2024-25, Tasmania's expenditure on multicultural communities through targeted initiatives was 0.017 per cent of the overall Government expenses by function within the State Budget (see Table 3).
- This proportion was higher than both the NT (at 0.012 per cent) and the ACT (at 0.007 per cent).
- The Australian Government proportional expenditure is estimated as 0.689 per cent of the of the overall Government expenses by function within the national Budget.
  - However, it is noted that this includes Commonwealth-specific (not state) functions, including settlement and migration services.

***Expenditure Analysis – 2025-26***

- In 2025-26, Tasmania's expenditure on multicultural communities through targeted initiatives is 0.043 per cent of the overall Government expenses by function within the State Budget (see Table 4).
- This places Tasmania's proportion of spend in between that of the NT (0.025 per cent) and the ACT (0.053 per cent).
- The Australian Government proportional expenditure is estimated as 0.32 per cent of the of the overall Government expenses by function within the national Budget.
  - However, it is noted that this includes Commonwealth-specific (not state) functions, including settlement and migration services.

Yours sincerely



Hon Madeleine Ogilvie MP  
**Minister for Environment**  
**Minister for Community and Multicultural Affairs**

28 November 2025

Tables

Table 1: Proportion of population who are culturally and linguistically diverse <sup>1</sup>				
	TAS	NT	ACT	Australia
Total population <sup>1</sup>	557,571	232,605	454,499	25,422,788
Total number of culturally and linguistically diverse people <sup>1</sup>	123,494	78,157	216,542	11,257,600
Population with culturally and linguistically diverse ancestry (%)	22%	34%	48%	44%

<sup>1</sup> ABS Census 2021



**Table 2: Tasmanian Government funding targeted for multicultural communities 2024-25 and 2025-26**

Initiative	2024-25	2025-26	2026-27	2027-28	2028-29
Multicultural Council of Tasmania (MCOT) <sup>1</sup>	\$162,759	\$167,642	\$172,671	\$177,851	\$181,408
Uplift to MCOT to support delivery of the Action Plan <sup>6</sup>	\$17,745	\$17,745	-	-	-
Multicultural Action Plan Implementation <sup>2</sup>	-	\$190,000	-	-	-
Ministerial Advisory Group <sup>2</sup>	-	\$10,000	-	-	-
NAATI membership	\$17,200	\$15,020	-	-	-
Small Business Unit Translation Service <sup>3</sup>	\$20,000	\$20,000	\$20,000	\$20,000	-
Community Legal Centres Tasmania - Translation services <sup>4</sup>	\$30,000	-	-	-	-
DoE Interpreters Program <sup>5</sup>	\$62,274	\$59,787	\$63,157	\$64,412	\$65,692
CatholicCare Multicultural Employment Services (formerly Safe Haven Hub) <sup>6</sup>	\$300,000	\$300,000	-	-	-
Career Connector Service <sup>7</sup>		\$870,000			
Resources that support employers to engage visa holders and recognise migrant skills <sup>8</sup>		\$30,000	\$30,000	-	-
MCOT - Cultural Safety Initiative <sup>9</sup>	-	\$130,400	-	-	-
Welcome Cultural Services (WCS) Mersey-Leven partnership <sup>6</sup>	\$50,000	\$50,000	-	-	-
Prevention of elder abuse – Addressing cultural safety <sup>10</sup>	\$60,000	\$200,000	-	-	-
Social Cohesion <sup>6</sup>	\$200,000	\$200,000	-	-	-
Harmony Week	\$30,000	\$30,000	-	-	-
Racially Inclusive Education <sup>11</sup>	\$113,144	\$217,254	-	-	-
MCOT and Glenorchy Council - Multicultural Hub <sup>6</sup>	\$75,000	\$75,000	-	-	-
Multicultural Festivals <sup>2,6</sup>	\$90,500	\$150,000	\$110,000	\$90,000	\$90,000

**Table 2: Tasmanian Government funding targeted for multicultural communities 2024-25 and 2025-26**

Initiative	2024-25	2025-26	2026-27	2027-28	2028-29
26Ten Workplace Grants <sup>12</sup>	-	\$612,000	-	-	-
Workforce Participation and Training Program <sup>13</sup>		\$984,440	-	-	-
Multicultural Small Business Grants <sup>6</sup>	\$200,000	\$200,000	-	-	-
Culturally safe gambling harm education <sup>14</sup>	\$150,000	-	-	-	-
<b>Total per year</b>	<b>\$1,578,622</b>	<b>\$4,529,288</b>	<b>\$395,828</b>	<b>\$352,263</b>	<b>\$337,100</b>
Total 2024-25 and 2025-2026	<b>\$6,107,910</b>		-	-	-
<b>Total 2024-25 to 2028-29</b>	<b>\$7,193,101*</b>				

<sup>1</sup> Indexation calculated at 3.5% for 2024-25, 3% for 2025-2 to 2027-28 and 2% from 2028-29.

<sup>2</sup> 2025-26 State Budget commitment.

<sup>3</sup> The Department of State Growth's (DSG) has allocated funding for a translation service, available for any business accessing Business Tasmania or Tasmanian Government business advisory services, if English isn't the client's first language.

<sup>4</sup> Department of Justice (DoJ) provided \$30,000 in 2024-25.

<sup>5</sup> All Department for Education Children and Young People (DECYP) schools and Child and Family Learning Centres have access to interpreter services, at no cost to the schools.

<sup>6</sup> 2024-25 State Budget commitment.

<sup>7</sup> DSG's Career Connector Service provides employment services and careers coaching to migrants with working rights.

<sup>8</sup> DSG has allocated funding to implement action 24 in the Multicultural Action Plan for resources to better position employers to engage visa holders and support utilisation of migrant skills in Tasmania.

<sup>9</sup> The Department of Premier and Cabinet (DPAC) has provided funding to MCOT to implement Action 7 in the Multicultural Action Plan – developing resources to address cultural safety.

<sup>10</sup> DPAC has allocated this funding to the Migrant Resource Centre Tasmania (MRC Tas) and Welcome Cultural Services (WCS) through prevention of elder abuse funding, allocated through the 2021-22 State Budget as part of implementing the Older Tasmanian Action Plan's action 7.

<sup>11</sup> DECYP is supporting work in reducing racism in schools by embedding anti-racism practice, providing guidance, building cultural safety, and strengthening racial inclusion across the system.

<sup>12</sup> Skills Tasmania is expanding the 26Ten Workplace Grants program, which funds projects to help workers build the reading, writing and maths skills they need to do their jobs.

<sup>13</sup> The Workplace Participation and Training Program supports Tasmanians who are underrepresented in the workforce, to connect with training, and provides a pathway to employment. The program identifies people from culturally and linguistically diverse backgrounds, including refugees, as a priority target cohort.

<sup>14</sup> To be delivered in 2025-26.

**Note:** DECYP has committed an additional \$28,789,588 for English as an Additional Language (EAL) support in schools over five years (2024-25 to 2028-29). This has not been included in this table, as EAL funding is not included in the jurisdictional comparisons in Tables 3 and 4.

**Table 3: 2024-25 - Targeted expenditure on multicultural communities in Tasmania, Northern Territory, Australian Capital Territory and Australian Governments (\$,000)**

	TAS	NT	ACT	Australia
<b>Targeted expenditure on multicultural communities</b>				
Expenditure on grants and procurement targeted towards culturally and linguistically diverse communities <sup>1</sup>	1,579 <sup>2</sup>	1,250 <sup>3</sup>	655 <sup>4</sup>	2,685,976 <sup>5</sup>
<b>Overall expenditure on services and amenities</b>				
Total Budget expenditure <sup>6</sup>	9,438,300 <sup>7</sup>	11,120,000 <sup>8</sup>	9,255,055 <sup>9</sup>	389,891,000 <sup>10</sup>
<b>Proportional spend of overall budget on multicultural communities 2024-25</b>	<b>0.017%</b>	<b>0.012%</b>	<b>0.007%</b>	<b>0.689%</b>

<sup>1</sup> This includes projects and programs, events, infrastructure funded across each Government in the 2024-25 financial year.

<sup>2</sup> See Table 2 for commitments.

<sup>3</sup> Source: [Northern Territory 2024-25 Budget Paper 3](#), p. 119. This figure focuses on additional multicultural grants and the design for new multicultural facilities in Alice Springs and Palmerston.

<sup>4</sup> Source: [Australian Capital Territory 2024-25 Budget Statements G](#), pp. 24-26. Funding includes family settlement assistance grants, refugee and asylum seeker grants, funding for executive support for the Ministerial Advisory Council on Multiculturalism, and 'supporting the multicultural community' initiatives.

<sup>5</sup> Source: [Department of Home Affairs, Portfolio Budget Statement 2025-26](#) pp.37-40, Table 2.2.1. Consists of budgeted expenses for DoHA, Outcome 2 Programs including Settlement Services, Migration and Citizenship, Social Cohesion Framework implementation.

<sup>6</sup> These figures are from each jurisdiction's estimates of General Government Sector expenses by function under the Classification of the Functions of Government Australia methodology. Please note that what is included in each jurisdictions' overall expenditure is broadly comparative. However, please see footnotes 7 to 10 for each jurisdiction's details.

<sup>7</sup> Source: [Tasmanian State Budget 2024-25 Paper 1 - Budget Overview](#) p.14 - Government Expenditure 2025-26. This consists of health, recreation, culture and religion, social protection, environmental protection, transport, education, housing and community amenities, economic affairs, public order and safety, general public services.

<sup>8</sup> Source: [Northern Territory 2024-25 Budget, Budget and Regional Overview. p.3](#). This consists of health, social protection, transport, education, housing and community amenities, economic affairs, public order and safety, and other functions.

<sup>9</sup> Source: [Australian Capital Territory 2024-25 Budget Outlook](#), p.196. Table 3.4.1 This consists of health, recreation, culture and religion, social protection, environmental protection, transport, education, housing and community amenities, economic affairs, public order and safety, and general public services.

<sup>10</sup> Source: [Australian Government Budget 2024-25, Budget Paper 1](#), p.196, Table 6.3. This consists of general public services, education, health, housing and community amenities, recreation and culture, transport and communication, other economic affairs and other purposes.

**Table 4: 2025-26 - Targeted expenditure on multicultural communities in Tasmania, Northern Territory, Australian Capital Territory and Australian Governments (\$,000)**

	TAS	NT	ACT	Australia
<b>Targeted expenditure on multicultural communities</b>				

**Table 4: 2025-26 - Targeted expenditure on multicultural communities in Tasmania, Northern Territory, Australian Capital Territory and Australian Governments (\$,000)**

	TAS	NT	ACT	Australia
Expenditure on programs, services and initiatives targeted towards culturally and linguistically diverse communities <sup>1</sup>	4,529 <sup>2</sup>	2,500 <sup>3</sup>	5,067 <sup>4</sup>	2,515,230 <sup>5</sup>
<b>Overall expenditure on services and amenities</b>				
Overall Government expenditure by function <sup>6</sup>	10,506,200 <sup>7</sup>	10,069,000 <sup>8</sup>	9,608,937 <sup>9</sup>	785,670,000 <sup>10</sup>
<b>Proportional spend of overall budget on multicultural communities 2025-26</b>	<b>0.043%</b>	<b>0.025%</b>	<b>0.053%</b>	<b>0.32%</b>

<sup>1</sup> This includes projects and programs, events, infrastructure funded across each Government in the 2025-26 financial year.

<sup>2</sup> See Table 2 for commitments.

<sup>3</sup> Source: [Northern Territory 2025-26 Budget Paper 3](#), p. 246. This is the total allocated in the 2025-26 NT State Budget. This includes Multicultural grants, Multicultural community facilities grants and funding for the Katherine multipurpose multicultural facility. Please note that this may include some services and programs that are targeted towards Aboriginal communities. This funding is administered by the Department of People, Sport and Culture.

<sup>4</sup> Source: [Australian Capital Territory 2025-26 Budget Statement C](#), p. 38. Total funding allocated through the 2025-26 State Budget. Funding includes what appears to be a one-off commitment to fund the National Multicultural Festival – unsure if this rotates nationally. 4,049,000 is allocated to the NMF and 1,018,000 is allocated to continuing humanitarian grants programs.

<sup>5</sup> Source: [Department of Home Affairs, Portfolio Budget Statement 2025-26](#) pp.37-40, Table 2.2.1. Consists of budgeted expenses for Department of Home Affairs, Outcome 2 Programs including Settlement Services, Migration and Citizenship, Social Cohesion Framework implementation.

<sup>6</sup> These figures are from each jurisdiction's estimates of General Government Sector expenses by function under the Classification of the Functions of Government Australia methodology. Please note that what is included in each jurisdictions' overall expenditure is broadly comparative. However, please see footnotes 12 to 15 for each jurisdiction's details.

<sup>7</sup> Source: [Tasmanian State Budget 2025-26 Paper 1 - Budget overview](#) p.10 - Government Expenditure 2025-26. This consists of health, recreation, culture and religion, social protection, environmental protection, transport, education, housing and community amenities, economic affairs, public order and safety, general public services.

<sup>8</sup> Source: [Northern Territory 2025-26 Budget, Budget and Regional Overview](#), p.5. This consists of health, social protection, transport, education, housing and community amenities, economic affairs, public order and safety, and other functions.

<sup>9</sup> Source: [Australian Capital Territory 2025-26 Budget Outlook](#), p.163. This consists of health, recreation, culture and religion, social protection, environmental protection, transport, education, housing and community amenities, economic affairs, public order and safety, and general public services.

<sup>10</sup> Source: [Australian Government Budget 2025-26, Budget Paper 1](#), p.117, Table 5.3. This consists of general public services, education, health, housing and community amenities, recreation and culture, transport and communication, other economic affairs and other purposes.



Parko 17/11/25

## Staff Survey Results

- Our staff actively participated in the TSS Employee survey with a participation rate of 68%, an increase of 6 percentage points from the previous year.
- We saw improvement in the staff engagement score, especially in our large, operational Divisions, with PWS increasing from 60% to 64%; BT increasing from 61% to 65%.
- The survey highlighted our people have a strong connection to our purpose to *deliver a sustainable Tasmania* and understand how what they do every day contributes to this.
- Our people told us that a positive team environment is the top reason they like to work for NRE Tas.
- We also saw significant improvements in our people feeling valued for their contributions and celebrating success.
- Our people also told us that they would like to see improvement in:
  - Training and development opportunities
  - Remuneration
  - Management and leadership
  - A greater focus on positive workplace behaviours
- We continue to take positive actions in response to the survey feedback:
  - Improving leadership capability through targeted development initiatives.
  - *Respectful Workplaces* and anti-bullying campaigns and training program for all staff.
  - Belonging@NRE Tas Action Plan



- Continuing to roll out our new Performance and Development Planning process with a greater focus on training and development and our How We Work behaviours.
- Implementing the Sustainability Action Plan, where our staff can be actively involved in reducing our environmental footprint and achieving our sustainability vision where *nothing is wasted*.

Engagement	NRE	EHL	PWS	PIW	SBS	BT	ORI
2024	62	55	64	62	68	65	53
2023	61	57	60	60	66	61	55



## 2025-26 INTERNAL INFORMATION

**Subject:** Unlocking more public or private land for recreational hunting

### 100 day Commitment

*Progress work with key stakeholders to unlock more public or private land for recreational hunting to manage deer and improve access management tools.*

- The 100 day commitment has been delivered.
- Game Services Tasmania and PWS staff undertook an initial assessment of a proposed list of up to 27 parcels of reserved land, including areas submitted by the Australia Deer Association (ADA) and the Tasmanian Deer Advisory Committee (TDAC) for consideration of permitting additional recreational deer hunting.
- This list was narrowed down due to access constraints, deer density, parcel size, from 27 parcels to 15 core parcels for consideration.
- None of the proposed parcels of land has a statutory management plan
- The 15 proposed sites are progressing with assessments and completion of the RAA is expected in March/April 2026.

(RESERVE ACTIVITY ASSESSMENT)

### Proposed Sites

1. Alma Tier Conservation Area
2. Eastern Tiers Conservation Area
3. Apslawn Regional Reserve
4. Hardings Falls Regional Reserve
5. Swan River Regional Reserve
6. Cygnet River Regional Reserve
7. Avoca Regional Reserve
8. FPPFL Extension to Castle Carey Regional Reserve
9. Royal George Regional Reserve
10. Snow Hill Regional Reserve
11. Fisher Tier Conservation Area
12. Midday Hill Conservation Area
13. River Hill Conservation Area
14. Black Jack Hill Regional Reserve
15. Remarkable Rock Conservation Area



Existing PWS areas:	Properties the hunting area is within	Total property area (ha)	Hunting area (ha), (excluding buffer zones)
Top Marshes	Top Marshes Conservation Area (2707ha)	2,707	2,691
Five Mile Pinnacles	Five Mile Pinnacles Conservation Area (484ha)	484	485
Half Moon Bay (Brenton Rivulet block (PWS) and Mother Lord Plains block (HT))	Central Plateau Conservation Area (100483ha), FPPFL Lot 129 (4565ha) and FPPFL Lot 131 (79ha).	105,127	9,543
Parson & Clerk Mountain Block (PWS)	Great Western Tiers Conservation Area (9012ha)	9,012	1,062
Billop Creek (Tumbledown Creek block (PWS) and land known as Gunns Marsh surrounding Gunns Lake and Little Lake (HT))	Great Western Tiers Conservation Area (9012ha), FPPFL Lot 129 (4565ha), FPPFL Lot 130 (168ha) and HEC land (4367ha)	18,112	5,057
Tooms Lake Conservation Area	Tooms Lake Conservation Area (3597ha)	3,597	2,148
Buxton River Conservation Area	Buxton River Conservation Area (3617ha)	3,617	2,563
St Pauls Regional Reserve	St Pauls Regional Reserve (4381ha)	4,381	2,338
Castle Cary Regional Reserve	Castle Cary Regional Reserve (6000ha)	6,000	4,173
Totals		153,037	30,060



## Suspension Reasons

Table 4: Top 10 Suspensions by Reason and Sanction

Reason Description	Sanction Category	Annual										Year-to-date (Term 2)		
		% Suspensions					# Suspensions					% Suspensions		
		2019	2020	2021	2022	2023	2024	2019	2020	2021	2022	2023	2024	2025
Physical abuse of another student	Behaviour that is detrimental to the health, safety or welfare of the staff or other students	25.4%	26.1%	25.9%	23.6%	23.3%	24.2%	1888	1778	2200	2094	2649	2502	1292
Defiance or disobedience	Disobedience of instructions which regulate the conduct of students	14.7%	14.8%	14.4%	11.3%	13.4%	14.2%	1090	1008	1223	1002	1516	1462	668
Other offensive verbal behaviour	Unsociable behaviour	7.8%	7.4%	9.9%	10.0%	8.1%	9.3%	577	503	840	886	925	963	470
Aggressive, threatening behaviour	Threatening behaviour	11.1%	10.4%	9.2%	7.5%	7.8%	7.8%	824	707	779	669	882	808	370
Rudeness, insolence	Disobedience of instructions which regulate the conduct of students	4.5%	5.4%	4.6%	4.9%	4.6%	5.3%	333	365	388	438	527	547	212
Other inappropriate or unacceptable behaviour	Any other behaviour that a Principal determines to be unacceptable behaviour	3.1%	5.0%	4.6%	5.4%	6.2%	5.2%	232	340	386	476	707	542	323

Annual																	
Reason Description	Sanction Category	% Suspensions						# Suspensions						Year-to-date (Term 2)			
		2019	2020	2021	2022	2023	2024	2019	2020	2021	2022	2023	2024	% Suspensions		# Suspensions	
														2024	2025	2024	2025
Contravening documented school policy and or rules	Contravening school rules and policies	4.7%	4.2%	4.9%	5.8%	4.7%	4.6%	348	287	412	513	535	475	4.3%	5.5%	240	280
Damage to property	Behaviour or actions that cause, or are likely to cause, injury to persons or damage to property	2.2%	1.9%	1.8%	2.8%	2.5%	2.7%	167	130	153	249	286	283	2.7%	2.6%	152	132
Disruptive behaviour in class and/or other scheduled activities	Behaviour that is likely to impede significantly the learning of the other students of that school	3.1%	2.7%	1.9%	2.4%	2.3%	2.7%	233	183	158	210	262	279	2.6%	3.0%	147	154
Physical abuse of a teacher or other staff member	Behaviour that is detrimental to the health, safety or welfare of the staff or other students	3.2%	3.2%	2.8%	2.5%	2.7%	2.7%	240	219	238	225	303	274	2.5%	3.0%	140	153

Note: Top 10 rank is based on the number of sanctions by reason in 2024.

## Vaping

**Table 5: Number of suspension Incidents where "Vaping" was referenced**

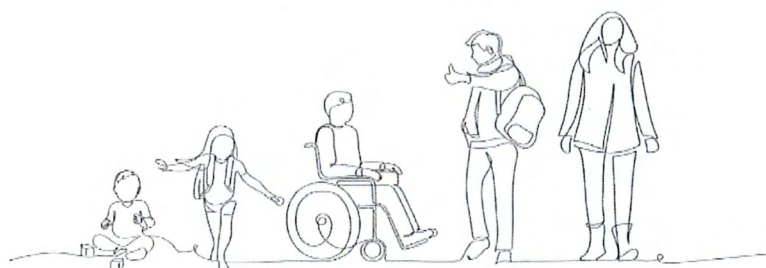
	Annual				YTD (Term 2)		
Year Level Group	2021	2022	2023	2024	2023	2024	2025
Prep–Year 6	8	52	110	30	56	15	14
Years 7–10	76	510	905	359	535	198	267
Years 11 and 12	5	11	43	35	32	28	11
<b>Total</b>	<b>89</b>	<b>573</b>	<b>1058</b>	<b>424</b>	<b>623</b>	<b>241</b>	<b>292</b>

Tabled by Palmer 19/11/25 - Children & Youth

# Strong Families Safe Kids Advice and Referral Line (ARL) Review Project

Final Report

November 2024



Baptcare

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## 1 Executive Summary

Child abuse and neglect have severe long-term effects, often leading to issues like substance use, mental illness and criminality. These impose significant costs on individuals and communities.

The Tasmanian child safety system is facing increasing pressure from rising notifications and complexities within families. These factors are leading to higher costs and poorer outcomes, especially when early intervention is lacking.

In 2015, the Tasmanian Government initiated a comprehensive review to redesign the child protection system, resulting in the 2016 “Strong Families - Safe Kids” (SFSK) report by Professor Maria Harries.

The establishment of the statewide Advice and Referral Line (ARL) in 2018 was one of the most significant changes undertaken as part of SFSK. The ARL was created to be the first point of contact for anyone with concerns about the safety and wellbeing of a child, and the public health approach is embedded within its practice. The ARL aims to provide early intervention and integrated support for children and families.

Tasmania is one of the few jurisdictions in Australia that has created a ‘single front door’ for early intervention and referrals. This has led to less referrals to the Child Safety Service (CSS), less ‘churn’ of families within the statutory child safety system, and a higher rate of substantiation of matters referred to CSS.

The ARL is a relatively new service and in many ways is yet to mature its systems, processes and governance. There are many strengths within the ARL, including the staff commitment to embedding the Tasmanian Child and Youth Wellbeing Framework and conversational approach into practice. Staff have a shared commitment to growth and improvement, and to ensure positive outcomes for children and their families. The significant increase in community awareness of, and engagement with, the ARL and the partnerships being fostered with non-government organisations is a credit to ARL staff and leaders.

When first established, the ARL’s call volume was expected to be 60-70 calls per day. However, contacts have steadily grown over time to a current average of 156 calls a day (September 2024), with call volume peaking at 230 calls at the beginning and end of school terms. This increase in demand is unprecedented and driven by a number of external factors that could not have been anticipated when the service was established. This high demand has resulted in considerable strain on the frontline workforce, and a significant risk to children due to high numbers of abandoned calls, and delayed responses.

Concerns have been raised by ARL leaders, Services for Children and Families (SCF) Executive and community stakeholders about the ability of the ARL to respond efficiently and effectively to the concerns being reported to it. While several strategies have been employed to manage demand, a more comprehensive review of the current state and operational arrangements was required.

The ARL Review Project was established in late 2023 to review the scope and operation of the ARL and enable informed decisions for a sustainable and agile service that can meet future demand to support the Tasmanian community. The Project Team gathered qualitative information from staff and external stakeholders and quantitative data from a Time and Motion study undertaken by KPMG. This data has been analysed together with insights from DECYP data, previous reviews, and approaches adopted in other jurisdictions.

This Report summarises the outcomes of this research, identifies 22 key findings and makes 18 recommendations for consideration.

This Report identifies a range of issues facing the service and offers specific solutions to address these. These are wide-ranging and include:

- The increasing challenge of high volume and demand of work coming into the service.
- Concerns across all stakeholder groups that staff do not have the skills and experience to respond to all concern types.
- The need to document and clarify the deliberately broad scope of the service and re-communicate this to key stakeholders.
- The impact of the structure of the service and current demand on staff wellbeing.
- Ineffective information systems, which are limiting the service's effectiveness.

These themes align with several previous external reviews, indicating that despite earlier findings and recommendations by external researchers and experts, these issues are persistent and challenging to overcome.

This Review Project takes a different approach to the previous work. By being initiated and conducted internally and in collaboration with key internal stakeholders who have actively driven the objectives and outputs, it is intended that the service has greater ownership over the findings and can fully implement the recommendations with appropriate support.

The Project Team is optimistic that the key findings and recommendations offer a significant opportunity for continuous growth and improvement across the service, and we look forward to seeing the implementation of these recommendations.

The Project Team extends its gratitude to all ARL and CSS staff, Mission Australia and Baptcare staff, our broader non-government organisation (NGO) Alliance Partners, and external stakeholders including Tasmania Police, education and health department staff. We also thank the Project Steering Committee for their dedicated and motivated contributions to this review.

Your commitment to ensuring that all Tasmanian children are known, safe, well and learning is deeply appreciated. It has been a pleasure to collaborate with you and witness your passion and drive to achieve the best outcomes for Tasmanian children, young people and their families.



## 2 Context for the Review

The establishment of the ARL in 2018 was one of the most significant changes undertaken as part of the SFSK Redesign reforms. It sought to establish a 'single front door' as the first point of contact for anyone with concerns about child wellbeing and safety, with the public health approach embedded within its practice.

The aim of the ARL was to refocus the child safety system to an early intervention approach, by providing advice to callers and the community, and strengthening the community and service system's ability to respond to the needs of children and families.

The 2016 Redesign of Child Protection Services Tasmania 'Strong Families - Safe Kids' Report by Professor Maria Harries that drove these reforms, found that despite earlier initiatives to introduce another point of referral for services in Tasmania in the form of Gateway Services, the Child Protection Service had become the default option.

Managing the associated burden of escalating reports is unsustainable and dangerous for children, families and the workforce. International evidence showed that robust and capable advice and referral services at the front door of the child protection system can improve outcomes for children and their families, and reduce the pressure on statutory protection services. The overarching goal of the SFSK Redesign was to secure the safety of children by doing the very best we can to support their families and communities.



The ARL brought together the collective resourcing of the previous Child Safety Intake Service and the Gateway resources across Mission Australia and Baptcare. At the time of implementation, there were six frontline teams (four government and two non-government). In September 2023, three additional teams were permanently implemented (one government and two non-government).

When it was first established, the ARL's call volume was expected to be 60-70 calls per day. However, year on year since establishment, contacts to the service has steadily grown to a current average of 156 calls per day (September 2024), with call volume peaking at 230 calls at the beginning and end of school terms.

Further, the total number of conversations being opened each year at the ARL has grown significantly year on year, with 20,905 conversations opened in 2023, compared to 12,925 in 2019.



**Table 1: New conversations opened between 1 January 2019 and 25 September 2024, by calendar year**

Year	Conversations Opened	% change
2019	12,925	-
2020	12,662	-2%
2021	14,694	16%
2022	16,543	13%
2023	20,905	26%
2024*	16,452	TBC

*\*Data for 2024 corresponds to the period 1 January to 25 September 2024.*

This increase in demand has resulted in considerable strain on the (already short-staffed) frontline workforce and poses a significant risk to children due to high numbers of abandoned calls, and delayed responses.

Recent call queue data indicates that there are multiple times where less than half the incoming calls are answered, demonstrating that current service demand continues to outstrip capacity. While a number of strategies have been put in place to improve effectiveness and efficiency, and there have been several reviews, studies and inquiries that have examined the ARL, this increase in demand has been unprecedented and the service cannot not keep up with the growing demands.

Concerns have been raised by ARL leaders, SCF Executive and community stakeholders about the ability of the ARL to respond efficiently and effectively to the concerns being reported to it.

A comprehensive and evidence-based understanding of the increase in demand, the impact and potential changes to the service's scope, and the distribution of work across service functions was required to inform continuous improvement. As such, this Review Project was established.

### 3 Project Scope

The ARL Review Project was established in late 2023 to review the scope and operation of the ARL and to enable informed decisions for a sustainable and agile service that can accommodate future demand to support the Tasmanian community.

The Review analysed the current operations, and service demands of the ARL, its alignment to the original scope and considered specific changes to better support and resource the service. Without this deep understanding of the current state, it has previously been challenging to comprehensively review business processes and identify further operational improvements.

Specifically, the Review Project objectives were to:

- understand the increase in demand, and how this is impacting on scope and operations.
- understand the original scope of the ARL and if this has changed over time.
- understand how the current operations within the service (and with stakeholders) are functioning, and whether they are fit for purpose.
- confirm the desired future scope of the ARL operations and requirements that will best support the needs of children and young people.
- provide advice and recommendations regarding improvements.

Further, a number of ‘problem statements’ were identified at the commencement of the Review Project, which helped to guide the focus of the Review, including:

- The cause of increased demand for ARL services is unknown, or where known, is unquantified.
- It is unclear if the current scope of the ARL is aligned to the original intended scope.
- SCF does not have a comprehensive understanding of the distribution of work across the service functions.
- It is unclear if the ARL service is resourced and supported appropriately to meet the needs of stakeholders and community.
- It is unclear if ARL business processes are effective in upholding the practice model and in meeting the current demand.

To inform this analysis, the Project Team gathered qualitative information from staff and external stakeholders, and quantitative information from a Time and Motion study undertaken by KPMG. Both data sets were analysed together with insights from DECYP data, previous reviews and approaches adopted in other jurisdictions.

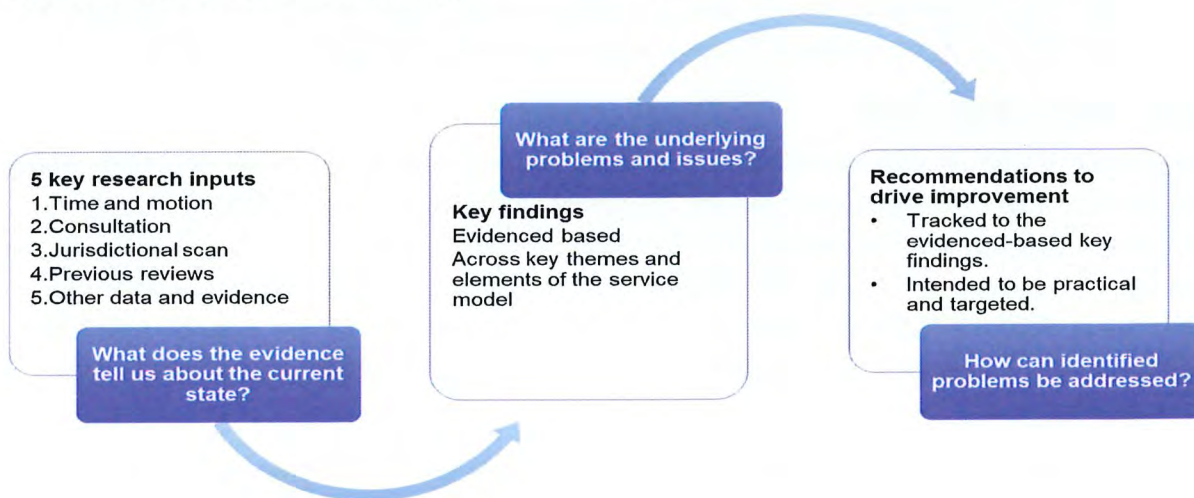
This Review Project has not been a full evaluation of the ARL but has been targeted to analyse the current operations and service demands and make recommendations about the scope and model for future operations. The Review does not extend to the implementation of any changes to the ARL.

The Review Project has been overseen by the ARL Steering Committee, which includes membership from across ARL Leadership (both government and non-government) and other SCF Executive. This Report and future implementation approaches will also be considered by the Department for Education, Children and Young People (DECYP) Executive Committee for Safety and Wellbeing of Children and Young People.

## 4 Review Method

Given the scope, timeframes and small Project Team allocated to this Review, the Review’s methodology has been tightly scoped to the project’s objectives and problem statements. The Review has used several research sources and methods to understand the current state of the service, identify underlying issues and solutions to address these. As a result, the Review identified 22 key findings and made 18 recommendations for consideration. The methodology and each research input are described below.

Figure 1: Summary of review methodology





### **Internal and External Stakeholder Consultations**

The Project Team undertook face to face (and Microsoft Teams) internal and external stakeholder consultations between late April and early July 2024 to understand the 'current state' and to gather evidence to support continuous improvement. An online survey was also distributed to staff and unions which mirrored the consultation sessions.

**Table 2: Statewide Stakeholder Consultations Conducted**

Stakeholder Group	Number Of People Consulted Statewide
ARL staff	67
CSS staff	73
Tasmania Police	3 (+ written submission received)
School staff/professional personnel	29
Hospital staff	6
NGO Alliance Partners	23
<b>Total</b>	<b>201</b>

Both internal staff (with varying levels of experience within the ARL and CSS) and external stakeholders shared their thoughts and feedback around the growing demand, scope and current operations of the ARL. Participants discussed:

- The growing demand at the ARL.
- The scope of service.
- Staff capacity to respond.
- Technology or systems issues that hinder efficient workflows.
- What is working well, what the challenges are, and ideas for improvement.

It was agreed by the Steering Committee to limit the external stakeholder consultations to the four key groups who engage and work most closely with the ARL - Tasmania Police, hospital staff, school (teaching and professional support) staff, and the NGO Alliance Partners.

Both staff and external stakeholders constructively highlighted the challenges currently being faced and raised ideas for operational and practice improvement. Raw feedback from each session was collated and analysed to identify themes, and remove any bias, before being shared with ARL Leaders and the Steering Committee. A Consultation Report summarising the feedback was shared with all ARL and CSS staff. The qualitative information gathered from the consultations is referenced throughout this Report.

### **KPMG Time and Motion Study**

A key part of the ARL Review Project was to understand how current resources are allocated to the many and varied activities involved in delivering the ARL's services. The Project Team facilitated a formal procurement process and appointed external consultants KPMG to undertake a Time and Motion Study of the ARL. The purpose of the study was to identify the tasks and functions performed by frontline staff - Child Safety Wellbeing Workers (CSWW), Advice and Referral Line Workers (ARLW), Practice Leaders (PL) and Community Liaisons, and analyse the time spent conducting these activities. The study approach involved KPMG staff:

- Undertaking a comprehensive desktop review and analysis of existing documentation to develop an understanding of the documented processes and practices.



- Conducting workshops with ARL staff to validate their understanding of the current state and develop an End-to-End Process Map.
- Shadowing 11 frontline ARL staff over 20 working days, mapping and recording the time taken for every task and activity performed.
- Cleansing and analysing the data gathered and consolidating the findings into a Report which identifies key areas of inefficiency and makes recommendations for improved business operations.

The Study gathered a range of qualitative and quantitative data which was also able to identify activities where there is duplication, and potential gaps and improvements in current activities, processes and procedures. KPMG's Final Report was shared with the Steering Committee and SFC Executive, and key findings are included throughout this Report.

### **Data Analysis**

SCF holds a significant amount of data about the ARL's activities. Daily information is available from Genesys (contact centre software system) to show how many incoming calls are being received, wait times to answer, call handling times, number of calls abandoned, number of call backs etc. Data from the Children's Advice and Referral Digital Interface (CARDI) and the Child Protection Information System (CPIS) is also available to show the number of conversations opened and closed, as well as their source, time taken to resolve and the outcome.

While these data sources have been used to support the work of KPMG and to inform this review, it is noted that there are discrepancies across these three separate systems, making it difficult to compare data and get a holistic view of the service. For example, Genesys data is not linked to CARDI data. The logging of conversations in CARDI may not accurately reflect the actual volume of calls as it can only report on those logged by staff (and leaves room for error). One example of the discrepancy is that in February 2024 there were 3,052 calls received into the ARL through Genesys but the CARDI report for February shows 1,787 contacts had been received.

Noting these issues, the Project Team has used the data available from Genesys, CARDI and CPIS to document and validate the information obtained through the consultations and by the KPMG study in managing the demand and what the future needs are. The Project Team has also analysed data from Frontline Mind Resilience Scans that were undertaken in 2023 and 2024 which measured employee (ARL staff) resilience, satisfaction and workplace culture, as well as DECYP workforce data regarding staff tenure, leave and vacancies.

### **Previous Reviews/Evaluations**

Since its inception, several reviews and evaluations have been conducted, encompassing various aspects of the ARL's scope and function, and have resulted in numerous recommendations. The most significant of these studies have been:

- SFSK Evaluation Summary Report (2020)
- Performance Audit conducted by the Auditor-General (2022)
- SFSK Next Steps Action Plan - Final Progress Report (March 2022-2023)

All three studies consistently identified the following issues with the ARL's scope and function:

- The high volume and demand of incoming work was becoming increasingly challenging.
- There is a lack of clarity around scope and remit of the service.



- The demands are having a significant impact on staff wellbeing.
- Ineffective information systems are limiting the services' effectiveness.

There were consistent recommendations made across all the studies:

- Improve processes and procedures and embed practice methodologies and decision-making guidelines into systems.
- Develop a mechanism or structure to differentiate calls about wellbeing and risk and allocate to staff or teams with the most experience in that area.
- Develop data and technology systems to improve efficiencies across ARL, Department of Police, Fire and Emergency Management (DPFEM) and Department of Justice (DoJ).
- Strengthen governance, monitoring, performance management and evaluation.
- Invest in project management resources across the service.

The Project Team has considered the evidence and recommendations from these studies alongside the more recent research conducted as part of this Review Project and considered where specific recommendations have or have not been implemented, and whether they remain relevant.

### ***Jurisdictional Scan***

The Project Team conducted a desktop jurisdiction scan to review other states 'front door/intake' service models, delivery approaches and key public facing information/material. Key findings from the jurisdictional scan are most relevant to the Service Delivery Model section of this report. These findings include:

- There is no model exactly like Tasmania, however the ACT and Western Australia are the most similar.
- Wellbeing and risk are assessed in different services or departments in most states. Where there is a centralised intake service, the concerns around risk or wellbeing are then allocated to separate teams or services for further assessment.
- Western Australia has a 'Central Intake Team' which receives calls about concerns for a child's wellbeing, or concerns that a child is suffering any form of abuse or neglect. The Central Intake Team refers wellbeing concerns to Early Intervention teams for assessment, triage and allocation.
- ACT has a central point of contact which receives reports about worries, concerns, mandatory reports and wellbeing enquiries about children and young people who are at risk. This central team then refers families on when wellbeing support is required.
- Many jurisdictions' processes, policies, assessment frameworks and screening tools are front facing and visible to the public.
- In some jurisdictions such as New South Wales, online forms and interactive tools are more structured and puts the onus on the caller to distinguish which service to call. Online forms and tools provide outcomes for notifiers.
- No jurisdiction has promoted a strong focus on out-reach or a community education role.
- Several jurisdictions publicly promote how callers can take steps to manage worries or concerns themselves in very targeted and practical ways.

It is important to highlight that there is more work to be done in understanding how other jurisdictions operate their intake services which will inform and support the implementation of the recommendations of this review. Significant learnings can be made from service delivery structures, processes, and procedures used in other jurisdictions which could be useful in guiding improvements of the ARL service delivery model in Tasmania.

## 5 Key Findings

The Project Team has used a simple operating model framework to inform the research and frame findings and solutions. This model includes five key domains which relate to, and support, how services are delivered, managed and maintained by the ARL.

Using this model helps ensure that all key aspects and layers of operations are considered, and issues are not considered or implemented in isolation or without key context.

Figure 2: Operating Model Framework



The following sections of this Report outline the research and evidence gathered for each key domain and presents the most significant issue as 'key findings', along with specific recommendations for improvement.

In drafting these, the Project Team has aimed to identify issues and propose solutions that are:

- **Targeted** - to systematically address underlying problems.
- **Practical** - to influence what can be implemented in a short-medium timeframe.
- **Comprehensive** - which target operational improvements.
- **Measurable** - offer ideas and solutions that can be tracked and monitored to support quality implementation.

### 5.1 Service Delivery Model

#### *Service Scope*

As outlined earlier in this report, the ARL was designed to be the first point of contact, or a single front door, for any concerns about children's wellbeing and safety across the whole of the community. Further, the service's focus on early intervention was hoped to improve outcomes for families while reducing pressure on statutory services.

Key to the reform was the implementation of Professor Thorp's conversational model of intervention, which changed the focus from 'notifications of risk' to building a therapeutic alliance through dialogue. It was anticipated that this model would improve the collective response to concerns about children's wellbeing and safety across the whole of the community.

The data, consultations, and KPMG study show that while the scope of the ARL was designed to be intentionally broad, and stakeholders remain supportive of this, it has made it challenging to put boundaries around incoming demand (what is in and out of scope), to define the roles and responsibilities with stakeholders, and to manage community expectations. This has led to a gradual increase in the specific tasks and functions delivered by the service.

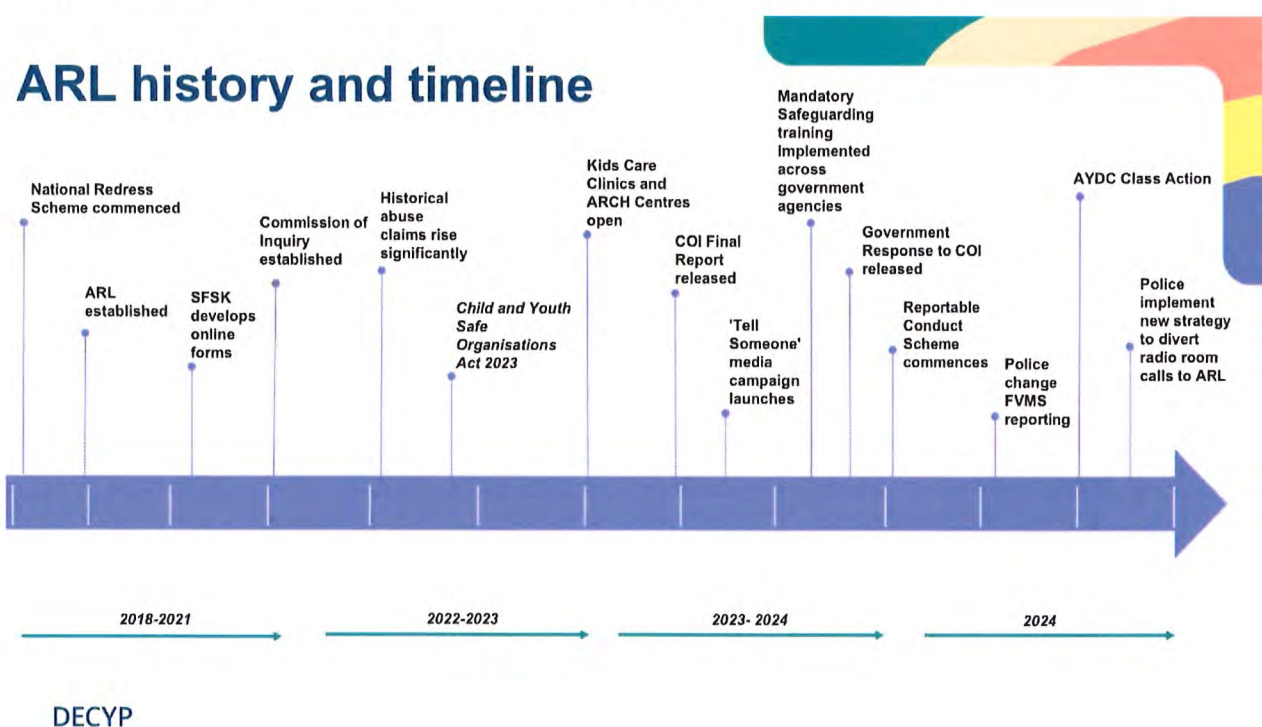


The lack of clarity around scope and remit has also been a focus of several of the related reviews. Specifically, the Auditor-General's Performance Audit (2022) found that the effectiveness of the ARL was inhibited by a lack of clear understanding of its purpose and function by the community and stakeholders. To date, the key strategy to address this has been community and stakeholder engagement.

The increase in scope 'creep' has been driven by external factors, including:

- The introduction of mandatory safeguarding training across agencies.
- An increase in the reporting of historical abuse following the Commission of Inquiry.
- Changes to legislation including the introduction of the *Child and Youth Safe Organisations Act 2023*.
- The introduction of the Reportable Conduct Scheme in January 2024.
- The "Tell Someone" campaign.
- The introduction of Kids Care Clinics by the Department of Health, with the ARL being a primary referral pathway.

Figure 3: History of factors influencing demand for the ARL and the scope of the service



While the ARL's services have had to accommodate these changes, largely driven by the activities of other government agencies, the scope remains inadequately and inconsistently documented, without specific goals or clear performance indicators. This has contributed to the ARL being perceived as a repository for all matters related to the safety and wellbeing of children, and the notion of a child's safety and wellbeing being 'everybody's business' being lost.

Other jurisdictions appear to manage incoming demand by publishing departmental processes, assessment frameworks and screening tools that explain how callers and professionals can take steps to manage worries or concerns themselves, and when they need to make a report.



## Source of contacts

The most regular users of the ARL are known as ‘prescribed persons’ - professionals who are legally required to report any concerns they have for a child’s safety and wellbeing. This cohort accounts for approximately 90% of contacts into the ARL. Concerned family, friends, neighbours and community members also contact the ARL, but in much smaller volumes. The source of contacts has changed over time with the most significant increase from school staff, with contacts increasing by close to 150% in 2023, compared to 2019. Comparatively, new contacts/conversations from family members have not grown.

**Table 3: Number of new conversations, by source and year**

Source	2019	2020	2021	2022	2023
School	2,743	2,995	3,830	4,846	6,739
Police	3,449	3,208	3,461	4,274	5,223
Other professionals	2,203	2,396	2,949	3,172	3,870
Family members	2,066	1,758	1,847	1,862	1,953
Health	1,233	1,484	1,718	1,564	2,079
Other	1,231	820	888	825	1,027

Consultation found that ARL staff are observing an increasing pattern of professionals making mandatory reports simply to discharge their duty of care and transfer responsibility to the ARL. Staff also noted the increased reporting of very low-level worries, together with an apparent lack of understanding about what to report and what the ARL could (and should) respond to. ARL staff describe this as a ‘dump and run’ by stakeholders, who report to ARL and then view it as no longer their responsibility.

The ARL’s main contact method is the 1800 telephone number, but due to high demand, callers face long wait times (often over an hour). As a result, more people are using e-contacts, which was not intended to be the preferred contact type.

In September 2024, over 2,000 contacts were ‘Awaiting Allocation’, with call queue wait times frequently exceeding 40 minutes, and over an hour during peak periods. These delays increase the serious risk that the ARL will lack responsiveness to acute matters, resulting in poor and potentially traumatic outcomes for children. There is also a risk that community members may not report concerns if their experience with the ARL has been of an unresponsive or unavailable service.

Consultation also showed that due to the high volumes of contacts being received, triage efforts are focussed on the more significant safety concerns at the expense of the wellbeing and early intervention aims of the ARL. Lower-level wellbeing worries received via e-contact are triaged to ‘Awaiting Allocation’ which can then remain unactioned for several months. These risks are further evidenced by the significant increases in the average time it takes to close conversations across all outcome types.

**Table 4: Average days taken to close conversations, by outcome and year**

Outcome	2019	2024	% increase
Child Safety Assessment	29.5	55.9	47%
Initial Assessment	36	45	20%
Referral to other services	23.8	31.1	23%
Assistance provided by ARL	16.6	22	25%
Information & Advice	10.3	16.1	36%
Outside scope	12	17.1	30%
<b>Total</b>	<b>21.4</b>	<b>31.2</b>	<b>31%</b>



## Managing contacts

The research highlights significant workflow challenges within the current service structure, limiting the service's ability to manage the high number of incoming contacts.

The current model for initial call taking is that frontline staff (CSWWs and ARLWs) are rostered on a two-hour phone shift, four days a week. Each call that is answered is then automatically allocated to that staff member. This methodology results in higher caseloads for more efficient call-takers and creates a disincentive for phone shift effectiveness. Staff have reported that the current phone rostering practice is ineffective. It is manually done by a Unit Coordinator, is time consuming, changed multiple times a day, and doesn't allow for adequate coverage, especially during peak periods. Since the inception of the ARL, phone shifts have reduced from four hours to two hours, and there is now a resistance by staff to do longer shifts, although there is a current proposal to increase to two and a half hour shifts to fit with call arrival patterns.

During consultations, staff reported having "phone answering anxiety" due to the potential work that each call can create. KPMG witnessed staff on phone shifts spending significant periods of time (19% of the shift) talking to callers and taking detailed notes for matters already allocated to another ARL staff member. Further, it was observed that staff 'trade' cases – agreeing to action an urgent matter in return for transferring six of their active conversations into the Awaiting Allocation queue. When staff are asked to do an additional phone shift or stay online for an additional period of time, they often agree to do so on the proviso that all calls they answer are transferred to the Awaiting Allocation queue rather than allocated to themselves as would normally occur. Practice Leaders and Practice Managers confirmed with the Project Team that these are common practices among staff.

In relation to phone shifts and call taking, during the KPMG study period, they observed:

- No successful phone transfers made to the allocated workers when calls were received.
- 19% of phone shift time taken up talking and taking notes on behalf of an allocated worker.
- 15% of phone shift time taken up collating and emailing notes.
- 37% of phone shift time spent doing tasks that could be completed after the phone shift.
- An average of 153 inbound calls occurring per day:
  - 56.5 of these calls were abandoned.
  - Wait times of up to 1 hour 22 minutes.
  - Average call time of 14 minutes.

During consultations, both staff and stakeholders suggested introducing a call taking intake team. It was proposed that this would be staffed by experienced Allied Health Practitioners (AHPs), not administration staff, to filter all contacts and identify concerns relating to wellbeing. Further, they could identify calls notifying about significant and serious risk to a child's immediate safety and triage them to appropriately experienced staff/teams for a targeted response. Having a central team to answer all calls would eliminate the current anxiety being felt by staff regarding phone shifts and a clear process for allocation to teams would ease the inequity currently being felt across the service.

Beyond initial call-taking, the evidence identifies a need for clearer roles, specialised teams, and better workflow processes to address staff stress and improve service outcomes. The KPMG study found that the current structure requires workers with varying levels of experience to be proficient across all contact and conversation types, processes and potential outcomes, making it harder to produce high-quality work. Further, they suggested a more streamlined structure and defined teams that enable specialisation would allow for contacts and conversations to be resolved more efficiently. The study also found



Community Liaison staff represent a significant portion of the ARL's staffing profile and have significant experience and skills, but their alignment with priority and complex work could be improved.

This was strongly reinforced in consultation with both staff and stakeholders, where changes to the way the workload is managed were identified as being urgently needed. Further, staff felt that the unknown nature of work that was coming to them was stressful, they would appreciate more predictability in the work that is allocated and would welcome a re-structure of the teams to manage specific work areas.

Relatedly, the ARL Resilience Scan (2023) revealed a sharp increase in staff experiencing extreme overwhelm, with 40% indicating high stress levels, up from 9% in previous scans. Key stressors include poorly structured workflows and the negative impact of being on demand standby, which hampers staff's ability to follow up with families and external services, thereby slowing down managing the conversation.

The SFSK Evaluation (2020) echoed these concerns. It recommended optimising staffing by ensuring the right mix of experience in rostering, mechanisms to differentiate between child wellbeing concerns and emergency/urgent calls, and having experienced practitioners manage the more complex cases. Some recommendations from this Evaluation have been partially implemented, such as an increase in Community Liaison roles. These proposed changes reflect the original intention of the SFSK Redesign which recommended a focus on:

- Defining clear roles and responsibilities.
- Developing specialised capabilities.
- Setting achievable performance targets.
- Offering job diversity.
- Creating career progression opportunities to aid in recruitment and retention.



### ***Stakeholders - Roles and Responsibilities***

While the ARL has worked hard with its stakeholder groups to encourage them to take some responsibility in responding to worries for children, there is clear reluctance to do so. This can be partly attributed to mandatory reporting training which appears to have shifted the perception that matters become the ARL's responsibility once concerns are reported. Further, stakeholders shared that these initial conversations/interventions with families are outside the training and scope of their work. This 'rub' has created an ongoing tension between agencies as to where their roles and responsibilities start, crossover and end. Stakeholders expressed immense frustration with the approach taken by the ARL (seeking the caller to identify or be part of the solution) and view it as the ARL pushing back on what is their responsibility. This would be somewhat alleviated by a clearer understanding and accountability around



roles and responsibilities with respect to concerns for the safety of children, and a shared understanding of wellbeing, risk and assessments.

Schools have introduced Student Support and Professional Support teams. However, during consultations teaching staff shared that they are not receiving the necessary support from these teams to assume greater responsibility in the wellbeing space. Additionally, the complexity of the concerns they are encountering falls outside the scope of what teaching staff are equipped to manage. School personnel shared a genuine desire to work more directly with families, however there is confusion and apprehension about whose role and responsibility that is.

All stakeholders believe that ARL's practice of shifting some responsibility back onto the caller is inconsistent with community expectations and mandatory reporting training they have completed. Conversely, the introduction of the Child and Youth Wellbeing Framework (and associated documents) has seen a positive step towards a shared approach across the Care Team setting in some schools and Child and Family Centres. This indicates that common tools, publicly visible guidelines and documents, and shared frameworks are welcomed, and understood, by stakeholders. Collaborative practice and information sharing has somewhat improved since the amalgamation of the Department of Communities and Department of Education into DECYP but this would benefit from continued support at an Executive level.

It was evident during the review that the relationship between the ARL and CSS could be improved. A lack of clarity around the intersect between ARL and CSS and their respective responsibilities for child wellbeing and safety, and 'thresholds' for transfer of matters is a cause of tension.

During consultations, CSS staff and managers reported that despite the increasing contacts at the ARL they are not receiving any more referrals for assessment (this is supported by conversation outcome data). Meanwhile, ARL staff reported that CSS and the Intensive Family Engagement Service (IFES) have restricted which matters they will take for assessment, meaning that the families stay with the ARL for longer, or are referred to the Integrated Family Support Service (IFSS) more regularly. This correlates with the stakeholder feedback and observations from KPMG that IFSS are regularly being asked to provide support to very complex families where the safety concerns are significant.

It is noted that if the ARL had staff (or a team) suitably trained and dedicated to referrals, this could result in family referrals moving away from a general IFSS response to more targeted services, e.g. Engender Equality, GP for a Mental Health Care Plan, ARCH/Sexual Assault Support Services (SASS), Targeted Youth Support Service (TYSS) etc. This would subsequently reduce the load currently being experienced by IFSS providers.

The Auditor General's Report in 2022 noted stakeholder frustrations around poor communication, lack of feedback resulting in an assumption that nothing was being done, and concerns around assessments and risk tolerance being too high. This Report found that two key strategies to date have been community education sessions to promote the messaging of child safety and wellbeing being a shared responsibility, and the ARL encouraging all callers to consider their own responsibilities.

The consultations undertaken in this Review Project found that these frustrations remain present with stakeholders and have impacted on positive, and collaborative relationships. This Review does not assess the accuracy or otherwise of external stakeholder feedback, other than to note it was consistent across all stakeholder groups, and echoed concerns raised by stakeholders in previous reviews.



## Summary

The ARL's scope was designed to be intentionally broad but did not anticipate the significant growth in demand driven by external factors such as new legislation and changes in the political landscape. Over time, the ARL's responsibilities have expanded to meet the emerging and diverse demands from the community. Further, the goals and priorities of the service are not clearly visible or understood, impacting the service's ability to effectively prioritise, clarify roles and responsibilities with stakeholders.

There is evidence indicating that the ARL's service delivery model is not being implemented as originally intended and the workforce is not being optimised. Consequently, the expected early intervention outcomes have not been fully realised and staff wellbeing is being impacted.

The volume of contacts being received and the lack of capacity among the NGO service providers has resulted in the ARL finding itself in a position where it is trying to be 'everything to everyone'. This is unsustainable for staff, and not viable under the current operating model. In addition, there is a lack of shared understanding of roles and responsibilities, which has resulted in a fractured relationship between ARL and CSS staff, and dissatisfaction and concern from professional stakeholders.

Recently, some Community Liaison positions have been redeployed to manage current demand within the ARL, however this is an interim measure, and is at the expense of the community education function that they perform.

## SERVICE DELIVERY MODEL - KEY FINDINGS AND RECOMMENDATIONS



### Key Findings

1. The intentionally broad scope of the ARL did not anticipate the significant growth in demand for the service, which is largely driven by external factors.
2. The scope of the service is only documented at a high level, and specific goals or priorities are not strongly visible or understood by stakeholders, impacting the ability for the service to effectively prioritise and clarify roles and responsibilities.
3. Poorly defined scope makes it difficult to assess the service's core business, likely resulting in increased workloads and administrative burden.
4. There is strong desire from stakeholders for the service to continue to operate as a single front-door for worries and concerns for children and young people's wellbeing and safety.
5. The current intake and operating model cannot sustainably keep up with demand and deliver services consistent with the original intent of the service.
6. Stakeholders require more guidance and clarity around their roles and responsibilities to support shared responsibility to managing concerns and worries.
7. Community Liaison roles represent a significant portion of the ARL's staffing profile and have significant experience and skills, however their alignment with priority and complex work could be improved.
8. IFSS providers are receiving a high number of referrals that are not necessarily in scope, and it is unclear if IFSS are resourced appropriately, based on current need.



## Recommendations

**Recommendation 1:** Redefine the desired scope and goals of the ARL, including key priorities which inform Key Performance Indicators (KPIs).

**Recommendation 2:** Reorganise the operating model to better manage the current volume and variety of concerns being received, including:

- Create an Intake Team (AHPs) to triage and differentiate calls and progress these to staff with the appropriate skills and experience.
- Align team and role structures to support the ARL's defined goals and priorities and workflow.
- Focus expertise to support the ARL's defined goals and priorities, including creating specialists' teams or specialists within teams.

**Recommendation 3:** Review Liaison Roles and alignment with priority and complex work.

**Recommendation 4:** Develop and implement a communication strategy and suite of accessible education resources and tools that support the redefined scope and clarify the roles and responsibilities of the ARL, other government agencies and key partners (including schools) in child safety and wellbeing.

**Recommendation 5:** Work with IFSS to understand current scope and demand, and model future needs and requirements.

## 5.2 People

Currently, the ARL is staffed by approximately 77 FTEs made up of five government teams and four non-government teams. The number of positions has significantly increased since its inception in late 2018. On commencement, the service had 55 FTE positions (across both government and non-government teams), and currently has 101 FTE funded positions.

Table 5: ARL Establishment

	Government				Non-Government		
	FTE positions	Head Count	Occupied FTEs		FTE positions	Head Count	Occupied FTEs
Dec 2018	35	N/A	28.96		20	N/A	20
30 Jun 2024	63 (54 permanent, 9 fixed term)	56	40.5		38*	39*	34*

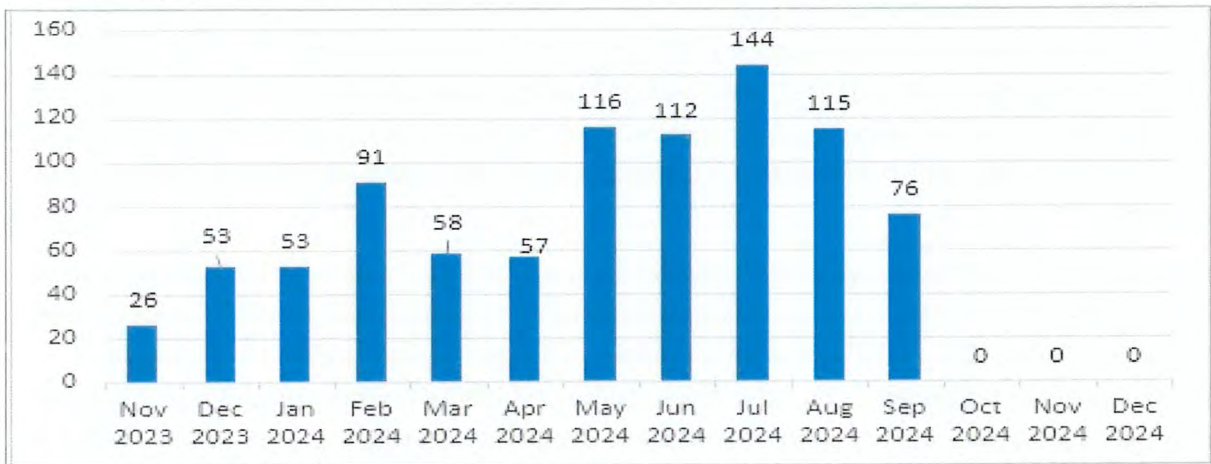
\*Non-government numbers are as at 30 September 2024



SCF has been experiencing significant recruitment challenges across both the ARL and CSS in recent years which has resulted in a high number of vacant positions at the ARL (currently approximately 23 FTE government vacancies), both substantively and due to long term leave, secondments and workers compensation.

Positively, SCF has recently undertaken a broad reaching and innovative recruitment campaign, powered by social media, which has yielded significant interest from suitably skilled and qualified applicants. It is hoped applicants will transition into all (or a majority of) vacant positions. The impact of ongoing staff vacancies, and high rates of daily personal leave, is critical at the ARL as it struggles to manage the volume of work coming in, without adequate staff numbers to answer phones and respond to e-contacts.

**Graph 1: Personal leave days by month for ARL staff (government and non-government staff)**



During consultations, the ARL staff shared their creative ideas around recruitment and retention, including assigning workers to dedicated teams according to their strengths, skills and interests. Providing flexible working hours (shorter/longer shifts), work from home options, and improved wellbeing supports for staff were all raised as options to improve staff retention and work satisfaction. Workforce data shows that the average tenure of ARL staff is 6.1 years, down slightly from 7.0 years in 2021. The average tenure of CSWWs is 2.7 years, down from 3.8 years in 2021.

There is a discrepancy between the government and non-government staff regarding working conditions, hours of work, breaks, rostered days off and pay. This discrepancy is contributing to current staffing and workplace culture challenges. Both the Project Team and KPMG witnessed a level of frustration between staff from both areas. While this is out of the scope for this Review Project, it is a factor which is influencing some of the cultural concerns identified in this Report. KPMG’s Time and Motion Study also identified differences in workload between the government and non-government teams which may also be an impacting factor.

During consultations, the staff shared that there was currently a skills and experience gap within the ARL workforce, and that there was a level of apprehension, confusion and sometimes paralysis around decision making. Staff have requested enhanced induction and ongoing training, as well as consistency from leadership (PLs and PMs) around practice directions to ensure that all staff are managing contacts in the same way. While external stakeholders are aware of the current demand being experienced at the ARL and acknowledged the current challenges that presents for the service, they shared concerns around the skills and experience of the ARL workforce. They often felt that decision making such as risk and cumulative harm assessments was at odds with their own professional assessments.



The KPMG study examined the three frontline workforce roles (CSWW/ARLWs, PLs and Liaisons) and observed differences in efficiency among various roles, teams and functions. While the study does have some limitations<sup>1</sup>, it showed significant variation in the workloads of government and non-government staff, with some teams having workloads 42% higher than non-government staff.

Other variations related to the average number of conversations handled between teams and time answering calls. The KPMG report also noted inefficiencies during contact management activities such as time spent on a phone shift not answering calls and the refusal of workers to answer transfers of inbound calls despite being available. Most notably, there are no consistent standards, workplace goals, or KPI's for staff to work towards or the leadership team to monitor.

Currently, the ARL workforce is spread across two buildings within the St Johns Park precinct which is not ideal. This is due to the addition of three new teams in 2023. Most staff are situated in the Curruthers building, with two teams in Wingfield building. The teams rotate every few months. This splitting of the teams has caused some worries for staff, and a feeling of isolation and disconnect for the teams located in Wingfield. It is understood that reviewing accommodation for the ARL and CSS is a priority for DECYP, which would be most welcomed by the ARL staff to ensure that they can all be accommodated within the same workspace.

The Resilience Scan data from August 2023 indicated an overall feeling of mistrust of management. Sense-of-threat increased from 71% to 86% and the source shifted from clients and co-workers towards managers (an increase of 30 to 54%). There were more statements of 'I prefer to not share', and more people identified 'prefer to not answer' in response to questions about mental health, medications and drug and alcohol use, collectively indicating a drop in trust in the workplace. In addition, the ARL culture appears to have deteriorated with psychological safety and the degree to which staff feel able to speak up.

The 2020 SFSK Evaluation Report noted concerns about high workloads at the ARL leading to high staff turnover and a focus on the more significant cases at the expense of the wellbeing or early intervention aims of the ARL. Concern was expressed about possible inequities between government and non-government workers at the ARL and a possible loss of specialised knowledge contributed by non-government workers over time.

The Evaluation Report recommended clarifications of the expectations and responsibilities of both government and non-government staff, and that ARL management review the recruitment of staff, including level of experience, qualifications and statement of duties. This does not appear to have been done comprehensively, however continuous improvement efforts have been made, particularly around recruitment. It would be beneficial for there to be a consistent approach to recruitment assessment processes across both the government and non-government staff.

The 2016 Harries Report emphasised the importance of supporting frontline workers and developing skills to ensure successful service redesign. Key recommendations included increasing professional mentoring, reducing administrative burdens, and providing well-being support for staff working in highly emotional environments. It was identified that success would require dedicated project management, leadership, and external expertise.

The jurisdictional scan highlighted Western Australia's successful three-month induction program, which led to a 90% staff retention rate. This model is worth further review by ARL Leadership.

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<sup>1</sup> The data from this study is from a point in time, and may be influenced by a range of factors, including size and tenure of a team, number of new staff spending time at training, and time spent of phone shifts by a team member in any given week.

The 2022 Auditor-General's Report similarly stressed the need for adequate project resources and management. However, the current distribution of roles within the ARL indicates that the majority of staff possess qualifications and experience in practice, with few having established skills in business administration, management, or project management, particularly at the leadership level. Consequently, the Statewide Manager, NGO Manager, and Service Development Practice Advisor (SPDA) will require additional specialised support to manage and implement business operational matters and improvements.

What was clear to the Project Team throughout this review was that the ARL is staffed by a group of highly dedicated individuals who are doing their best, in often very difficult and stressful circumstances. They are acutely aware of the pressures and are keen to work with leaders to identify solutions and make the changes that are necessary.



### **Summary**

Despite the steady increase in demand, there is not strong evidence to suggest that more resources (on their own) would alleviate the current strain. It is important to note that the ARL establishment has increased from 55 FTE in 2018 to 101 FTE (as at late September 2024). If the ARL was able to fill the approximately 27 FTE vacant positions (across both government and non-government teams) and retain a full complement of staff, then some of the current challenges would be significantly reduced.

Given the operational inefficiencies identified throughout this review, it would be prudent to address and resolve them, prior to any decision being made to request funding for additional resources. More strategies are however required to improve staff retention, build capacity and ensure consistent leadership support is provided and consistent direction to staff. Gaps in project management and business administration capabilities persist.



## PEOPLE - KEY FINDINGS AND RECOMMENDATIONS



### Key Findings

9. There is inconsistency in advice and expectations from the ARL leadership team, which is creating confusion, uncertainty and apprehension across the service and resulting in inequitable workloads and varying output quality.
10. Workloads vary significantly across teams, and there are no clear measures of appropriate capacity and workloads for teams or individuals.
11. There are significant recruitment and retention challenges at the ARL, which has impacted on staff vacancies, high rates of daily personal leave, and the capacity of the service and capability.
12. Given the opportunities to improve operational efficiencies identified throughout this Review, it would be prudent to address and resolve them, prior to any decision being made to request funding for additional resources.
13. There are limited dedicated resources within the ARL to support project management and implementation and business administration capabilities.



### Recommendations

**Recommendation 6:** Ensure consistent service delivery and practice expectations across all staff and teams and embed these in formal processes.

**Recommendation 7:** Review the case allocation method to ensure equitable and automatic distribution and eliminate ad-hoc manual workarounds.

**Recommendation 8:** Develop a Workforce Action Plan for the ARL focussed on attraction, retention and supporting middle management leaders.

**Recommendation 9:** Strengthen business management capabilities and support within the ARL.

### 5.3 Processes

The consultations and KPMG study highlighted that a lack of clear processes, procedures and guidelines is a major cause of inefficiency at the ARL. Staff are working in different ways, leaders are inconsistent with their advice and support, and families are not receiving the same responses due to these variations. Consultations also revealed a lack of clear guidance on how to manage certain conversations.

Risk assessment is identified as an area requiring improvement for staff consistency. Professional stakeholders have different understandings and perceptions in relation to legislative risk thresholds. There is ongoing confusion, and a lack of shared language or understanding about the concept of risk, what needs to be recorded as a notification or incident, and what the threshold is for a matter to be escalated to the CSS for further assessment. There was evidence of staff not using the Wellbeing Assessment Tool (WAT) or the Tasmanian Risk Framework (TRF) in a consistent manner and/or correctly. Establishing a common



understanding of risk and fostering shared learning on tool utilisation will be crucial in addressing the challenges and frustrations currently experienced between the ARL and external stakeholders.

Several external stakeholders have reported that ARL processes are a source of frustration. Their concerns ranged from matters relating to delays in calls being answered or responded to, e-contacts being unactioned for months, through to responses from ARL staff which appeared to diminish their professional judgements and opinions, and no tangible increase in support to children and families. Implementing clear policies and procedures will not only support staff in their assessments and decision-making but also help manage stakeholder expectations and help clarify their own responsibilities. Further, many states have front-facing, publicly shared assessment tools, decision making guidelines, mandatory reporters guides, and screening tools that guide consistent processes and decision making. The ARL should consider adopting a similar approach.

During consultations, staff reported that the referral processes, particularly for Tasmania Police and IFSS are one of the most time-consuming aspects of their jobs, requiring manual reviews of systems and inputting of information. KPMG observed similar challenges in their study, noting that over half the time spent on referrals was dedicated to IFSS and a quarter to Tasmania Police. Feedback from Tasmania Police and Alliance Partners indicates that the referrals are often incomplete or inadequate, suggesting that a significant amount of time is being spent on referral processes that are not meeting the needs of the receiver.



As noted earlier, both staff consultations and the KPMG study identified a lack of standardised working methods, with inconsistent guidance and leadership from Practice Leaders and Managers on following specific processes and procedures. This has led to confusion among staff and stakeholders, inconsistent practices, duplicated efforts requiring review by Practice Leaders and Managers, and negative external feedback.

The 2016 Harries Report recommended the Tasmanian Government and non-government services work together to implement and embed the Common Approach Framework across the service system. This should increase the capacity of practitioners in their first contact with children and families to identify both their strengths and needs, build on these strengths within families, and link families with the supports they need before problems escalate into crises.

Although the Tasmanian Child and Youth Wellbeing Framework has since been developed and is used or referred to in practice, a need exists for more structured policies, procedures and practice advice or decision-making tools within the ARL to support consistent practice and service delivery across the ARL.



## Summary

The lack of clear processes, procedures, guidelines for managing conversations, or the lack of knowledge or application of them by staff, is an area of consistent confusion and inefficiency. The current operating model of the ARL allows for significant professional and clinical judgments with decision making, without formal processes and standardised ways of working in place to support. While this can be advantageous and a preferred way of working for staff with extensive skills, experience and confidence, the current ARL workforce requires more structure and guidance. Staff requested this strongly during consultations, and stakeholders shared concerns around the experience of staff and the impacts on their wellbeing working in an environment that appeared unstructured.

Both the consultations and the KPMG study identified inconsistency in practice advice and expectations from the leadership team which creates a culture of uncertainty amongst staff, potential for negativity/animosity, and a lack of certainty for our families and stakeholders around expectations. Positively, a Weekly Case Review forum is in the process of being established which will assist with practice direction, decision making and complex case guidance for staff.

## PROCESSES - KEY FINDINGS AND RECOMMENDATIONS



### Key Findings

14. There are significant gaps, inconsistencies and inefficiencies in current processes or understanding of these. This is contributing to inefficient decision making and negative feedback regarding the quality of the ARL's assessment of matters and referral outputs.
15. There are no clear guidelines around decision making or triage of contacts, particularly around assessing risk. Decision making by staff can be hindered, inconsistent and results in a culture of uncertainty amongst staff, families and stakeholders around expectations.



### Recommendations

**Recommendation 10:** Use the process mapping completed by KPMG to address gaps, inconsistencies and inefficiencies in processes and procedures.

**Recommendation 11:** Develop and embed a comprehensive Contact Guide, Decision Making Tree and triage system.

## 5.4 Governance, Monitoring and Evaluation

This ARL Review has identified several improvements that could be made to the governance, monitoring, and evaluation in the implementation and ongoing delivery of the ARL.

The 2016 Harries Report noted that clear lines of accountability and reporting to ensure that change was driven consistently with agreed directions, was considered essential to the implementation of the redesign and the establishment of the ARL. To ensure this occurred, the Report recommended a robust governance framework, including criteria for assessing whether the redesign delivered the resource, cultural, and



service changes required to deliver better outcomes for children and families. Further, the Harries Report noted that an ongoing and consistent quality review of the progress of the redesign would be integral to achieving positive outcomes over the longer term.

The ARL Senior Managers Operational Group (SMOG) was established to provide leadership and support to guide the delivery of the service relationship between government and non-government partners. The group, made up of senior managers and Executive from the ARL, SCF, Mission Australia and Baptcare, currently meets monthly. The Terms of Reference for the SMOG indicate that the group is intended to play an active role in the endorsement of operational procedures and ongoing practice approach. This group can also consider operational matters that are unable to be resolved through day-to-day management and monitor the overall performance of the Service.

The role and function of the SMOG is to ensure that a consistent and high-quality service is being provided, and to make decisions and recommendations to the Executive Leadership Group on matters of strategic importance, including matters related to stakeholder management, facilities management, workforce management and service performance management. Recently, a Principal Practice Manager from CSS has been included in SMOG to assist in building a strong and collaborative relationship between the ARL and CSS.

The Executive Leadership Group for the ARL was intended to include Deputy Secretary representation from other government agencies. This forum has been in abeyance for some time and has only been recently re-established internally within DECYP. SMOG has recently developed an Operational Report with key performance data to allow it to provide oversight of the performance of the service. The ARL will benefit from having a Deputy Secretary level forum in place to escalate matters, including the impact of activities driven by other government agencies and funding arrangements and demand for critical NGO services (e.g. Intensive Family Support).

Despite there being a number of reviews conducted in the ARL's relatively short history, none of them have provided a comprehensive evaluation of the ARL's overall effectiveness in achieving its original objectives and any defined targets.

With regards to evaluation, three broad indicators were initially established to measure the success of the ARL and SFSK:

- (1) A reduction in referrals to CSS.
- (2) A reduction in children placed in Out of Home Care (OOHC).
- (3) Client satisfaction.

The findings from this Review Project in relation to (1) and (2) have been referenced throughout this Report. However, in relation to (3), ARL client satisfaction is not regularly sought through a formal mechanism. The Project Team did explore this issue through:

- Complaint data through the SCF Client Liaison function, which indicates that the number of complaints related to the ARL is low considering the volume of contacts it receives.
- Stakeholder feedback from this review and previous reviews - both of which indicate a high level of dissatisfaction.

These measures provide a starting point for a comprehensive monitoring and evaluation framework that also considers the key day to day measures essential for monitoring the service, such as response times, satisfaction measures, and broader trend analysis.



The UTAS Evaluation argued that the role of an independent person within the redesign process should be considered to provide an impartial point for measuring the progress. The Evaluation noted that the establishment of such a role would provide assurance to government and the community that the change within the redesign will result in better outcomes for children and their families. Consideration should be given to the role of the Commissioner for Children as part of such a process.

The UTAS Report recommended that the State Government ensures that the system for protecting children and promoting the wellbeing of children and their families is supported by a commitment of system partners to collect, share and analyse data and report on outcomes for children and their families. It would be beneficial for SCF to pursue this recommendation.

### Summary

Given the continuing growth that the ARL is experiencing as a service, it would benefit from clear strategic direction and a deliberate and long-term plan, driven by leaders across government.

The SCF Executive receive comprehensive weekly reports on the ARL's performance, and operational demands and risks are escalated from SMOG. There is a need however, for the governance of the ARL to include other areas of DECYP and Executives from other government agencies (including DPFEM and the Department of Health). There is also a need to take an outcome focussed approach to ARL reporting, rather than measuring activity and throughput. A formal measure to regularly evaluate client satisfaction (for families as well as stakeholders) would be beneficial for the purposes of continuous improvement learning opportunities.

## GOVERNANCE, MONITORING & EVALUATION - KEY FINDINGS AND RECOMMENDATIONS



### Key Findings

16. The scope of decision-making, oversight, and accountability for the ARL is limited to core leaders within the service (including NGO partners). However, many of the key issues facing the service are shared responsibility of other stakeholders, including other government agencies.
17. Consistent goals and targets are not used to drive improved service delivery and staff performance.
18. There are limited monitoring and reporting frameworks in place. Outcomes, effectiveness, impact and feedback from clients is not consistently measured or evaluated. Dedicated expertise is required to evaluate the service's impact on outcomes.



### Recommendations

- Recommendation 12:** Review and enhance the governance structure for the service, including Senior Executive oversight from other parts of DECYP and potentially external government and non-government stakeholders.
- Recommendation 13:** Implement KPIs across all levels of the organisation, from service to staff level, in line with clearly articulated service goals and priorities.
- Recommendation 14:** Regularly monitor and evaluate the effectiveness and performance of the service, using an external evaluator.



## 5.5 Technology and Data

CARDI was created in 2018 to specifically support the work undertaken in the ARL. It incorporated a number of fields derived from legislation as well as fields relating to decision making and records of email messages and telephone conversations. CARDI's initial unit of measurement was that of individual telephone calls which raised concerns for a child.

CPIS was designed based on the *Children, Young Persons and their Families Act 1997*. Its unit of measurement is that of providing an individual record for each child who comes to the attention of the Department, whether by a notification of risk or some other means. A secondary purpose of CPIS records relate to information that is obtained, analysed and reported to the Australian Institute of Health and Welfare (AIHW) and as part of the Report on Government Services (ROGS).

The 2016 Harries Report recommended that the workforce is supported through increased investment in fit-for-purpose information systems and hardware, as well as process support that allow workers to spend more time with children, families and support services. The 2020 SFSK Evaluation Report similarly recommended that any development of information systems at the ARL align with and supports practice frameworks and tools such as the Wellbeing Framework.

The KPMG Study found that up to 20% of a worker's time is spent on non-productive tasks or in overcoming inefficient processes required by the current case management system. This level of inefficiency is having a significant impact on the ability of the service to meet the needs of children and their families. By addressing these inefficient processes, frontline workers will be able to spend more time supporting children and their families.

During consultations, both ARL and CSS staff expressed concern that information systems are separate, and that there was a realised risk of information getting lost between them. They provided examples of:

- Incomplete summaries from CARDI being transferred to CPIS.
- Information missing that is contained in CARDI but doesn't transfer over to CPIS (or needs to be done manually creating errors).
- CARDI reports containing incidents not getting transferred to CPIS as a notification.
- CSS staff not having access to CARDI (noting this has since been rectified with CSS PLs and PMs having access).
- Duplicate records for the same person/family, including the same families appearing multiple times with different spelling of names
- Person's Believed Responsible (PBR's) not being recorded accurately.
- Frustration with the time taken to have to check both CPIS and CARDI systems.

KPMG noted in their study that there was opportunity for technology changes to improve efficiency in process and task completion. Specifically, they observed shortcomings in the accuracy of CARDI data and its integration with CPIS making automation of tasks difficult and results in additional administrative effort. Further insights from the study showed duplication of data and records across multiple systems and significant manual work being undertaken. Adjustments to CARDI and CPIS could speed up workflow issues and reduce administrative burden. An integrated data system would allow for more accurate and detailed reporting and better evaluation of performance and enhanced decision making.

A significant portion of matters coming via e-contacts are automatically generated from Tasmania Police's ATLAS system and the Family Violence Management System (FVMS). During the period of this review, police



officers generated contacts received, or any safety or wellbeing concerns they have noted by uploading them to the ATLAS system during or after their shifts. ATLAS then creates an automatic email to the ARL for each matter.

CARDI and ATLAS do not interface. This means that each contact made in ATLAS needs to be manually entered in CARDI by ARL Staff, creating significant inefficiencies. Similarly, referrals from the ARL to Tasmania Police are then entered manually into ATLAS by Tasmania Police personnel.

Since the KPMG observation period, Tasmania Police changed their process so that all FVMS reports arrive via an Excel spreadsheet. This is having a significant impact on the Unit Coordinators and Practice Leaders, with it often taking a full day to triage family violence incidents.

The 2022 Auditor-General's Report recommended that ARL work with DPFEM to improve the manual or electronic interchange of information relevant to child safety, and specifically information flowing between the existing CARDI and ATLAS systems, to reduce reworking of data leading to inefficient practices within both agencies. Data integration between CARDI and ATLAS would significantly improve workflow for ARL. KPMG noted that the small amount of automation that already exists in police referrals has significantly increased the efficiency of this process, demonstrating the value of technology improvements.

As noted earlier in this report, KPMG found that referrals took a significant proportion of frontline workers' time. They observed that opportunities exist for automated systems for some referral processes, which would cut out reviewing multiple systems and manually entering information. Their study also found that the online contact form, which is being widely used by professionals, is not effective at automatically transferring the information into the required format for CARDI, limiting its benefit and creating another administrative burden for staff triaging the online contacts.

Stakeholders also shared concern and frustration that the online form had a word limit of 500 for people to report their worries for a child. Given that this is the preferred method of contact for many professionals, it was requested that the word limit be removed or increased.

SCF is fortunate to have a significant amount of data available from Genesys, CARDI and CPIS. However, it is noted that this data is not currently being accessed and used by leadership to inform strategic decision making. All three data sources can provide reports and extracts on particular matters but is reliant on staff members knowing how and what to access. Currently, there isn't a dashboard, or any other structured reporting mechanism readily available to leaders, resulting in operational decisions often being made in the absence of key metrics and performance indicators.

Using available data would greatly assist the leadership team to monitor and manage performance both at a whole of service level and at an individual staff member level. This would be particularly useful in the context of an enhanced rostering system and for monitoring the 'Awaiting Allocation' list.

### **Summary**

SCF holds a significant amount of data for the ARL which is not being used to comprehensively inform decision making and to keep abreast of the current operational challenges. A limitation is that Genesys and CARDI data is currently captured separately. This makes it difficult to view a complete picture of contacts received by the ARL and where the pressure points are.

The lack of integration between CARDI and CPIS means that there is significant duplication in work, with staff having to review both systems, and manually obtain and write information for referrals, which should be automated.



The e-contact form is limited in usability with a 500-word limit for people to describe their concerns. This was a consistent source of frustration from stakeholders. Further, once submitted, the e-contact form does not automatically transfer information into the required format for CARDI. This requires some manual input and review from Practice Leaders to ensure accuracy.



## TECHNOLOGY AND DATA - KEY FINDINGS AND RECOMMENDATIONS



### Key Findings

19. Data produced by key business systems (CARDI, CPIS & Genesys) is not combined and accessible. Information reporting dashboards are not being used to support ongoing and structured performance evaluation
20. Significant manual work is being undertaken to review history or previous notes, duplicating information between CPIS and CARDI. This reflects both training and system awareness issues and highlights opportunities for configuration improvements. IT applications could be enhanced to reduce manual and duplicated work. The automated eContact platform (Online Contacts Form) does not always populate CARDI with all the information staff need, reducing efficiency gains.
21. ARL staff have very low system awareness in relation to CARDI, including how it integrates with CPIS, and do not appear well versed in using the Wellbeing Assessment Tool (WAT) or the Tasmanian Risk Framework (TRF) tool.
22. Polce referrals often lack sufficient information to determine who the actual entity is and the referral content is insufficient to determine how to proceed. Opportunities exist for automation of some referral processes which would reduce manual handling effort.



## Recommendations

**Recommendation 15:** Establish integrated dashboards and reporting tools and systems to inform day to day oversight, strategic decision making and long-term planning.

**Recommendation 16:** Undertake business analysis into possible enhancements to CARDI and the Online Contact Form to better guide staff and reporters in how to input data (e.g. prompts, alerts, mandatory fields, revised form design), provide more in-system guidance to staff in undertaking risk assessments, and automated referral processes.

**Recommendation 17:** Ensure staff are given and complete simple system induction and training and they know how to get support to learn more or fix business system issues.

**Recommendation 18:** Establish a joint project with DPFEM to improve processes for exchanging information on child safety, including opportunities to enhance ATLAS and/or CARDI to support effective automation of key processes.

## 6 Implementation

The Steering Committee for the ARL Review Project has agreed to support all the recommendations identified in this report. This demonstrates its commitment to growth and improvement and will enable action to be taken quickly.

The recommendations within this report are intended to be prioritised and sequenced, so that changes to the service and work with stakeholders can be managed effectively. This will start immediately and progress over the next 12-18 months. The key next step for this work will be to develop a dedicated Implementation Plan that guides improvement for the service into the immediate future.

It is noted that additional support and resources to implement these changes will be required, particularly given the capacity issues facing the service, and the needs of further project and business administration support and leaderships identified in this report.

Regular monitoring of implementation timelines and delivery will also be critical, especially if demand continues to grow at the current pace.



## Acronyms

AHP	Allied Health Professional
AIHW	Australian Institute of Health and Welfare
ARL	Advice and Referral Line
ARLW	Advice and Referral Line Worker
CARDI	Children's Advice and Referral Digital Interface
CPIS	Child Protection Information System
CSS	Child Safety Service
CSWW	Child Safety Wellbeing Worker
DECYP	Department for Education, Children and Young People
DOJ	Department of Justice
DPFEM	Department of Police, Fire and Emergency Management
FVMS	Family Violence Management System
IFES	Intensive Family Engagement Service
IFSS	Integrated Family Support Service
KPI	Key Performance Indicator
NGO	Non-government organisation
OOHC	Out of Home Care
PBR	Person Believed Responsible
PL	Practice Leader
PM	Practice Manager
PPM	Principal Practice Manager
ROGS	Report on Government Services
SCF	Services for Children and Families
SFSK	Strong Families Safe Kids
SMOG	Senior Managers Operational Group
TRF	Tasmanian Risk Framework
WAT	Wellbeing Assessment Tool



DATA SNAPSHOT

# Primary prevention of violence against women in Tasmania

October 2025



**Our  
Watch**

Preventing violence  
against women





## **Acknowledgement of Country**

**Our Watch acknowledges the Traditional Owners of the land across Australia on which we work and live. We pay respects to Elders past and present and recognise the continuing connection Aboriginal and Torres Strait Islander people have to land, culture, knowledge, and language for over 65,000 years.**

As a non-Aboriginal organisation, Our Watch views violence against Aboriginal and Torres Strait Islander women and children an issue for the whole community. As highlighted in Our Watch's national resource *Changing the picture*, the evidence clearly shows the intersection between colonialism, racism, sexism, and ongoing violence against Aboriginal and Torres Strait Islander women.

Our Watch has an ongoing commitment to the prevention of violence against Aboriginal and Torres Strait Islander women and children, who continue to suffer from violence at a significantly higher rate than non-Indigenous women. We acknowledge all Aboriginal and Torres Strait Islander people and organisations who continue to lead the work of sharing knowledge with non-Indigenous people and advocating relentlessly for an equitable, violence-free future.



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# Purpose

The purpose of this document is to provide an **overview of key data that tracks progress in the primary prevention of violence against women in Tasmania.**

This data snapshot also includes **recommended next steps** for continuing this progress so that Tasmania is well-positioned to reduce violence over the long-term.



**Primary prevention of  
violence against women  
in Tasmania**



# What is primary prevention?

## Primary prevention means stopping violence against women from occurring in the first place.

To do this, primary prevention takes a whole of population approach that involves governments, communities, organisations and individuals working together to address the underlying gendered drivers of violence against women in settings where people live, work, learn and socialise – both in person and online.

Primary prevention aims to create gender equality and safety for everyone.

As outlined in Australia's shared framework for the primary prevention of violence against women *Change the story* and in the prevention pillar of the *National Plan to End Violence against Women and Children (2022-2032)*, evidence indicates the drivers of violence against women are gendered and occur in the social context of gender inequality and other inequalities.

These drivers are:

1. **Condoning of violence against women.**
2. **Men's control of decision-making and limits to women's independence in public and private life.**
3. **Rigid gender stereotyping and dominant forms of masculinity.**
4. **Male peer relations and cultures of masculinity that emphasise aggression, dominance, and control.<sup>1</sup>**

## Gender inequality drives violence against women

Gender inequality arises when power, opportunities and resources are not shared equally between men and women in society, and when women are not valued and respected as much as men. This inequality drives gendered violence.

As outlined in *Changing the picture*, the ongoing impact of colonisation is an additional driver of violence against Aboriginal and Torres Strait Islander women, alongside gender inequality<sup>2</sup>. The National Agreement on Closing the Gap commits Tasmania to a significant and sustained reduction in violence against women and girls towards zero.<sup>3</sup>

The Tasmanian Government has developed 3 action plans aligned with the *National Plan to End Violence against Women and Children*.

The current and third *Tasmania Family and Sexual Violence Action Plan 2022-2027*: *Survivors at the Centre* commits over \$9 million for prevention and early intervention efforts over the life of the plan (between 2022 and 2027).

Tasmania, like the rest of Australia, is in the early stages of its primary prevention journey. While there are a range of activities, programs, and initiatives across government and in the community and private sectors in Tasmania to build on, there is still significant work to do. Primary prevention takes time, which means that prevalence rates are unlikely to decrease in the short term.

**With continued efforts Tasmania will be well-positioned to reduce violence over the long-term.**



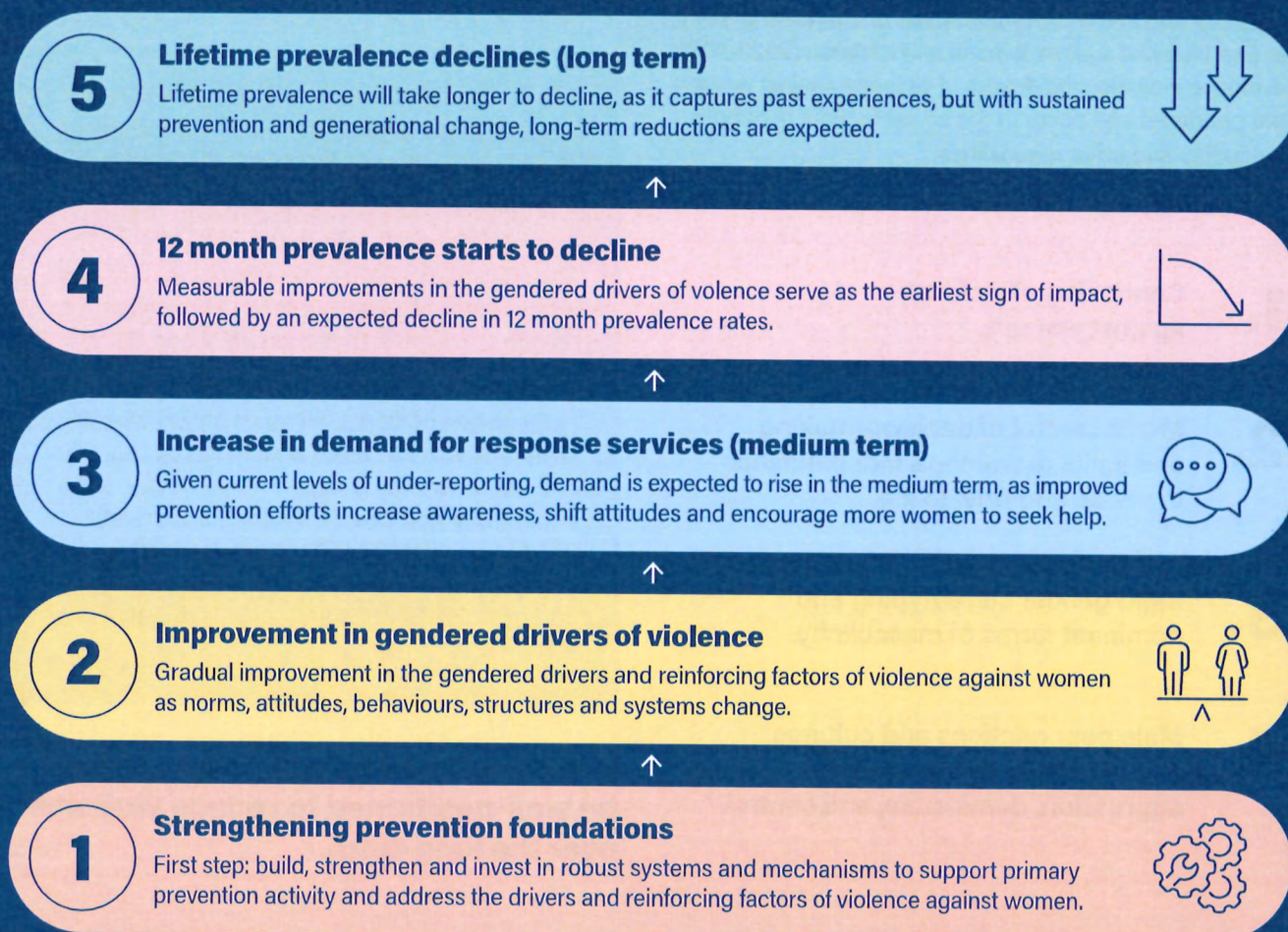
# Expected change over time

## Preventing violence against women is a long-term, whole-of-community effort.

As set out in *Counting on change: A guide to prevention monitoring*, Figure 1 illustrates how change is expected to unfold over time; starting with strengthened prevention foundations, followed by gradual improvements in the underlying gendered drivers of violence against women, and eventually, reductions in prevalence.<sup>4</sup>

Figure 1: Flow chart outlining the theory of change for primary prevention

### Expected change over time





# Primary prevention foundations

**The first steps in ending violence against women are to strengthen primary prevention foundations and programs, based on strong investment.**

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## KEY ELEMENTS OF EFFECTIVE PRIMARY PREVENTION FOUNDATIONS INCLUDE:

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- 1.** Sustained political leadership.

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- 2.** Policy, regulatory and legislative reform.

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- 3.** Mechanisms for coordination, collaboration and quality assurance.

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- 4.** Mechanisms for workforce and sector development.

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- 5.** Strong evidence base, informed by ongoing data collection, research, practice and evaluation.

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- 6.** Monitoring and reporting mechanisms.

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- 7.** Private sector, civil society and community leadership.

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- 8.** A well-resourced, independent women's sector.<sup>5</sup>

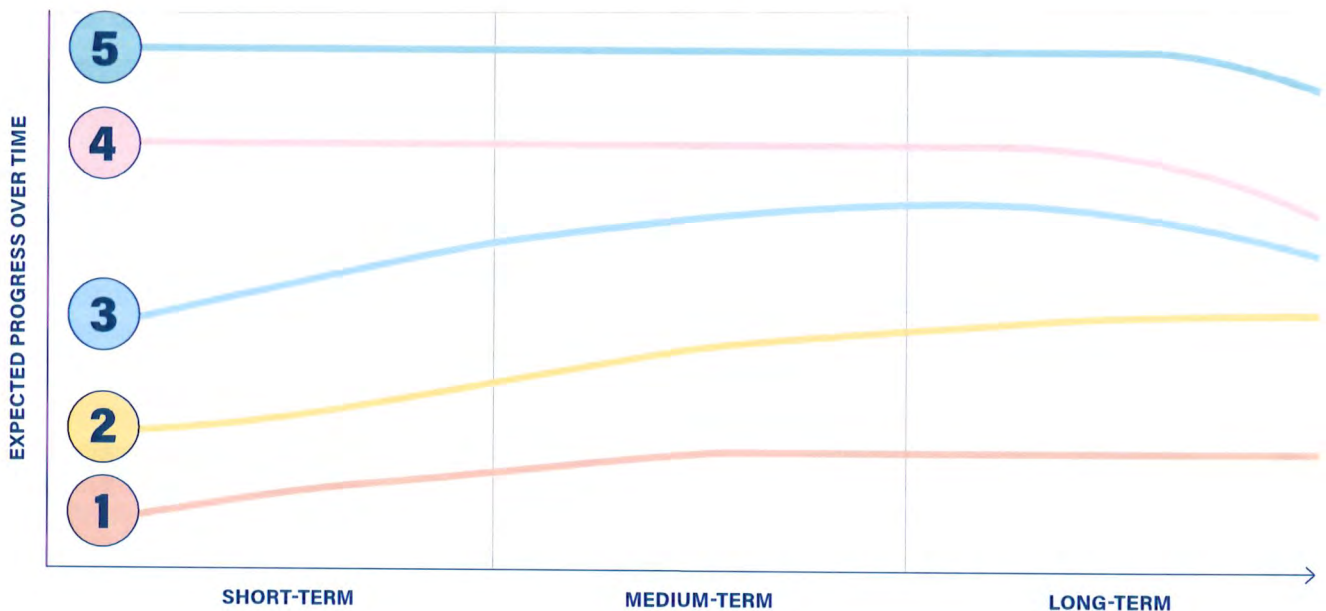
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Figure 2 helps us understand expected progress in Tasmania over time, where prevention foundations are starting to be built and early indications of change are emerging across systems, services and community attitudes.<sup>6</sup>

While Tasmania is making important early progress towards preventing violence against women, it remains in the early stages of building and investing in the foundations needed for long-term, sustainable change.

Figure 2: Expected progress in Tasmania over time

## Expected progress in Tasmania over time



### 1 Improvements in prevention foundations and programs

Progress in building prevention foundations in Tasmania:

- legislative changes recognising various forms of violence
- Our Watch Workforce Equality and Respect Standards implemented in some government departments
- scoping an evaluation approach for Tasmania's Family and Sexual Violence Action Plans
- development of a comprehensive outcomes framework to improve accountability and transparency on family and sexual violence
- multi-year partnership with Our Watch
- development of Gender Impact Assessment Toolkit

In time, prevention foundations and programs are strong and high-quality. Levels of investment plateau, with a view to ensuring continuous learning and maintaining quality of foundations.

### 2 Improvements in gender equity and reductions in the drivers and reinforcing factors of violence against women

Strengthened prevention foundations **1** leads to measurable improvements against the drivers and reinforcing factors of violence against women. For example, in Tasmania:

- the gender pay gap has halved over the past decade
- understanding and rejection of gendered violence has improved.

### 3 Demand for formal response services

Improved prevention foundations **1** increases awareness and women feel more supported to seek help, leading to an increase in demand for response services in the short and medium-term. This is seen in Tasmania:

- increase in reporting of family and domestic violence (FDV) related assault and sexual assault to police
- FDV increasingly cited as primary reason for woman and children to seek specialist homelessness service.

### 4 12 month prevalence of violence against women

Will remain static in the short and medium term.

Begins to decrease with improvements in gender equality and reductions in the drivers of violence **2**

- 12 month prevalence rate of sexual harassment against women in Tasmania decreased from 16.7% in 2016 to 12.5% in 2021-22.

### 5 Lifetime prevalence of violence against women

Will only start to decrease in the very long term.



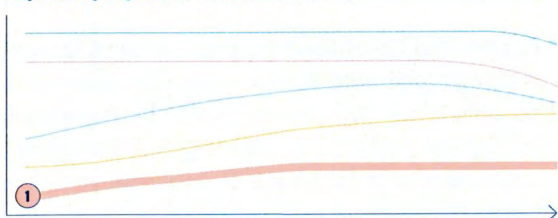
# Key findings in Tasmania

Measuring progress in primary prevention goes beyond tracking the prevalence of violence against women. It also involves monitoring the early signs of change, including shifts in awareness, understanding, attitudes and behaviours, as well as the structural, legislative and policy changes that lay the groundwork for gender equality and the reduction of violence against women.

## KEY FINDING 1

### 1 Progress in building prevention foundations

Expected progress in Tasmania over time



Tasmania is showing progress in building the foundations for primary prevention. However, there is a need for long-term commitment to embed prevention across all levels of society, as well as increased and sustained investment.

Early signs of progress include:

- **Ongoing multi-partisan support for prevention** is keeping the issue on the political and public agenda and driving **positive legislative changes in family and sexual violence**. These changes recognise various forms of violence to protect victims and hold perpetrators accountable.<sup>7</sup>
- **Implementation of Our Watch Workplace Equality and Respect Standards** in all Tasmanian State Service agencies.
- **Scoping an evaluation approach for Tasmania's Family and Sexual Violence Action Plans** to build evidence that can inform future strategies, action plans and practice.
- **Development of a comprehensive outcomes framework** to improve accountability and transparency in monitoring and reporting on family and sexual violence across the 4 domains of the *National Plan to End Violence against Women and Children*.
- **Multi-year partnership with Our Watch** to provide advice and information that supports the Tasmanian Government and primary prevention efforts in the state.
- **Gender Impact Assessment Toolkit** in development to guide gender equity considerations in policy and program design.<sup>8</sup>

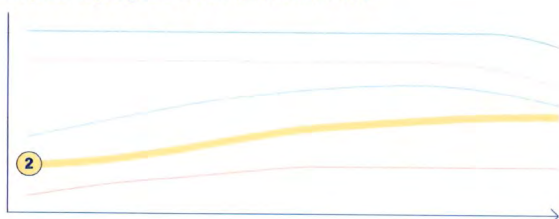


## KEY FINDING 2

2

### Improvement seen in both understanding of violence and gender equity

Expected progress in Tasmania over time



Evidence indicates that gender inequality and violence against women are inextricably linked, one cannot be addressed without the other.<sup>9</sup>

Tasmania is showing promising signs of progress towards gender equity and addressing the drivers and reinforcing factors of violence against women:

- **Rejection of gendered violence has increased significantly since 2009,** and public understanding of what constitutes family and domestic violence is improving.<sup>10</sup>
- **Women's representation on Tasmanian Government boards and committees has grown** from 33.8% in 2015 to 50.1% in 2025.<sup>11</sup>
- **Women's employment has increased:** full-time from 23.2% in 2014-15 to 25.5% in 2023-24, and part-time from 28.0% to 33.5% over the same period.<sup>12</sup>
- **The gender pay gap has halved** over the past decade, from 11.7% in May 2015 to 1.9% in May 2025, making Tasmania a national leader with one of the lowest pay gaps of any jurisdiction.<sup>13</sup>
- **Respectful Relationships and Consent Education** is being embedded across Tasmanian Government schools. Since 2023, over 800 staff have engaged in targeted professional learning, with participation continuing to grow. A suite of resources including family engagement materials and teaching and learning packages supports this work.

However, there is still work to be done to challenge persistent myths and misconceptions about violence and gender roles:

- **35% of Tasmanians still incorrectly believe men and women perpetrate domestic violence equally** (compared to 41% nationally).<sup>14</sup>

**Even though 94% of Tasmanians agree that violence is a problem in Australia (national figure 91%), only 54% agree that it is a problem in their own suburb or town (national figure 47%).<sup>15</sup>**

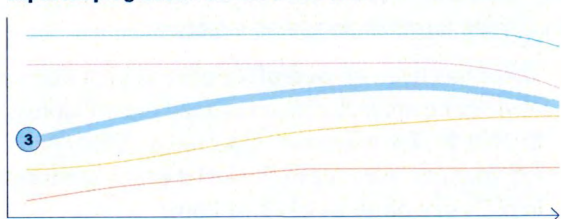


## KEY FINDING 3

3

### Increased demand for formal responses — a positive indicator of trust in services

Expected progress in Tasmania over time



As attitudes change, social norms shift and awareness of support services grows, more women feel able to report violence and seek help. In the short to medium term, this can mean an increase in violence *reported to police* that may not reflect an increase in the *actual rate of violence*. Instead, it may reflect improvements in social norms and support for victims.

Over the long term the aim is to see a significant decline in reports of violence, reflecting a decline in *actual rates of violence*. These rates remain too high and continue to place a heavy demand on support services:

- **Reporting to police** of family and domestic violence (FDV) related assault and FDV related sexual assault has increased substantially, with 2024 the highest rate in a decade.<sup>16</sup>
- In 2022–23, 38% of sexual assault reports were for incidents that occurred a year or more prior, with some occurring several decades ago, reflecting **greater awareness and willingness to seek support** for historic assault cases.<sup>17</sup>
- Police in Tasmania are increasingly called out for FDV incidents; however, there was a **21% reduction in high-risk incidents** between 2015–16 and 2022–23.<sup>18</sup>
- Rising costs of living, including housing stress, **are placing additional pressure on support services**. In 2023–24, 19% of women and children seeking homelessness support in Tasmania cited family and domestic violence as the primary reason, up from 18% in 2022–23.<sup>19</sup> These additional stress factors may explain the increase in support-seeking, as they push more victim-survivors into extreme financial stress. Unmet need for FDV-related services within specialist homelessness services clients also rose from 27.4% to 29.9%.<sup>20</sup>

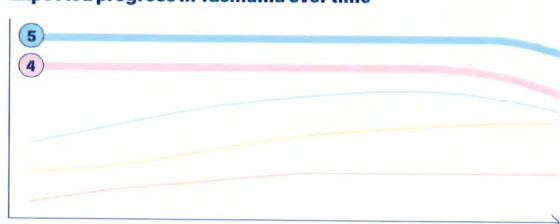


## KEY FINDINGS 4 AND 5

### 5 Declining short-term prevalence of violence, however rates remain unacceptable

### 4

Expected progress in Tasmania over time



While some short-term prevalence rates of violence against women in Tasmania have declined, overall levels remain unacceptably high.

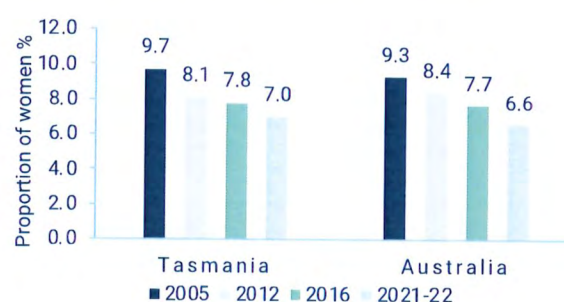
As shown in *Figure 2: Expected progress in Tasmania* over time, preventing violence against women is a long-term, whole-of-community effort.

We expect short-term prevalence to decline before significant shifts in lifetime prevalence rates are seen.

The following statistics highlight the need for sustained long-term action to address persistent and deeply embedded forms of gendered violence:

- There has been an **overall decrease** in prevalence of violence against women in Tasmania (Figure 3). In 2021-22, 7% of women reported that they had experienced violence in the last 2 years, compared to 9.7% of women in 2005 (-2.7pp).<sup>21</sup>
- This reflects a **significant decrease in 2-year physical violence rates** (from 6.4% in 2016 to 4.6% in 2021-22). However, Tasmania did see an increase in sexual violence prevalence rates over the same period, from 2.4% to 3.1%.<sup>22</sup>
- Tasmania has seen a significant reduction in 12-month sexual harassment prevalence rates** (from 16.7% in 2016 to 12.5% in 2021-22), a positive sign for short-term prevalence rates.<sup>23</sup>
- Intimate partner violence rates against women in Tasmania remain high.** Prevalence rates for experiences since age 15 were 28.1% in 2021-22, and while 2-year prevalence rates fell slightly between 2016 and 2021-22, this change was not statistically significant.<sup>24</sup>
- An estimated **95,600** Tasmanian women (43%) have experienced violence since the age of 15.<sup>25</sup>

Figure 3: Women aged 18 years and over, total experiences of sexual and physical violence in the previous 2 years<sup>29</sup>





# Tasmania: Pathways for future action

Tasmania is making some progress in the primary prevention of violence against women.

Public understanding of gendered violence has improved; the state is leading nationally in closing the gender pay gap and improving women's representation in leadership.

However, the challenge remains significant. Almost 43% of Tasmanian women have experienced violence since the age of 15.<sup>26</sup> Service demand is rising, and many victim-survivors are still unable to access the support they need.<sup>27</sup>

We also know that Aboriginal and Torres Strait Islander women experience disproportionate rates of violence, and violence that is often more severe and more complex in its impact, compared with non-Indigenous women.<sup>28</sup>

Violence against women in Tasmania is widespread and serious. However, it is preventable.

## What is needed next

**Tasmania can build on the momentum and lead the state towards significant, community-wide changes in preventing domestic, family and sexual violence.**

The next step is **to consider clear primary prevention actions for Tasmania**, supported by sustained, coordinated investment, including:

- A stronger focus on primary prevention actions and the gendered nature of family and sexual violence, which incorporates a whole-of-government approach and is aligned with the *National Plan to End Violence against Women and Children*.
- Ensuring there is sustained investment in primary prevention foundations, programs and workforce development to build on.
- Establishing clear governance, accountability and reporting mechanisms to drive systemic change.
- Developing a roadmap that outlines how, as part of a phased approach, Tasmania can develop and implement a standalone primary prevention strategy with coordinated, long-term funding.

In addition to these steps, sustained whole-of-government and community leadership, along with continued investment and action across early intervention, response and recovery, are essential.

Actions outlined in Our Watch resources *Change the story*, *Change the picture*, and *Changing the landscape* provide a comprehensive roadmap for prevention and should continue to guide efforts. While this document focuses on monitoring progress in primary prevention, it is just one part of a much broader system-wide approach needed to end violence against women.



# Endnotes

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- 5 Our Watch (2024). *Building strong foundations to support primary prevention of violence against women*. P3
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*Our Watch works in partnership with the Tasmanian Government.*

**Our  
Watch**



**Preventing violence  
against women**



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## **THERAPEUTANT RESIDUE MONITORING SCHEDULE – MARINE FARMING LEASE NOS. 77 (MEADS CREEK) and 209 (STRINGERS COVE) – NOVEMBER 2025**

### **I. General Requirements**

A Therapeutant Residue Monitoring Program must be conducted with respect to the finfish farming activity undertaken by Tassal Operations Pty Ltd on Marine Farming Lease No. 77 Meads Creek (MFL No. 77) and Marine Farming Lease No. 209 Stringers Cove (MFL No. 209) under Environmental Licence Nos. 9898/4 and 9911/4 ('the ELs'), respectively.

The Therapeutant Residue Monitoring Program must be conducted in accordance with the specifications in this schedule or as otherwise specified in writing by the Director. The specifications in this schedule may be reviewed and amended based on monitoring results and any other additional information received.

This monitoring schedule has been developed to assess potential environmental impacts from this medication event and is based on the information provided in the Veterinary Authority (VA), the environment in which the lease is located, previous treatment history, and research into the active ingredient and its potential environmental fate.

All samples for a scheduled sampling event must be collected on the same day to the extent practicable, or otherwise over consecutive days. If a scheduled sampling event coincides with a weekend or public holiday, samples must be taken on the day immediately before or after the scheduled date.

Any survey, sample or measurement required in this schedule must be taken, processed and analysed in accordance with the following:

- surveying, sampling and measuring must be undertaken by a person with appropriate training, experience, and knowledge of the relevant procedure.
- the integrity of samples must be preserved prior to delivery to a testing facility.
- sample analysis must be conducted by a testing facility accredited by the National Association of Testing Authorities (NATA), or a testing facility approved in writing by the Director, for the specified test.
- sample analysis must be conducted for the nominated therapeutant in accordance with the Limits of Reporting (LoRs) listed for each analyte and sample matrix listed in Table 1 of this schedule.
- details of methods employed in taking samples and measurements and results of sample analysis and measurements must be retained for at least three (3) years after the date of collection.

**Table 1. Required limit of reporting (LoRs)**

Analyte	Sample Matrix		
	Water (µg/L)	Sediment/Solid (mg/Kg)	Fish/Tissue (mg/Kg)
Florfenicol	0.1	0.005	-
Florfenicol-amine	0.1	0.01	-
Sum of Florfenicol and its metabolites measured as Florfenicol-amine	-	-	0.01



The Therapeutant Residue Monitoring Program includes the following components:

- 2.1 Benthic Video Surveys
- 2.2 Sediment Sampling
- 2.3 Wild Fish Sampling
- 2.4 Water Sampling
- 2.5 Infauna Sampling
- 2.6 Microbial Sampling
- 2.7 Reporting of Results

A copy of the baseline and mid-treatment sampling requirements specified by the Director are provided in Attachments 4 and 5 of this schedule.

Any alterations to the proposed therapeutant treatment event which results in the extension of the treatment period, multiple treatments or an increase in the magnitude of the proposed treatment may result in the amendment of the residue monitoring schedule to include additional monitoring to assess additional concerns

## 2. Therapeutant Residue Monitoring Program Specifications

### 2.1 Benthic Video Surveys

#### Survey Sites and Days:

Benthic video surveys must be conducted in accordance with the sites listed in Table 2 and the benthic video survey conditions of the ELs. A map of the approximate locations of external, reference and selected control site is provided in Attachment 1, and a table summarising all monitoring requirements and dates is provided in Attachment 2.

In accordance with condition 3V6 of the ELs, all video footage, geospatial files and the tabulated observations for each site are to be provided to the EPA within one month of conducting the required benthic video surveys.

**Table 2. Benthic video survey sites and days**

Site Category	Easting	Northing	Survey Days
MFL No. 77 Internal sites: - All treated pens (4, 5, 6, 9, 12, 13, 14)	To be determined	To be determined	Prior to treatment* Day 5 mid-treatment* Day 1 post-treatment
MFL No. 209 Internal sites: - All treated pens (a01, a02, a05, a06, a09, a10, a13, a14)	To be determined	To be determined	Prior to treatment* Day 5 mid-treatment* Day 1 post-treatment

\*Note: Samples prior to treatment and mid-treatment have already been collected, see Attachments 4 and 5 of this schedule.

### 2.2 Sediment Sampling

#### Sampling Sites and Days:

Samples must be collected in accordance with Table 3 and the requirements of this schedule.

a) Internal (pen) sites:

Samples must be taken at four (4) internal (pen) sites at MFL No. 77 and four (4) internal (pen) sites at MFL No. 209.

Samples must be taken at the edge of the treated pen, downstream of prevailing water currents, and the position must be recorded at the time of collection.

b) External sites:

Samples must be taken at two (2) transects and compliance site CP2.2 at MFL No. 77 and three (3) transects at MFL No. 209.

The transects must be positioned at right angles to the marine farming lease boundary. The samples must be taken at points which are at a distance of 35, 100 and 500 metres from the marine farming lease boundary.

c) Reference and control sites:

Samples must be taken at three (3) reference sites (BEMP site B12, BEMP site 7 revised, and Stringers S7) and six (6) control sites at Marine Farming Lease No. 142 Roberts Point (MFL No. 142).

**Table 3. Sediment sampling sites and days**

Site Name	Site Category	Easting	Northing	Sampling Days
MFL No. 77 Internal sites: - All stocked pen bays (4, 5, 6, 9, 12, 13, 14)	Internal (treated pen)	To be determined	To be determined	Prior to treatment*
MFL No. 77 PB4	Internal (treated pen)	To be determined	To be determined	Days 1, 7, 14 and 21 post-treatment
MFL No. 77 PB6	Internal (treated pen)	To be determined	To be determined	Days 1, 7, 14 and 21 post-treatment
MFL No. 77 PB9	Internal (treated pen)	To be determined	To be determined	Days 1, 7, 14 and 21 post-treatment
MFL No. 77 PB14	Internal (treated pen)	To be determined	To be determined	Days 1, 7, 14 and 21 post-treatment
MFL No. 77 NW35 (Compliance site CP3.1)	External (35m)	502151	5202107	Prior to treatment* Days 1, 7, 14 and 21 post-treatment
MFL No. 77 NW100	External (100m)	502112	5202158	Days 1, 7, 14 and 21 post-treatment
MFL No. 77 NW500	External (500m)	501867	5202474	Days 1, 7, 14 and 21 post-treatment
MFL No. 77 NE35 (Compliance site CP2.1)	External (35m)	502580	5201765	Prior to treatment* Days 1, 7, 14 and 21 post-treatment
MFL No. 77 NE100	External (100m)	502630	5201807	Days 1, 7, 14 and 21 post-treatment
MFL No. 77 NE500	External (500m)	502934	5202068	Days 1, 7, 14 and 21 post-treatment
MFL No. 77 E35 (Compliance site CP2.3)	External (35m)	502704	5201621	Prior to treatment* Day 21 post-treatment to provide context for infauna samples
MFL No. 77 SE35 (Compliance site CP2.2)	External (35m)	502762	5201365	Days 1, 7, 14 and 21 post-treatment, compliance site only, no transect due to proximity of MFL No. 209 CPI.1 transect
MFL No. 209 Internal sites: - All stocked pen bays (a01, a02, a05, a06, a09, a10, a13, a14)	Internal (treated pen)	To be determined	To be determined	Prior to treatment*
MFL No. 209 PBa02	Internal (treated pen)	To be determined	To be determined	Days 1, 7, 14 and 21 post-treatment
MFL No. 209 PBa05	Internal (treated pen)	To be determined	To be determined	Days 1, 7, 14 and 21 post-treatment
MFL No. 209 PBa10	Internal (treated pen)	To be determined	To be determined	Days 1, 7, 14 and 21 post-treatment
MFL No. 209 PBa14	Internal (treated pen)	To be determined	To be determined	Days 1, 7, 14 and 21 post-treatment
MFL No. 209 W35 (Compliance site CPI.1)	External (35m)	503199	5201049	Prior to treatment*



				Days 1, 7, 14 and 21 post-treatment
MFL No. 209 W100	External (100m)	503141	5201078	Days 1, 7, 14 and 21 post-treatment
MFL No. 209 W500	External (500m)	502782	5201255	Days 1, 7, 14 and 21 post-treatment
MFL No. 209 N35 (Compliance site CPI.4)	External (35m)	503874	5200952	Prior to treatment* Days 1, 7, 14 and 21 post-treatment
MFL No. 209 N100	External (100m)	503889	5201015	Days 1, 7, 14 and 21 post-treatment
MFL No. 209 N500	External (500m)	503983	5201404	Days 1, 7, 14 and 21 post-treatment
MFL No. 209 E35 (Compliance site 2.3)	External (35m)	504451	5200590	Prior to treatment* Days 1, 7, 14 and 21 post-treatment
MFL No. 209 E100	External (100m)	504510	5200564	Days 1, 7, 14 and 21 post-treatment
MFL No. 209 E500	External (500m)	504877	5200405	Days 1, 7, 14 and 21 post-treatment
BEMP site B12	Reference	502357	5202639	Prior to treatment* Days 1, 7, 14 and 21 post-treatment
BEMP site B7 (revised)	Reference	511188	5202954	Prior to treatment* Days 1, 7, 14 and 21 post-treatment
Stringers S7	Reference	504649	5201432	Prior to treatment* Days 1, 7, 14 and 21 post-treatment
MFL No. 142 PB4	Control	To be determined	To be determined	Preferably prior to treatment* Days 1, 7, 14 and 21 post-treatment
MFL No. 142 PB11	Control	To be determined	To be determined	Preferably prior to treatment* Days 1, 7, 14 and 21 post-treatment
MFL No. 142 PB20	Control	To be determined	To be determined	Preferably prior to treatment* Days 1, 7, 14 and 21 post-treatment
MFL No. 142 Compliance site CPI.3	Control	524712	5224194	Preferably prior to treatment* Days 1, 7, 14 and 21 post-treatment
MFL No. 142 Compliance site CPI.4	Control	524196	5224138	Preferably prior to treatment* Days 1, 7, 14 and 21 post-treatment
MFL No. 142 Compliance site CP3.2	Control	523801	5223827	Preferably prior to treatment* Days 1, 7, 14 and 21 post-treatment

\*Note: Samples prior to treatment have already been collected, see Attachment 4 of this schedule.

Sites provided in Table 3 are approximate only and may be adjusted as necessary for practical reasons. Maps of the sampling site locations are provided in Attachment 1 and a table summarising all monitoring requirements and dates is available in Attachment 2.

Field personnel must use their best professional judgment on the day of sampling to adjust the sites. The actual sites for each sampling event must be recorded and included in the reports required under section 2.7 of this schedule.

#### Sample collection, processing and storage:

All sediment samples must be kept chilled upon collection. If the samples cannot be delivered to the laboratory for testing within 12 hours, they must be frozen.

Fresh, clean corers must be used at each site. If this is not possible, the corer is to be thoroughly cleaned and rinsed with seawater between each site, with samples taken from the sites furthest from the lease boundary first (i.e. reference sites, 500 m, 100 m, 35 m and then internal (pen) sites).

At each site, triplicate cores (50 mm internal diameter and 75 mm depth) must be taken. Duplicates for each site are to be composited and processed as one sample by the laboratory, with the third sample to be retained in frozen storage in the event that further analysis is required.

For each sample, the top 25 mm (surface) and subsequent 50 mm (bottom) must be processed as separate sub-samples. For the duplicate composited samples, the top 25 mm from two replicate cores must be combined into one jar. Similarly, the bottom 50 mm from the same two cores must be combined into a single jar. The third replicate core is also to be split into separate surface and bottom sub-samples prior to freezing to prevent migration of analyte(s) between sub-samples during storage.

Please note that, subject to prior approval from the EPA, any sediment sites returning results below the LoRs (specified in Table 1) for two consecutive sampling events may be discontinued. If concentrations above the required LoRs are detected on day 21 post-treatment, then the monitoring program may be extended for those sites.

### **2.3 Wild Fish Sampling**

Wild fish must be collected, processed and submitted for florfenicol testing in biota at an appropriate testing facility in accordance with the requirements in this section. Wild fish must be collected from external zones. The approximate locations of each site are provided in Table 4 and shown in Attachment 1.

Wild fish are to be caught on day 5 mid-treatment, and day 1, day 7, 21 and day 38 post-treatment (500 degree days at bottom water temperatures ranging from 13.0°C in November and 13.8°C in December equating to 38 days).

Please note: A permit must be obtained to take fish for sampling under the *Living Marine Resources Management Act 1995*. Permits can be organised through the Wild Fisheries Management Branch of NRE Tas ([Fisheries Permits](#)).

**Table 4. Wild fish sampling sites and days**

Site Name	Site Category	Easting	Northing	Sampling Days	Comment
MFL No. 77 and 209 Zones					
Lease boundaries to 500 metres from the lease boundaries	External	Refer to the geo-spatial files provided separately	Refer to the geo-spatial files provided separately	Day 5 mid-treatment* Day 1, 7, 21 & 38 post-treatment	Collect 24 fish during each sampling event
500 metres to 1 kilometre from the lease boundaries	External	Refer to the geo-spatial files provided separately	Refer to the geo-spatial files provided separately	Day 5 mid-treatment* Day 1, 7, 21 & 38 post-treatment	Collect 18 fish during each sampling event
At 3 kilometres from the lease boundaries, particularly in the vicinity of Dover jetty and beach, and outside of Port Esperance	External	Refer to the geo-spatial files provided separately	Refer to the geo-spatial files provided separately	Day 5 mid-treatment* Day 1, 7, 21 & 38 post-treatment	Collect 12 fish in the vicinity of Dover jetty and beach, and 12 fish outside of Port Esperance during each sampling event

\*Note: Samples mid-treatment have already been collected, see Attachment 5 of this schedule.

#### Sample Collection and Processing

Wild fish samples must be collected first at 3 kilometres from the lease boundaries and then in the zones closer to the leases.

Fish must be collected from each site as listed in Table 4.

Ideally, the fish collected should consist of 50% pelagic and 50% benthic species, but in the event that only one species can be captured, then a minimum of the number of fish of that species, as specified in Table 5, must be caught and processed. 'Pooled' samples for each species consisting of 3 individuals are to be compiled in the laboratory. If more than 3 species of fish are caught at a site, a minimum of one pooled sample per species is required. It is requested that fish are collected from various locations throughout the 500 metre and 1 kilometre zones, including close to the lease boundaries.

All sampling gear and sample preparation equipment used in the field must be thoroughly cleaned. Measures to minimise contamination risk from medicated pellets coming into contact with the blade should be implemented, such as using a separate blade/instrument when cutting the abdomen vs. checking for gut contents. Alternatively, if this is not possible, the knife blade is to be thoroughly cleaned between cuts.

The species, length and gut contents must be recorded for all fish collected and the GPS location of each capture recorded. The tail of the fish must be cut off posterior to the anus and bagged prior to investigation of the fish's gut contents. Reference site fish must be processed in the same way, with species, length and gut content also recorded for each sample.



Flesh samples from the tail of the fish with pellets in their gut from lease area sites and from fish with no pellets from reference sites are to be retained in separate bags with appropriate labelling (date, location, species, length, gut content), chilled immediately and frozen as soon as practicable.

Laboratory-based processing of samples involves slicing a flesh sample off the tail section. The sample must be removed by filleting the flesh off the backbone, thereby limiting inclusion of the vertebrae in the sample. The flesh sample must have skin on and can include lateral/pin bones. The remaining tail section must be bagged and held in frozen storage in the event additional analyses are required.

Each individual fish sample within a pooled batch should be of approximately equal weight. The weight (g) of each fish sample and that of each pooled batch must be recorded. Details of each fish within each pooled batch must be recorded and reported.

## 2.4 Water Sampling

Water samples are to be collected from the surface (0.1m) at five (5) internal (lease centroid/treated pens) and three (3) external (35m) sites at MFL No. 77 and five (5) internal (lease centroid/treated pens) and three (3) external (35m) sites at MFL No. 209 and three (3) reference sites. The approximate coordinates for each site are available in Table 5. The sampling dates are provided in Attachment 2.

**Table 5: Water sampling sites**

Site Name	Site Category	Easting	Northing	Sampling Day
MFL No. 77 Centroid	Internal (lease centroid)	502338	5201645	Prior to treatment* Day 5 mid-treatment* Days 1 and 7 post-treatment
MFL No. 77 PB4	Internal (treated pen)	To be determined	To be determined	Days 1 and 7 post-treatment
MFL No. 77 PB6	Internal (treated pen)	To be determined	To be determined	Days 1 and 7 post-treatment
MFL No. 77 PB9	Internal (treated pen)	To be determined	To be determined	Days 1 and 7 post-treatment
MFL No. 77 PB14	Internal (treated pen)	To be determined	To be determined	Days 1 and 7 post-treatment
MFL No. 77 Compliance site CP2.1	External (35m)	502580	5201765	Prior to treatment* Day 5 mid-treatment* Days 1 and 7 post-treatment
MFL No. 77 Compliance site CP2.3	External (35m)	502704	5201621	Prior to treatment* Day 5 mid-treatment* Days 1 and 7 post-treatment
MFL No. 77 Compliance site CP3.1	External (35m)	502151	5202107	Prior to treatment* Day 5 mid-treatment* Days 1 and 7 post-treatment
MFL No. 209 Centroid	Internal (lease centroid)	503828	5200817	Prior to treatment* Day 5 mid-treatment* Days 1 and 7 post-treatment
MFL No. 209 PBa02	Internal (treated pen)	To be determined	To be determined	Days 1 and 7 post-treatment
MFL No. 209 PBa05	Internal (treated pen)	To be determined	To be determined	Days 1 and 7 post-treatment

Site Name	Site Category	Easting	Northing	Sampling Day
MFL No. 209 PBa10	Internal (treated pen)	To be determined	To be determined	Days 1 and 7 post-treatment
MFL No. 209 PBa14	Internal (treated pen)	To be determined	To be determined	Days 1 and 7 post-treatment
MFL No. 209 Compliance site CPI.1	External (35m)	503199	5201049	Prior to treatment* Day 5 mid-treatment* Days 1 and 7 post-treatment
MFL No. 209 Compliance site CPI.4	External (35m)	503874	5200952	Prior to treatment* Day 5 mid-treatment* Days 1 and 7 post-treatment
MFL No. 209 Compliance site CP2.3	External (35m)	504451	5200590	Prior to treatment* Day 5 mid-treatment* Days 1 and 7 post-treatment
BEMP site B12	Reference	502357	5202639	Prior to treatment* Day 5 mid-treatment* Days 1 and 7 post-treatment
BEMP site B7 (revised)	Reference	511188	5202954	Prior to treatment* Day 5 mid-treatment* Days 1 and 7 post-treatment
Stringers S7	Reference	504649	5201432	Prior to treatment* Day 5 mid-treatment* Days 1 and 7 post-treatment

\*Note: Samples prior to treatment and mid-treatment have already been collected, see Attachments 4 and 5 of this schedule.

The water samples are to be collected at the surface (0.1 m) for each site. Samples are to be collected in labelled 250 mL amber glass bottles provided by the testing facility, kept cool in a dark environment and should be frozen as soon as possible after collection unless they can be delivered to that facility within 12 hours of collection.

Samples must be collected using clean equipment and in a manner to avoid any contamination. Water samples must be taken from the sites furthest from the lease boundary first, moving towards the lease undergoing treatment with the internal sites being sampled last.

The sampler must ensure that any additional instructions provided by the testing laboratory regarding sampling methodology, handling and storage are to be observed. Any variations to, or inconsistencies between, this schedule and instructions from the testing facility must be discussed with the EPA prior to sample collection.

## 2.5 Infauna Sampling

Infauna samples must be collected from four (4) internal (pen) and three (3) external (35 metre) sites at MFL No. 77, four (4) internal (pen) and three (3) external (35 metre) sites at MFL No. 209, three (3) reference sites (BEMP site B12, BEMP site 7 revised, and Stringers S7) and six (6) control sites at Marine Farming Lease No. 142 Roberts Point (MFL No. 142).

A summary of the sample sites and collection frequency is provided in Table 6.

These samples are to be collected, processed and preserved in accordance with the methodology outlined under condition 3F4 of the ELs. These samples are to be retained for 4 years or until such time as the Director requests that they be analysed.

**Table 6: Infauna sampling sites**

Site Name	Site Category	Easting	Northing	Sampling Days
MFL No. 77 Internal sites: - All stocked pen bays (4, 5, 6, 9, 12, 13, 14)	Internal (treated pen)	To be determined	To be determined	Prior to treatment*
MFL No. 77 PB4	Internal (treated pen)	To be determined	To be determined	Day 21 post-treatment
MFL No. 77 PB6	Internal (treated pen)	To be determined	To be determined	Day 21 post-treatment
MFL No. 77 PB9	Internal (treated pen)	To be determined	To be determined	Day 21 post-treatment
MFL No. 77 PB14	Internal (treated pen)	To be determined	To be determined	Day 21 post-treatment
MFL No. 77 Compliance site CP2.1	External	502580	5201765	Prior to treatment* Day 21 post-treatment
MFL No. 77 Compliance site CP2.3	External	502704	5201621	Prior to treatment* Day 21 post-treatment
MFL No. 77 Compliance site CP3.1	External	502151	5202107	Prior to treatment* Day 21 post-treatment
MFL No. 209 Internal sites: All stocked pen bays (a01, a02, a05, a06, a09, a10, a13, a14)	Internal (treated pen)	To be determined	To be determined	Prior to treatment*
MFL No. 209 PBa02	Internal (treated pen)	To be determined	To be determined	Day 21 post-treatment
MFL No. 209 PBa05	Internal (treated pen)	To be determined	To be determined	Day 21 post-treatment
MFL No. 209 PBa10	Internal (treated pen)	To be determined	To be determined	Day 21 post-treatment
MFL No. 209 PBa14	Internal (treated pen)	To be determined	To be determined	Day 21 post-treatment
MFL No. 209 Compliance site CP1.1	External (35m)	503199	5201049	Prior to treatment* Day 21 post-treatment
MFL No. 209 Compliance site CP1.4	External (35m)	503874	5200952	Prior to treatment* Day 21 post-treatment
MFL No. 209 Compliance site CP2.3	External (35m)	504451	5200590	Prior to treatment* Day 21 post-treatment
BEMP site B12	Reference	502357	5202639	Prior to treatment* Day 21 post-treatment
BEMP site B7 (revised)	Reference	511188	5202954	Prior to treatment* Day 21 post-treatment
Stringers S7	Reference	504649	5201432	Prior to treatment*



MFL No. 142 PB4	Control	To be determined	To be determined	Day 21 post-treatment Preferably prior to treatment*
MFL No. 142 PB11	Control	To be determined	To be determined	Day 21 post-treatment Preferably prior to treatment*
MFL No. 142 PB20	Control	To be determined	To be determined	Day 21 post-treatment Preferably prior to treatment*
MFL No. 142 Compliance site CPI.3	Control	524712	5224194	Day 21 post-treatment Preferably prior to treatment*
MFL No. 142 Compliance site CPI.4	Control	524196	5224138	Day 21 post-treatment Preferably prior to treatment*
MFL No. 142 Compliance site CP3.2	Control	523801	5223827	Day 21 post-treatment Preferably prior to treatment*

\*Note: Samples prior to treatment have already been collected, see Attachment 4 of this schedule.

## 2.6 Microbial Sampling

### Sample Collection and Processing

A summary of the sample sites and collection frequency is provided in Table 7.

Wearing latex gloves and using a sterile disposable scraper (provided by IMAS), scoop a small sample of surface sediments (up to approx. 1cm deep) from the top of three of the four multicores and composite the contents into a pre-labelled (using cryo-safe pens) sterile 5 ml cryovial (provided by IMAS). Because of the small amount needed, this can probably be taken from the same cores as the FFC/OTC samples, and should be done as soon as practically possible after the corer is brought on board (i.e. within 30 mins). Place the sample vials directly into a liquid nitrogen dewar (or dry-ice) (also provided by IMAS) for transfer to where it can be stored at -80 °C by IMAS until extraction. Use new latex gloves and disposable spoons / scrapers at each new site. NB: avoid filling the vials completely to the top due to potential overexpansion issues from when the water freezes in the vials.

At the cage-edge and reference sites (only), after the surface samples have been collected, sample the ~5-6cm strata in the same the same cores, in the same manner as described above.

**Table 7. Microbial sampling sites**

Site Name	Site Category	Easting	Northing	Sampling Days
MFL No. 77 Internal sites: - All stocked pen bays (4, 5, 6, 9, 12, 13, 14)	Internal (treated pen)	To be determined	To be determined	Prior to treatment*
MFL No. 77 PB4	Internal (treated pen)	To be determined	To be determined	Days 1, 7, 14 and 21 post-treatment
MFL No. 77 PB6	Internal (treated pen)	To be determined	To be determined	Days 1, 7, 14 and 21 post-treatment
MFL No. 77 PB9	Internal (treated pen)	To be determined	To be determined	Days 1, 7, 14 and 21 post-treatment
MFL No. 77 PB14	Internal (treated pen)	To be determined	To be determined	Days 1, 7, 14 and 21 post-treatment

MFL No. 77 Compliance site CP2.1	External	502580	5201765	Prior to treatment* Days 1, 7, 14 and 21 post-treatment
MFL No. 77 Compliance site CP2.3	External	502704	5201621	Prior to treatment* Days 1, 7, 14 and 21 post-treatment
MFL No. 77 Compliance site CP3.1	External	502151	5202107	Prior to treatment* Days 1, 7, 14 and 21 post-treatment
MFL No. 209 Internal sites: All stocked pen bays (a01, a02, a05, a06, a09, a10, a13, a14)	Internal (treated pen)	To be determined	To be determined	Prior to treatment*
MFL No. 209 PBa02	Internal (treated pen)	To be determined	To be determined	Days 1, 7, 14 and 21 post-treatment
MFL No. 209 PBa05	Internal (treated pen)	To be determined	To be determined	Days 1, 7, 14 and 21 post-treatment
MFL No. 209 PBa10	Internal (treated pen)	To be determined	To be determined	Days 1, 7, 14 and 21 post-treatment
MFL No. 209 PBa14	Internal (treated pen)	To be determined	To be determined	Days 1, 7, 14 and 21 post-treatment
MFL No. 209 Compliance sites CP1.1	External	503199	5201049	Prior to treatment* Days 1, 7, 14 and 21 post-treatment
MFL No. 209 Compliance sites CP1.4	External	503874	5200952	Prior to treatment* Days 1, 7, 14 and 21 post-treatment
MFL No. 209 Compliance sites CP2.3	External	504451	5200590	Prior to treatment* Days 1, 7, 14 and 21 post-treatment
BEMP site B12	Reference	502357	5202639	Prior to treatment* Days 1, 7, 14 and 21 post-treatment
BEMP site B7 (revised)	Reference	511188	5202954	Prior to treatment* Days 1, 7, 14 and 21 post-treatment
Stringers S7	Reference	504649	5201432	Prior to treatment* Days 1, 7, 14 and 21 post-treatment
MFL No. 142 PB4	Control	To be determined	To be determined	Preferably prior to treatment* Days 1, 7, 14 and 21 post-treatment
MFL No. 142 PB11	Control	To be determined	To be determined	Preferably prior to treatment* Days 1, 7, 14 and 21 post-treatment
MFL No. 142 PB20	Control	To be determined	To be determined	Preferably prior to treatment* Days 1, 7, 14 and 21 post-treatment

MFL No. 142 Compliance site CPI.3	Control	524712	5224194	Preferably prior to treatment* Days 1, 7, 14 and 21 post-treatment
MFL No. 142 Compliance site CPI.4	Control	524196	5224138	Preferably prior to treatment* Days 1, 7, 14 and 21 post-treatment
MFL No. 142 Compliance site CP3.2	Control	523801	5223827	Preferably prior to treatment* Days 1, 7, 14 and 21 post-treatment

\*Note: Samples prior to treatment have already been collected, see Attachment 4 of this schedule.

## 2.7 Reporting of Results

### Laboratory Reports

All laboratory reports for this monitoring program must be submitted electronically to [salmon.reg@epa.tas.gov.au](mailto:salmon.reg@epa.tas.gov.au) within 1 business day of receipt, following each sampling round.

Please note that laboratory reports may be provided to the responsible sections within the Department of Natural Resources and Environment Tasmania (NRE Tas) and the Department of Health for the purposes of making decisions based on their remit.

### Monitoring Reports

A final monitoring report must be submitted electronically to [salmon.reg@epa.tas.gov.au](mailto:salmon.reg@epa.tas.gov.au) no later than 4 weeks following the final sampling event, noting that the monitoring may be extended by the Director as described above.

An interim monitoring report may be required by the Director. If requested, the interim monitoring report must also be submitted electronically to [salmon.reg@epa.tas.gov.au](mailto:salmon.reg@epa.tas.gov.au).

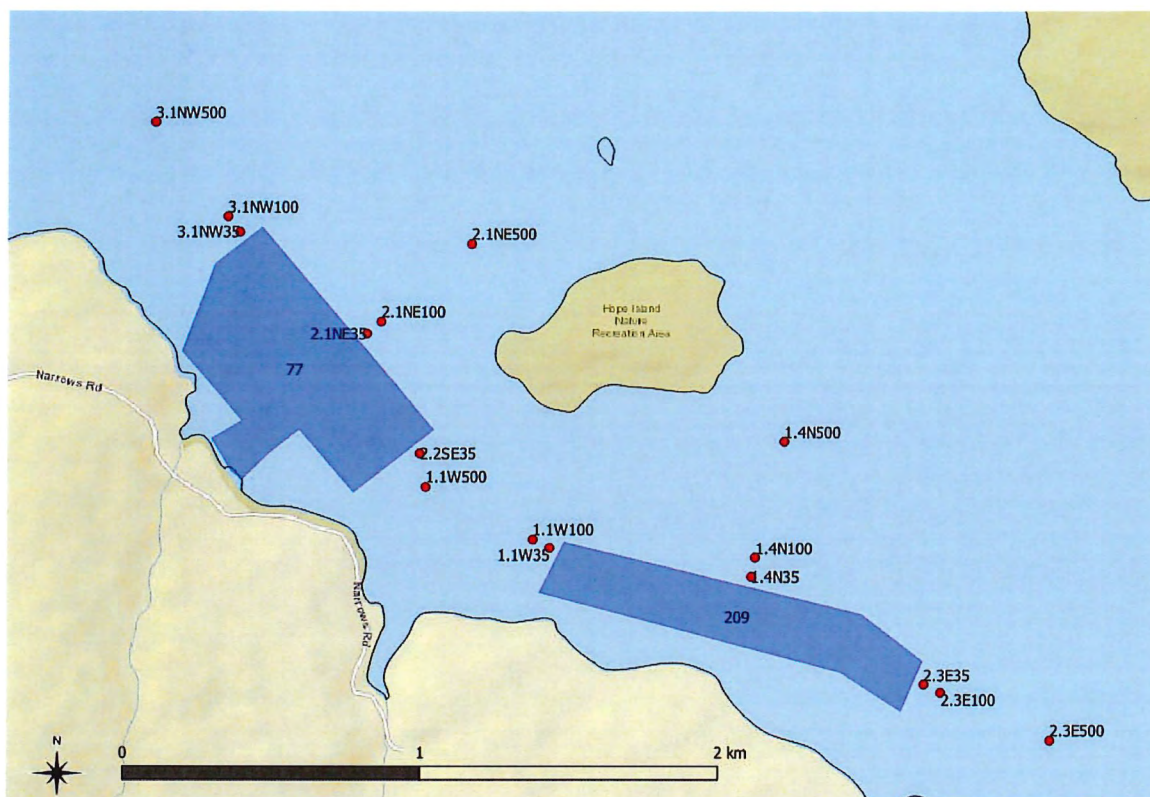
All monitoring results must be summarised, accompanied by a full analysis and graphical presentation of the data. The final and any interim monitoring reports must be prepared in accordance with the reporting requirements provided in Attachment 3.

**Please note, the final and any interim monitoring reports submitted to the Director will be made publicly available on the EPA website following review and acceptance.**



## Attachment I

### EXTERNAL, REFERENCE AND CONTROL SAMPLING SITES

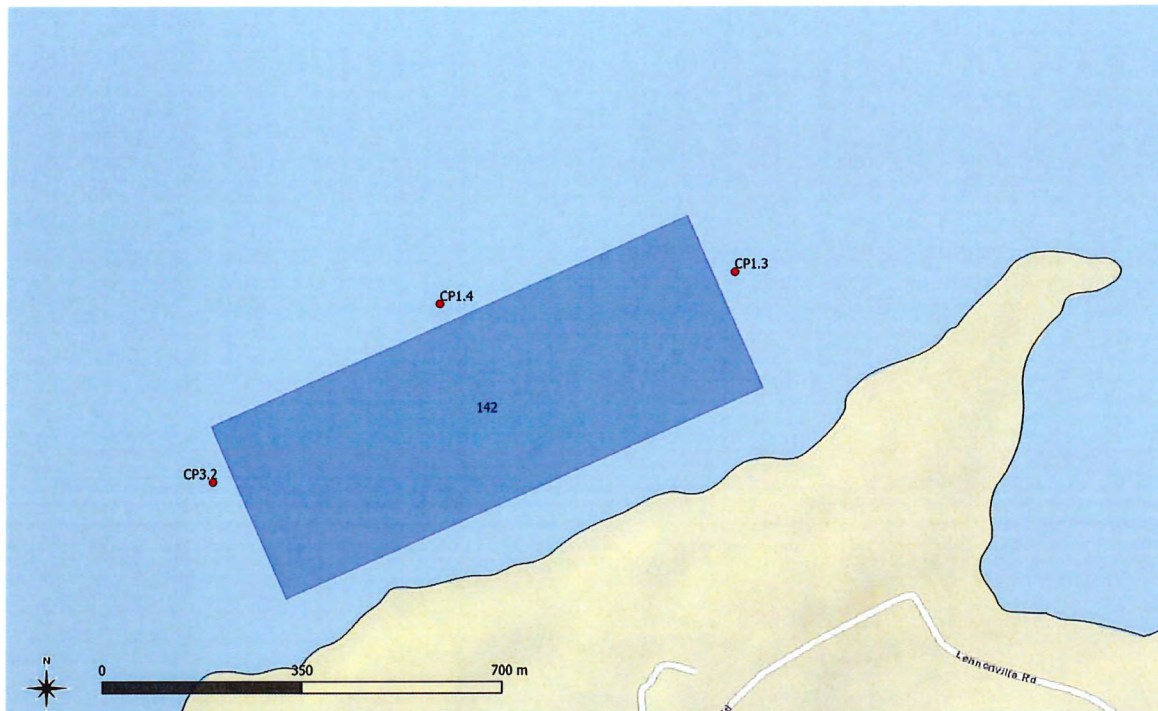


**Figure 1.** Map showing the locations of external sites for sediment sampling. Selected pens are also sampled.

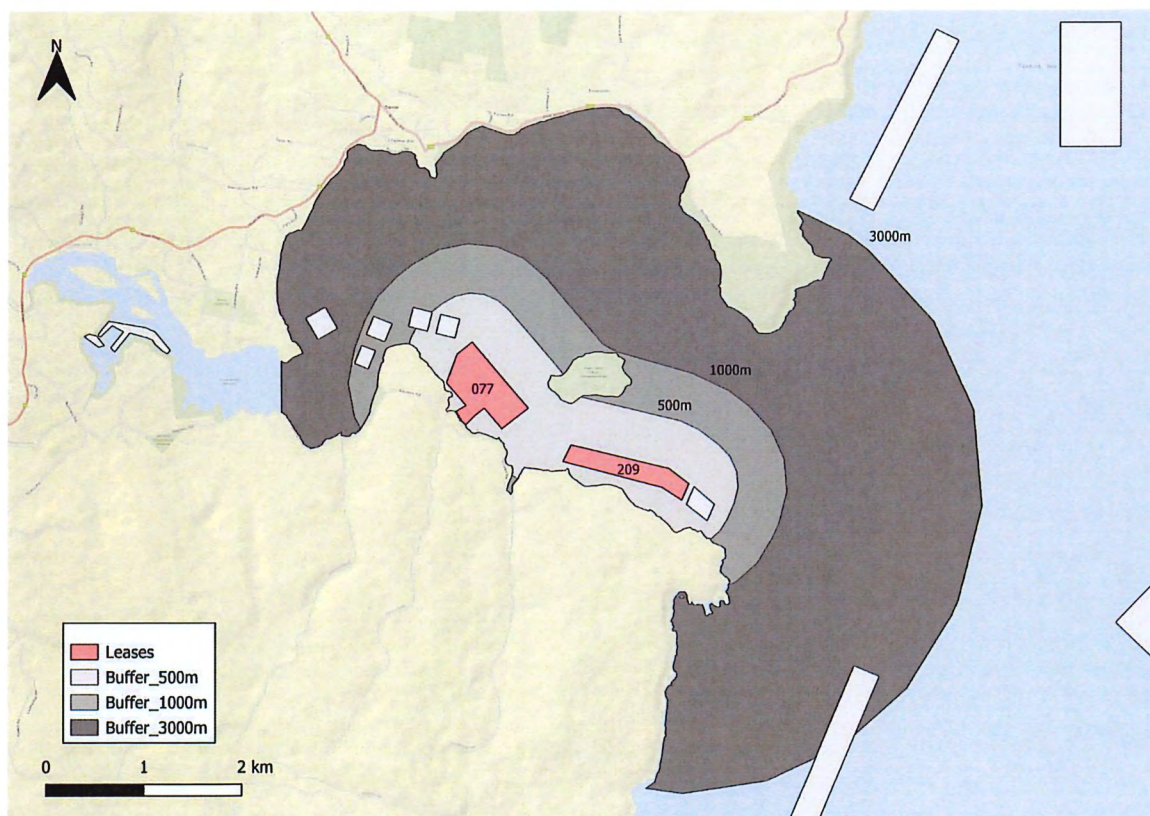


**Figure 2.** Map showing the locations of reference sites B12, B7(revised) and S7.





**Figure 3.** Map showing control sites at MFL No. 142 Roberts Point. Selected pens are also sampled.



**Figure 4.** Map showing wild fish sampling zones in Port Esperance.

Attachment 2

OVERVIEW OF SAMPLING PROGRAM ELEMENTS AND DATES

Date	Running Days	Benthic Video Surveys	Water Sampling	Sediment / Microbial Sampling	Wild Fish Sampling	Infauna Sampling	Comments
		X	X	X		X	Prior to treatment sampling
07/11/2025	1 (Start)						
08/11/2025	2						
09/11/2025	3						
10/11/2025	4						
11/11/2025	5	X	X		X		Day 5 mid-treatment sampling
12/11/2025	6						
13/11/2025	7						
14/11/2025	8						
15/11/2025	9						
16/11/2025	10 (Finish)						
17/11/2025	11	X	X	X	X		Day 1 post-treatment sampling
18/11/2025	12						
19/11/2025	13						
20/11/2025	14						
21/11/2025	15						
22/11/2025	16						
23/11/2025	17		X	X	X		Day 7 post-treatment sampling
24/11/2025	18						
25/11/2025	19						
26/11/2025	20						
27/11/2025	21						
28/11/2025	22						
29/11/2025	23						
30/11/2025	24			X			Day 14 post-treatment sampling
01/12/2025	25						
02/12/2025	26						
03/12/2025	27						
04/12/2025	28						
05/12/2025	29						
06/12/2025	30						
07/12/2025	31			X	X	X	Day 21 post-treatment sampling
24/12/2025	48				X		500 degree days sampling
24/01/2026		Submit final monitoring report					



## Attachment 3

### REPORT REQUIREMENTS

All monitoring reports must be submitted by the licence holder to the EPA by email to [salmon.reg@epa.tas.gov.au](mailto:salmon.reg@epa.tas.gov.au) in accordance with section 2.7 of this schedule. Once reviewed and accepted, these monitoring reports will be made publicly available on the EPA website.

**Marine Farming Lease No: XXX**

**Environmental Licence No: XXXX/X**

**Licence Holder: XXX**

**Survey details:** Dates of field work, sampling personnel, contact persons, testing facility(s) and contextual information regarding weather conditions and other relevant observations.

**Treatment details:** Treatment type, disease name, name of active ingredient, quantity (active ingredient) used, application method, commencement date and duration for each pen being treated.

**Methods and results:** The methods used for sample collection and analysis are to be described to allow verification that the requirements of this Monitoring Schedule have been met. The testing facility's Limits of Reporting for the required analyte(s) must be specified.

#### Benthic video surveys:

#### Sediment sampling:

Laboratory results are to be tabulated with reference to site name and purpose (internal, external, reference), site coordinates, sampling depth, sampling date, and number of days from completion of therapeutic treatment. A description of sample collection (e.g. types of cores) and processing must also be provided. A map showing all sampling sites and site names must be included.

#### Wild fish sampling:

Laboratory results must be tabulated with reference to site name and purpose (internal, external and reference), site coordinates, sampling date and number of days from completion of therapeutic treatment. A description of sample collection and processing to obtain pooled samples must also be provided. A map showing all sample positions and sites of wild fish capture must be included.

For each individual sample: fish species, fish length, sample weight and gut contents (pellets etc.) need to be specified. An explanation/reason for any fish not processed for residue analysis must be included. The table should be presented in the layout shown in Table 8.

#### Water sampling (if required):

Laboratory results must be tabulated with reference to site name and purpose (internal, external, reference), site coordinates, sampling depth, sampling date, and number of days from completion of therapeutic treatment. A description of sample collection and processing must also be provided. A map showing all sampling sites and site names must be included.

Other sampling (if required):

Laboratory results must be tabulated with reference to site names and purpose, sampling date, site coordinates and number of days from completion of therapeutic treatment. A description of sample collection and processing to obtain pooled samples (if relevant) must also be provided. A map showing all sample positions must be included.

Any exceedances of maximum residue (MRL) or threshold levels must be highlighted.

**Electronic data submission (alternatively provided in the report):**

- Excel spreadsheet showing monitoring results, including sampling date and time, site names and quantifiers in relation to numeric results, utilising the layout in Table 8.
- GPS coordinates for all sampling sites.

**Monitoring report:**

- The monitoring report must provide a summary of all monitoring results and relevant contextual information.
- Interpretation of results, in written and graphical form, to show trends over time and against relevant benchmarks must be included in relation to all required monitoring.
- Details identifying specific personnel involved in the treatment and monitoring programs may be omitted.
- A map showing all sampling sites must be provided.

**Table 8: Wild fish sampling - reporting layout**

Sample Date	Specimen No.	Pooled Sample Bag No.	Sample Weight	Fish Species (e.g. flathead, cocky salmon)	Fish Length (mm)	Gut Contents (e.g. pellets, other)
	1					
	2					
	3					
	4					
	5					
	6					
	7					
	8					
	9					
	10					
	11					
	12					

#### Attachment 4

#### BASELINE MONITORING REQUIRED FOR MFL NO. 77 MEADS CREEK

As per EPA letter on 3 November 2025.

Sample types, sample numbers and locations of the baseline survey.

Sampling Element	Site Category	Easting	Northing	Sampling Days
Water sampling	Internal site: - Surface (0.1 m depth), centroid of the lease	502338	5201645	Prior to treatment
	External sites (35 metres from the lease boundary): - Compliance site CP2.1 - Compliance site CP2.3 - Compliance site CP3.1	502580 502704 502151	5201765 5201621 5202107	
	Reference site: - BEMP site B12 - BEMP site B7 (revised) - Stringers S7	502357 511188 504649	5202639 5202954 5201432	
Sediment therapeutant residue sampling	Internal sites: - All stocked pen bays	To be determined	To be determined	Prior to treatment
	External sites (35 metres from the lease boundary): - Compliance site CP2.1 - Compliance site CP2.3 - Compliance site CP3.1	502580 502704 502151	5201765 5201621 5202107	
	Reference site: - BEMP site B12 - BEMP site B7 (revised) - Stringers S7	502357 511188 504649	5202639 5202954 5201432	
Infauna sampling	Internal sites: - All stocked pen bays	To be determined	To be determined	Prior to treatment
	External sites (35 metres from the lease boundary): - Compliance site CP2.1 - Compliance site CP2.3 - Compliance site CP3.1	502580 502704 502151	5201765 5201621 5202107	
	Reference site: - BEMP site B12 - BEMP site B7 (revised) - Stringers S7	502357 511188 504649	5202639 5202954 5201432	
Sediment microbial sampling	Internal sites: - All stocked pen bays	To be determined	To be determined	
	External sites (35 metres from the lease boundary): - Compliance site CP2.1 - Compliance site CP2.3	502580 502704	5201765 5201621	



	- Compliance site CP3.1	502151	5202107	
	Reference site:			
	- BEMP site B12	502357	5202639	
	- BEMP site B7 (revised)	511188	5202954	
	- Stringers S7	504649	5201432	

## **BASELINE MONITORING REQUIRED FOR MFL NO. 209 STRINGERS COVE**

As per EPA letter on 7 November 2025.

Sample types, sample numbers and locations of the baseline survey.

<b>Sampling Element</b>	<b>Site Category</b>	<b>Easting</b>	<b>Northing</b>	<b>Sampling Days</b>
Water sampling	Internal site: - Surface (0.1 m depth), centroid of the lease	503828	5200817	Prior to treatment
	External sites (35 metres from the lease boundary): - Compliance site CPI.1 - Compliance site CPI.4 - Compliance site CP2.3	503199 503874 504451	5201049 5200952 5200590	
	Reference sites: - BEMP site B12 - BEMP site B7 (revised) - Stringers S7 These reference sites have already been sampled as part of the baseline survey for Marine Farming Lease No. 77 Meads Creek.	502357 511188 504649	5202639 5202954 5201432	
Sediment therapeutant residue sampling	Internal sites: - All stocked pen bays	To be determined	To be determined	Prior to treatment
	External sites (35 metres from the lease boundary): - Compliance site CPI.1 - Compliance site CPI.4 Compliance site CP2.3	503199 503874 504451	5201049 5200952 5200590	
	Reference sites: - BEMP site B12 - BEMP site B7 (revised) - Stringers S7 These reference sites have already been sampled as part of the baseline survey for Marine Farming Lease No. 77 Meads Creek.	502357 511188 504649	5202639 5202954 5201432	
	Marine Farming Lease No. 142 Roberts Point: - At least 3 stocked pen bays - Compliance site CPI.3 - Compliance site CPI.4 - Compliance site CP3.2	To be determined 524712 524196 523801	To be determined 5224194 5224138 5223827	Preferably prior to treatment

Infauna sampling	Internal sites: - All stocked pen bays	To be determined	To be determined	Prior to treatment
	External sites (35 metres from the lease boundary): - Compliance site CPI.1 - Compliance site CPI.4 Compliance site CP2.3	503199 503874 504451	5201049 5200952 5200590	
	Reference sites: - BEMP site B12 - BEMP site B7 (revised) - Stringers S7 These reference sites have already been sampled as part of the baseline survey for Marine Farming Lease No. 77 Meads Creek.	502357 511188 504649	5202639 5202954 5201432	
	Marine Farming Lease No. 142 Roberts Point: - At least 3 stocked pen bays - Compliance site CPI.3 - Compliance site CPI.4 - Compliance site CP3.2	To be determined 524712 524196 523801	To be determined 5224194 5224138 5223827	Preferably prior to treatment
Sediment microbial sampling	Internal sites: - All stocked pen bays	To be determined	To be determined	Prior to treatment
	External sites (35 metres from the lease boundary): - Compliance site CPI.1 - Compliance site CPI.4 Compliance site CP2.3	503199 503874 504451	5201049 5200952 5200590	
	Reference site: - BEMP site B12 - BEMP site B7 (revised) - Stringers S7 These reference sites have already been sampled as part of the baseline survey for Marine Farming Lease No. 77 Meads Creek.	502357 511188 504649	5202639 5202954 5201432	
	Marine Farming Lease No. 142 Roberts Point: - At least 3 stocked pen bays - Compliance site CPI.3 - Compliance site CPI.4 - Compliance site CP3.2	To be determined 524712 524196 523801	To be determined 5224194 5224138 5223827	Preferably prior to treatment

## Attachment 5

### MID-TREATMENT MONITORING

As per EPA letter on 10 November 2025.

Sample types, sample numbers and locations of the baseline survey.

Sampling Element	Site Category	Easting	Northing	Sampling Days
Benthic video survey	MFL No. 77 Internal sites: - All treated pen bays MFL No. 209 Internal sites: - All treated pen bays	To be determined	To be determined	Day 5 mid-treatment
Water sampling	MFL No. 77 Internal site: - Surface (0.1 m depth), centroid of the lease	502338	5201645	Day 5 mid-treatment
	MFL No. 209 Internal site: - Surface (0.1 m depth), centroid of the lease	503828	5200817	
	MFL No. 77 External sites (35 metres from the lease boundary): - Compliance site CP2.1 - Compliance site CP2.3 - Compliance site CP3.1	502580 502704 502151	5201765 5201621 5202107	
	MFL No. 209 External sites (35 metres from the lease boundary): - Compliance site CP1.1 - Compliance site CP1.4 - Compliance site CP2.3	503199 503874 504451	5201049 5200952 5200590	
Wild fish sampling	MFL Nos. 77 and 209 Reference sites: - BEMP site B12 - BEMP site B7 (revised) - Stringers S7	502357 511188 504649	5202639 5202954 5201432	Day 5 mid-treatment
	MFL No. 77 and 209 Zones: - Lease boundaries to 500 metres from the lease boundaries (24 fish) - 500 metres to 1 kilometre from the lease boundaries (18 fish) - 3 kilometres from the lease boundaries, particularly in the vicinity of Dover jetty and beach (12 fish) and outside of Port Esperance (12 fish)	Please refer to the enclosed document for further details on the zones	Please refer to the enclosed document for further details on the zones	



tabtel innovation - 20/11/24

Minister for Innovation, Science, and the Digital Economy  
Minister for Corrections and Rehabilitation  
Minister for the Environment  
Minister for the Arts and Heritage



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15 MAY 2025

Hon Anika Wells MP  
Minister for Communications  
Parliament House  
Email: [minister.wells@mo.infrastructure.gov.au](mailto:minister.wells@mo.infrastructure.gov.au)

Dear Minister

Congratulations on your appointment as Minister for Communications and re-appointment as Minister for Sport. I write to you to bring to your attention 4G and 5G network issues in Tasmania. Since the shut-down of the 3G networks, some parts of Tasmania have been experiencing mobile black spots and bandwidth issues which have been adversely impacting residents and businesses in these regions.

Prior to the 3G shutdown, telecommunications providers indicated that it would not switch off their 3G networks until the 4G networks had achieved 3G network equivalence. However, telecommunications providers advised that some customers who had previously received 3G coverage outside of the published maps – referred to as 'fortuitous coverage' – would not be guaranteed to receive the same incidental coverage.

The Tasmania Government has been working with Optus and Telstra through federal initiatives such as Mobile Black Spot Program (MBSP) and Regional Connectivity Program (RCP) to improve network connectivity for affected areas.

We are also aware of Telstra and Optus partnering with satellite communication providers to test direct to handset technology which has the potential to significantly improve regional connectivity, however, there is no timeline on when this technology will be available for their customers, and what handset limitations may or may not be imposed.

It has also become apparent recent upgrades to infrastructure in regional Tasmania - Tasman Peninsula, has not resolved mobile black spots nor does it cater for peak tourism periods which see a surge in local populations during the summer months and holiday periods with international and domestic visitors as well as cruise ships, some with greater than 3,500 passengers, visiting the region for a day and creating bandwidth issues for visitors, residents and businesses in the area.

The Tasman Municipality is one of Tasmania's most visited tourist locations and has significant investments in planning which will grow the local economy. It is important businesses and residents within the Tasman Municipality have access to reliable high-speed internet, as the majority of Australian communities do, to support their online needs and to enable them to flourish in the digital age.

The Tasman Council is seeking federal government support for extending the NBN fibre network, under-ground, to the Tasman Peninsula and provide fibre-to-the-premise for the following towns:

- a) Nubeena/White Beach;
- b) Port Arthur;
- c) Eaglehawk Neck;
- d) Taranna; and
- e) Murdunna.

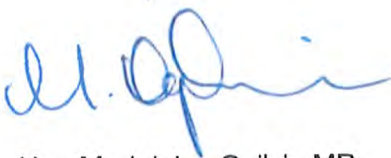
We have approached the NBN Co. to develop a quote to provide these services to the Tasman Municipality.

The Tasman Council is also seeking federal support to ensure the fourth round of the RCP specifically addresses the needs of regional Australian communities, such as the Tasman Municipality, where local populations can surge significantly during peak tourist seasons. The Tasman Peninsula has a permanent population of around 2,500 residents, but receives around 500,000 tourists per year, with the majority of those tourists visiting during the summer months.

The RCP should enable telecommunications service providers to apply for grants aimed at enhancing infrastructure in these regions, particularly tourism hotspots. These areas continue to face seasonal demand that overwhelms existing telecommunications infrastructure during peak periods.

I look forward to your support on this important matter and working with you more broadly to ensure Tasmanian's have access to the same telecommunications infrastructure as our mainland counterparts.

Yours sincerely

A handwritten signature in blue ink, appearing to read 'M. Ogilvie', with a stylized flourish at the end.

Hon Madeleine Ogilvie MP  
**Minister for Innovation, Science and the Digital Economy**

cc: Cr Rod Macdonald, Mayor, Tasman Council



Minister for Innovation, Science, and the Digital Economy  
Minister for Corrections and Rehabilitation  
Minister for the Environment  
Minister for the Arts and Heritage

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Emiled 28 May 2025

Hon Anika Wells MP  
Minister for Communications  
Parliament House  
Email: [minister.wells@mo.infrastructure.gov.au](mailto:minister.wells@mo.infrastructure.gov.au)

Dear Minister

I would like to take the opportunity to formally engage with you on the Tasmanian Subsea Cable Project to explore co-investment funding options.

The need for such an investment reflects on how critical this infrastructure is regarded by the Tasmanian industry, government, research and the broader community.

In 2022, an outage of both of Telstra's fibre optic subsea cables demonstrated the high and unacceptable consequences and economic disadvantages highlighting the States' exposure to ageing subsea cable backhaul infrastructure. The economic cost of the shutdown of communications services to Tasmania was estimated at \$51 million per day and \$1.6 billion over 31 days.

Unlike other states and territories, Tasmania's island status creates unique infrastructure related challenges. Having a dedicated high quality and reliable cable infrastructure network for telecommunications will ensure infrastructure equity with other states, business continuity, protection of national assets, long-term resilience and competitiveness of the Tasmanian economy.

Last year the Tasmanian Government presented an opportunity to the Federal Government to invest in a new subsea cable across Bass Strait. Unfortunately, at that time the Federal Government was unable to contribute to the subsea cable project as no suitable communications or infrastructure funding mechanisms were available.

In light of this, I welcome the opportunity to meet with you when you are next in Tasmania to explore co-investment opportunities for a subsea cable connecting Tasmania to the mainland.

I look forward to your support on this important matter and working with you more broadly to ensure Tasmanians have access to the same telecommunications infrastructure as our mainland counterparts.

Yours sincerely

Hon. Madeleine Ogilvie MP  
**Minister for Innovation, Science and the Digital Economy**

cc: Ms Jess Teesdale - Member for Bass  
Ms Anne Urquhart - Member for Braddon  
The Hon. Julie Collins Franklin, MP - Member for Franklin  
The Hon. Rebecca White, MP - Member for Lyons



Cabinet endorsed Peak Bodies for inclusion in Stage One	
Department for Children, Education and Young People	Centre for Excellence in Child and Family Welfare
	Foster and Kinship Carers Association of Tasmania
	The Tasmanian Association of State School Organisations
Department of Health	Health Consumers Tasmania
	Mental Health Council of Tasmania
	The Alcohol, Tobacco and other Drug Council
Department of Premier and Cabinet (Community Services)	Carers Tasmania
	Council of the Ageing Tasmania
	Multicultural Council of Tasmania
	Neighbourhood Houses Tasmania
	Tasmanian Council of Social Services
	Tasmanian Men's Shed Association
	Volunteering Tasmania
Department of Premier and Cabinet (Other Business Units)	National Disability Services
	Returned and Services League of Australia (Tasmanian Branch)
	Tasmanian Aboriginal Corporation
	Tasmanian Family and Sexual Violence Alliance
	Tasmanian Regional Aboriginal Communities Alliance
	Youth Network of Tasmania
Department of Justice	Community Legal Centres Tasmania
	National Aboriginal and Torres Strait Islander Legal Services
	National Legal Aid
Homes Tasmania	Shelter Tasmania

Peak Body, core recurrent funding lines approved for transition only. Any time limited or other recurrent funding provided to the Peak Body will need to be considered in later stages of the project.

**Hon. Madeleine Ogilvie MP**  
**Minister for Community and Multicultural Affairs**

Clarification to a question from the Member for Hobart at the Estimates' hearing into my Community and Multicultural Affairs portfolio – with respect to legal matters.

Clarification point:

I would like to add to an answer I gave yesterday. As stated, I have not been the subject of legal proceedings initiated by another party. However, I reserve my right to take any action or steps I deem necessary to protect my legal rights at any time.



# Embracing Diversity, Fostering Belonging: Tasmania's Multicultural Action Plan 2025-2029



# Accessibility

If you are deaf, or have a hearing impairment, or complex communication needs, phone the National Relay Service on 13 36 77, or Speech-to-Speech Relay Service on 1300 555 727.



Translated versions of this plan are available from the Department of Premier and Cabinet's website. Further services are available through the Translating and Interpreting Service (TIS National): [www.tisnational.gov.au](http://www.tisnational.gov.au)  
Phone: 131 450

## Acknowledgement of Country

The Tasmanian Government acknowledges and pays respect to Tasmanian Aboriginal people and their families as the traditional owners and continuing custodians of Tasmania's land, sea and waterways. We recognise and value with deep respect the old people that shared their knowledge over many generations, and we pay our respects to Elders past and present.

Aboriginal people have welcomed people from other cultures onto their land with respectful sharing of stories and knowledge – and will continue to do so. New and enduring relationships will be strengthened by this Multicultural Action Plan.

The National Agreement on Closing the Gap 2020 cites important elements of transformation for Tasmania, including identifying and calling out institutional racism, discrimination and unconscious bias, and promoting cultural competence across services, programs and workplaces.

There are differences in how racism, discrimination and unconscious bias manifest and are experienced between Tasmanian Aboriginal people and culturally and linguistically diverse Tasmanians. Accordingly, there are differences in how these issues will be addressed across our communities.

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## Appreciation

Statewide consultation has shaped the vision, outcomes and priorities in *Embracing Diversity, Fostering Belonging: Tasmania's Multicultural Action Plan 2025-2029* (the Plan).

The Tasmanian Government would like to thank the over 1,000 culturally and linguistically diverse Tasmanians who took time from their lives to share their valuable insights into what Tasmania's priorities should be to create a culturally inclusive place to live and stay.

We also thank the staff from service providers who shared insights into how to create more accessible and culturally inclusive services.

The Plan's development would not have been possible without the significant contribution by Tasmania's peak body, the Multicultural Council of Tasmania (MCOT), and key organisations – the Migrant Resource Centre Tasmania (MRC Tas), Welcome Cultural Services (WCS), the Culturally Diverse Alliance Tasmania (CDAT) and Citizen Tasmania.

We are grateful for the expertise these organisations have provided in shaping the Plan through the Multicultural Action Plan Working Group.

The Tasmanian Government would also like to thank Brand Tasmania for their time and generosity in supplying images for the Plan, and to photographers Jess Oakenfull, Fred + Hannah, Lisa Kuilenburg, Inside The Frame (Moss Geordi Halliday-Hall), Sam Shelley and Studio Hubert.

We welcome feedback on the Plan:  
Email: [multicultural@dpac.tas.gov.au](mailto:multicultural@dpac.tas.gov.au)



# Acronyms

**ABS** – Australian Bureau of Statistics

**AHRC** – Australian Human Rights Commission

**AIHW** – Australian Institute of Health and Welfare

**CDAT** – Culturally Diverse Alliance of Tasmania

**DECYP** – Department for Education, Children and Young People, Tasmanian Government

**DoH** – Department of Health, Tasmanian Government

**DoJ** – Department of Justice, Tasmanian Government

**DPAC** – Department of Premier and Cabinet, Tasmanian Government

**DPFEM** – Department of Police, Fire and Emergency Management, Tasmanian Government

**DSG** – Department of State Growth, Tasmanian Government

**EAL** – English as an Additional Language

**Homes Tas** – Homes Tasmania, Tasmanian Government

**LGAT** – Local Government Association Tasmania

**MCOT** – Multicultural Council of Tasmania

**MRC Tas** – Migrant Resource Centre Tasmania

**NAATI** – National Accreditation Authority for Translators and Interpreters

**NRE Tas** – Department of Natural Resources and Environment, Tasmanian Government

**OADC** – Office of the Anti-Discrimination Commissioner Tasmania

**SSMO** – State Service Management Office, Tasmanian Government

**TEC** – Tasmanian Electoral Commission, Tasmanian Government

**TFS** – Tasmania Fire Service

**TSS** – Tasmanian State Service

**WCS** – Welcome Cultural Services

# Minister's Foreword

**As the Minister for Community Services, I am proud to present *Embracing Diversity, Fostering Belonging: Tasmania's Multicultural Action Plan 2025-2029*.**



The Plan reflects our commitment to a harmonious, inclusive and respectful multicultural island where all Tasmanians belong, contribute, achieve and succeed.

Tasmania's rich cultural history is built on the contributions of individuals and communities from across the globe, and our Tasmanian communities are increasingly culturally and linguistically diverse.

At the time of the 2021 Census, 15.3 per cent of people living in Tasmania were born overseas, a total of 85,674 people. This is an increase from 12 per cent in 2016, and the top overseas countries of birth were England, China, Nepal, India and New Zealand.

Since 2021, families and individuals arriving in Tasmania through the Humanitarian Settlement Program have predominantly come from Southern and Central Asia, Sub-Saharan Africa and the Middle East.

The Plan outlines practical actions to ensure that all Tasmanians feel safe, are empowered to participate, and feel a sense of belonging. It focuses on the key issues Tasmanians told us are most important to them, including addressing racism and fostering social cohesion, encouraging social, civic, education and economic participation to ensure all Tasmanians have opportunities to fulfil their potential, and ensuring community needs are recognised and met through culturally inclusive and accessible services.

The Tasmanian Government has invested \$2 million over the next two years to support the needs of culturally and linguistically diverse Tasmanians. There will be an interim review of progress against the Plan's actions, with a newly established community-led advisory group to ensure the Plan's continued relevance, and to inform future focus areas to achieve these outcomes.

I would like to thank all community members and groups who contributed their insights, stories, and ideas to shape this Plan. Your voices are integral to ensuring its relevance and success.

I would also like to thank our dedicated community sector, including the Multicultural Council of Tasmania (MCOT), Migrant Resource Centre Tasmania (MRC Tas), Welcome Cultural Services (WCS), Culturally Diverse Alliance of Tasmania (CDAT) and Citizen Tasmania for facilitating community consultations to inform the Plan, and for their ongoing engagement and contribution to developing the Plan.

Together, we can celebrate the richness of Tasmania's cultural diversity and continue to build a state where everyone feels they belong.

**Hon Roger Jaensch MP**  
**Minister for Community Services**





# Introduction

Tasmania has always been culturally and linguistically diverse.

*Embracing Diversity, Fostering Belonging: Tasmania's Multicultural Action Plan 2025-2029* focuses on addressing the needs of culturally and linguistically diverse Tasmanians, as defined by the Australian Bureau of Statistics:

## Cultural and linguistic diversity

**"Groups and individuals who differ according to religion, language and ethnicity and whose ancestry is other than Aboriginal or Torres Strait Islander, Anglo-Saxon or Anglo-Celtic."** (ABS 2016 Census)

This ABS definition includes Tasmanian residents who were born in Australia, as well as Tasmanians who have migrated to our island.

The Plan focuses on addressing challenges and concerns that impact the experiences and life outcomes of Tasmanians due to their ethnicity and culture, preferred languages spoken at home, or settlement status.

It also aligns with the Australian Government's priorities for multiculturalism and addressing racism to foster socially cohesive communities.

Over 1,000 culturally and linguistically diverse Tasmanians participated in the consultations to inform the Plan.

They were clear that the Plan needs to address the systems and behaviour that currently shape how Tasmania's workplaces, education and communities think, behave and operate.

The consultation identified:

- Tasmania needs to apply a cultural lens to the policies, programs and services it provides; and
- Communities, education and workplaces need to understand what unconscious bias and racism is, what impact it has on culturally and linguistically diverse Tasmanians and understand how to create an island that is culturally safe and inclusive.

Only then will all Tasmanians feel they are fully recognised and accepted for who they are, feel they belong and are confident that they can flourish in our island state.

*Embracing Diversity, Fostering Belonging: Tasmania's Multicultural Action Plan 2025-2029* supersedes *Our Multicultural Island: Tasmania's Multicultural Policy and Action Plan 2021-2023*.

The Plan provides a set of working terms in Appendix 1 to encourage a shared understanding. However, there is work to do to agree on how we talk about people, ideas and behaviour related to cultural and linguistic diversity. Community conversations about terminology will be held as part of implementing the Plan.

# Tasmania's multiculturalism

- Tasmania's multiculturalism over time
- Who are culturally and linguistically diverse Tasmanians
- Data matters: understanding outcomes





*William Cuffay. 1788 to 1870. Cuffay's father was an African Caribbean slave in St Kitts before gaining freedom and settling in Britain. Cuffay was transported to Tasmania in 1848 and received a conditional pardon in 1857. He was pivotal in the campaign for workers' rights and democratic reform in Australia.*

*William Paul Dowling, public domain, via Wikimedia Commons.*

## Tasmania's multiculturalism over time

Many cultures, languages and faiths have shaped the history of Australia. This diversity has both tested and shaped our society.

*Australian Government, 2024, Towards Fairness: a multicultural Australia for all*

Palawa/Pakana people are the original inhabitants of Tasmania, with a continuous presence for at least 40,000 years. The nine nations had their own ways of knowing, doing and sharing, adapting to the islands' environments with strong social and spiritual traditions.

British colonisation from 1803 changed the cultural and linguistic landscape of Tasmania, through introducing mainly British and Irish cultures and languages.

Waves of migration to Tasmania occurred during and after the colonial period. Throughout the 19th and early 20th century migrants settled from China, Germany, Scandinavia, Greek Islands and Italy, and predominantly European and Asian migrants arrived after World War II. More recently, refugees, asylum seekers, students and skilled migrants from across the globe call Tasmania home.

Today, Tasmania has a culturally and linguistically diverse population comprising of both long-term settled and recently arrived migrants and humanitarian entrants who may be citizens, permanent or temporary residents.



## How Tasmania's multiculturalism developed

### Pre-colonial and early colonial era

Palawa/Pakana people are the original people of Tasmania and ongoing custodians.

From 1803, Tasmania was established as a British penal colony. Convicts, primarily from England, Ireland, and Scotland arrived. Some convicts had culturally and linguistically diverse ancestries, such as William Cuffay (see p.8).

### 19th and early 20th century: early non-British migration

The 19th century: Germans and Scandinavians migrated to Tasmania.

The gold rush (1850s–1870s) attracted Chinese miners.

Italians and Greeks arrived in small numbers, mainly as fishermen and farmers.

### Post-World War II immigration boom (1945–1970s)

Displaced persons from war-torn Europe, including Polish, Dutch, German, and Baltic migrants.

Central and Eastern European workers for the Hydro-Electric Scheme.

### Late 20th century – present: Tasmania's modern multiculturalism

The Vietnam War (1955–1975) - Vietnamese refugee resettlement in Tasmania.

Refugees from conflicts in Sudan, Afghanistan, Syria, and Myanmar.

Increased migration from India, Nepal, China, Malaysia, the Philippines, and African nations.

Global migration related to education, skilled and seasonal workers.



# Who are culturally and linguistically diverse Tasmanians?

Tasmanians are increasingly culturally and linguistically diverse.

## Ancestry

In 2021 **121** Tasmanian ancestries that were not Anglo-Saxon / Celtic or Aboriginal.<sup>1</sup>



### Top 10 ancestries – Tasmanian community 2021<sup>2</sup>

**German:**  
19,878

**Chinese:**  
12,331

**Dutch:**  
11,838

**Italian:**  
8,460

**Nepali:**  
6,715

**Indian:**  
5,859

**Polish:**  
4,130

**Filipino:**  
3,389

**Greek:**  
2,602

**French:**  
2,284

### New identities since 2016<sup>3</sup>

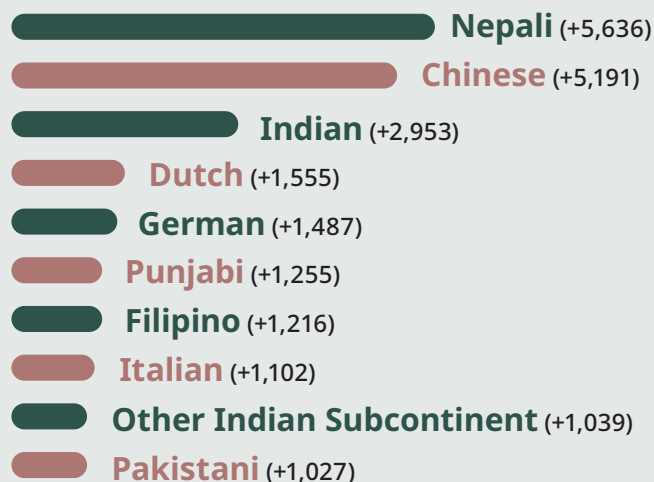


**Sikh**

**Hazara**

**Nigerian**

### Largest increases in identities since 2016<sup>4</sup>





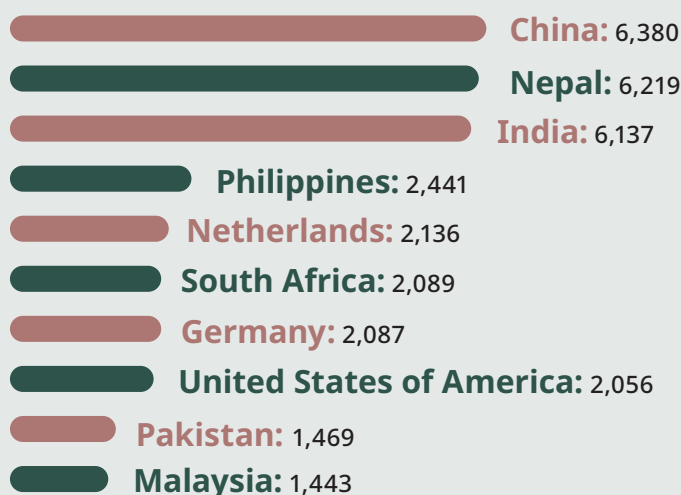
# Migration

In 2021 **1 in 5**

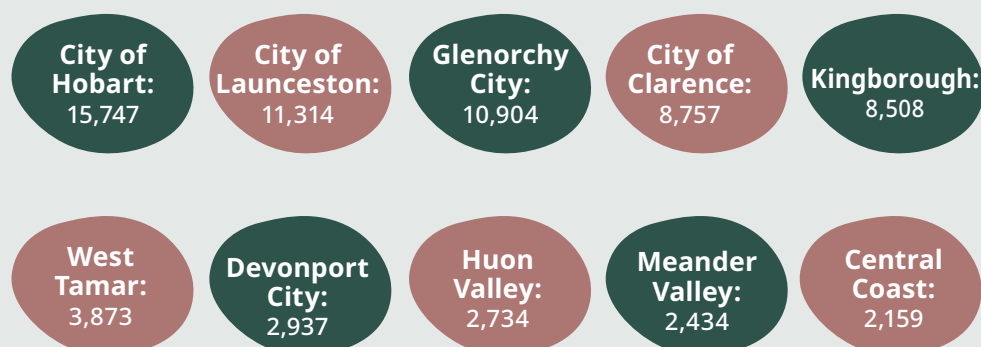
(over 85,500) Tasmanians were born overseas. This is around 25,000 more Tasmanians than in 2016.<sup>4</sup>



**Top 10 places**  
Tasmanians  
born overseas  
come from<sup>5</sup>



**Tasmanian local  
councils with the  
highest number  
of people born  
overseas<sup>6</sup>**



# Migration

In 2021 **55,233** Tasmanian residents held visas.<sup>7</sup>



## Tasmanian Resident Visa Holders<sup>7</sup>

Over **29,000** Tasmanian residents had permanent visas, including over **3,800** humanitarian visa holders **26,000** had temporary visas including students and working holiday makers.

Biggest increases under the permanent visa stream since 2016<sup>8</sup>



Skilled = **154** per cent  
Family = **47** per cent

Biggest changes under the temporary visa stream 2016 to 2021<sup>9</sup>



Students = **+6** per cent  
Skilled = **-27** per cent  
Working Holiday Maker = **-28** per cent

## Humanitarian entrants in Tasmania<sup>10</sup>



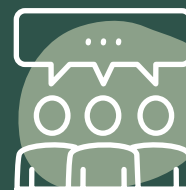
During 2024, **293** people on humanitarian visas arrived to settle in Tasmania.

They arrived from **Afghanistan, Iran, Ethiopia, Eritrea, Sudan, South Sudan, the Democratic Republic of the Congo, Kenya, Myanmar, Pakistan, Syria** and **Yemen**.

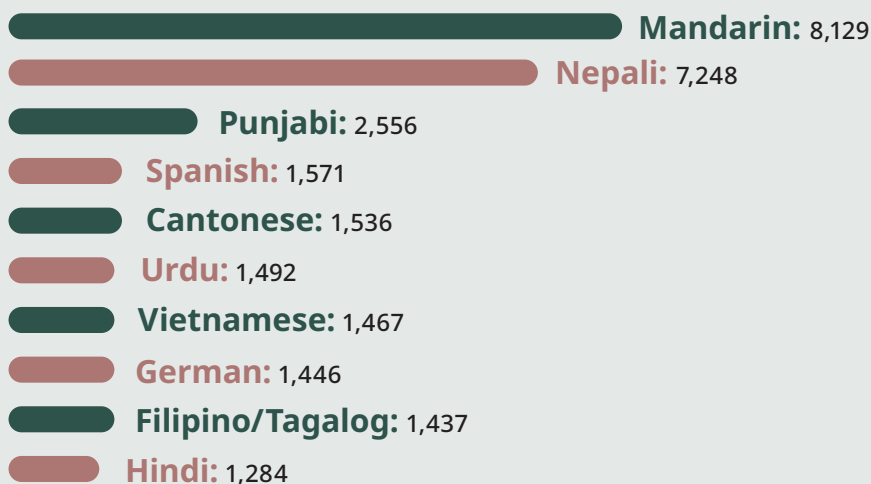
# Languages spoken at home

In 2021, nearly **1 in 10**

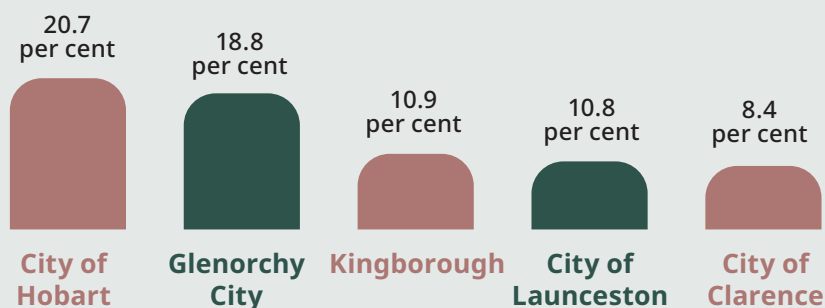
(over 48,500) Tasmanians used a language other than English at home. This is an increase of 21,000 more Tasmanians than in 2016.<sup>11</sup>



**Top 10 languages** spoken at home in Tasmania in 2021<sup>12</sup>



**Tasmanian local councils** with the highest speakers of languages other than English in 2021<sup>13</sup>



How many Tasmanians need **language services**?<sup>14</sup>



In 2021 over **5,000** (nearly 1 per cent) Tasmanians said they spoke English not well or not at all. This is **750** more Tasmanians than in 2016.



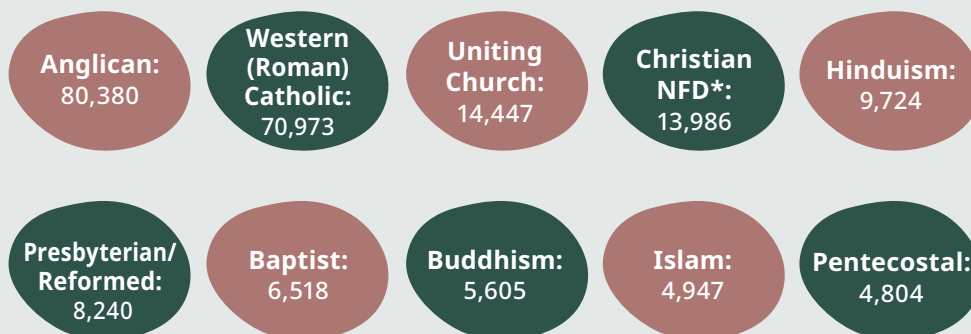
# Faith

In 2021, **2 in 5**

(242,087) Tasmanians reported having a religious affiliation. This is a decrease of 26,579 since 2016.<sup>15</sup>



**Most common religions practiced in Tasmania in 2021<sup>15</sup>**



*\*Not further defined.*

**Fastest growing religions practiced in Tasmania 2016-2021<sup>15</sup>**



**Hinduism** (+7,170 persons)

**Islam** (+2,449 persons)

**Buddhism** (+1,556 persons)

**Fastest declining religions practiced in Tasmania 2016-2021<sup>15</sup>**



**Anglican** (-23,459 persons)

**Western Roman Catholic** (-8,444 persons)

**Uniting Church** (-4,894 persons)

The most recent data included in this Plan is mainly sourced from the 2021 Census. The next Census is planned for 2026, which will highlight how Tasmania's diversity has evolved over the five years before this Plan.

# Data matters – understanding outcomes

The Plan focuses on how we support better outcomes for Tasmanians facing challenges due to their:

- Ethnicity or culture;
- English language proficiency (where English is not their first language); or
- Settlement status, if they are not an Australian citizen.

Understanding social, economic and health vulnerabilities faced by specific culturally and linguistically diverse Tasmanians, along with barriers to service use, is critical to planning and tailoring equitable services.

Like all Tasmanians, where we live, our income, education level and economic circumstances, genetic predispositions, our social support and relationships with family and friends can all impact on our access to services, our experiences and our outcomes.<sup>16</sup>

Globally, we also know that some diseases are more prevalent in populations with certain ancestries. In Australia, we know that ethnicity, settlement experiences and English language proficiency can help predict health risks and disease prevalence for certain communities.<sup>17</sup>

We also know that culturally and linguistically diverse Tasmanians are likely to experience additional structural barriers to positive outcomes. Exposure to systemic challenges, such as unconscious bias and racism, may:

- Make it even more difficult to access programs and services.
- Risk negatively impacting the self-worth, mental health, life choices, and outcomes for Tasmanians.
- Add to existing intergenerational trauma and trauma triggered by personal experiences and events.<sup>18</sup>

However, we cannot understand what we do not monitor.<sup>19</sup> Understanding risks, experiences and outcomes for culturally and linguistically diverse Tasmanians is challenging as current state and national monitoring systems do not consistently capture data about ethnicity or culture, language use and proficiency, or settlement status.<sup>20</sup>

Only 47 per cent of participants in the 2024 Mapping Social Cohesion Report felt a sense of belonging to a great extent. Racism and under-recognition in policies and services - including invisibility in data - were key reasons.<sup>21</sup>

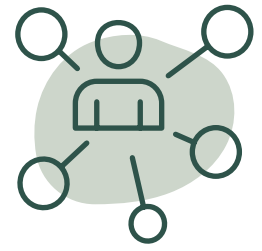
# What Tasmanians told us

- Who informed the Plan?
- Priorities of culturally and linguistically diverse Tasmanians





# Who informed the Plan



## Tasmanians

Over **1,000** Tasmanians participated in the community consultations:

**950**

participants facilitated by MCOT, MRC Tas, and WCS.

**150**

participants facilitated by CDAT and Citizen Tasmania.

**6**

service providers contributed feedback on areas such as employment, housing and healthcare.

Consultations were completed through:

- Online surveys
- Discussions
- Workshops

Who were the participants?

- The greatest number of respondents were in the **25-44** age bracket.
- Just under **three-quarters** of respondents were based in the south of the state.
- Approximately **70 per cent** of respondents spoke a language additional to English, with the most common being Nepali.
- Just under **30 per cent** of respondents were skilled migrant workers, with half arriving between two and five years ago.
- Over **80 per cent** of humanitarian entrants who responded arrived as refugees.



## Governance

From January 2024, the Action Plan has been guided by a Working Group, which includes representation from:

- Multicultural Council of Tasmania
- Migrant Resource Centre Tasmania
- Welcome Cultural Services
- Culturally Diverse Alliance of Tasmania
- Citizen Tasmania

# Priorities of culturally and linguistically diverse Tasmanians



## Key messages

Tasmanians were clear about their priorities for creating an inclusive island state.



### Nothing about us without us

The governance of the Tasmanian Government's multicultural portfolio should include representation from culturally and linguistically diverse communities. There should be more Parliamentary focus on multicultural affairs, with culturally and linguistically diverse Tasmanians at the centre of the vision, the design and the delivery of policies, programs and services tailored to their needs.



### To belong we need to feel safe

Racism and discrimination needs to be recognised and dealt with effectively within education, employment and communities. This will improve the quality of life, feelings of safety and wellbeing, and a sense of value and belonging for culturally and linguistically diverse Tasmanians.



### We want to participate and feel we belong

Accessible language services and culturally inclusive education, workplaces, healthcare, and mental health and community services are essential to enable culturally and linguistically diverse Tasmanians to participate in Tasmanian life.



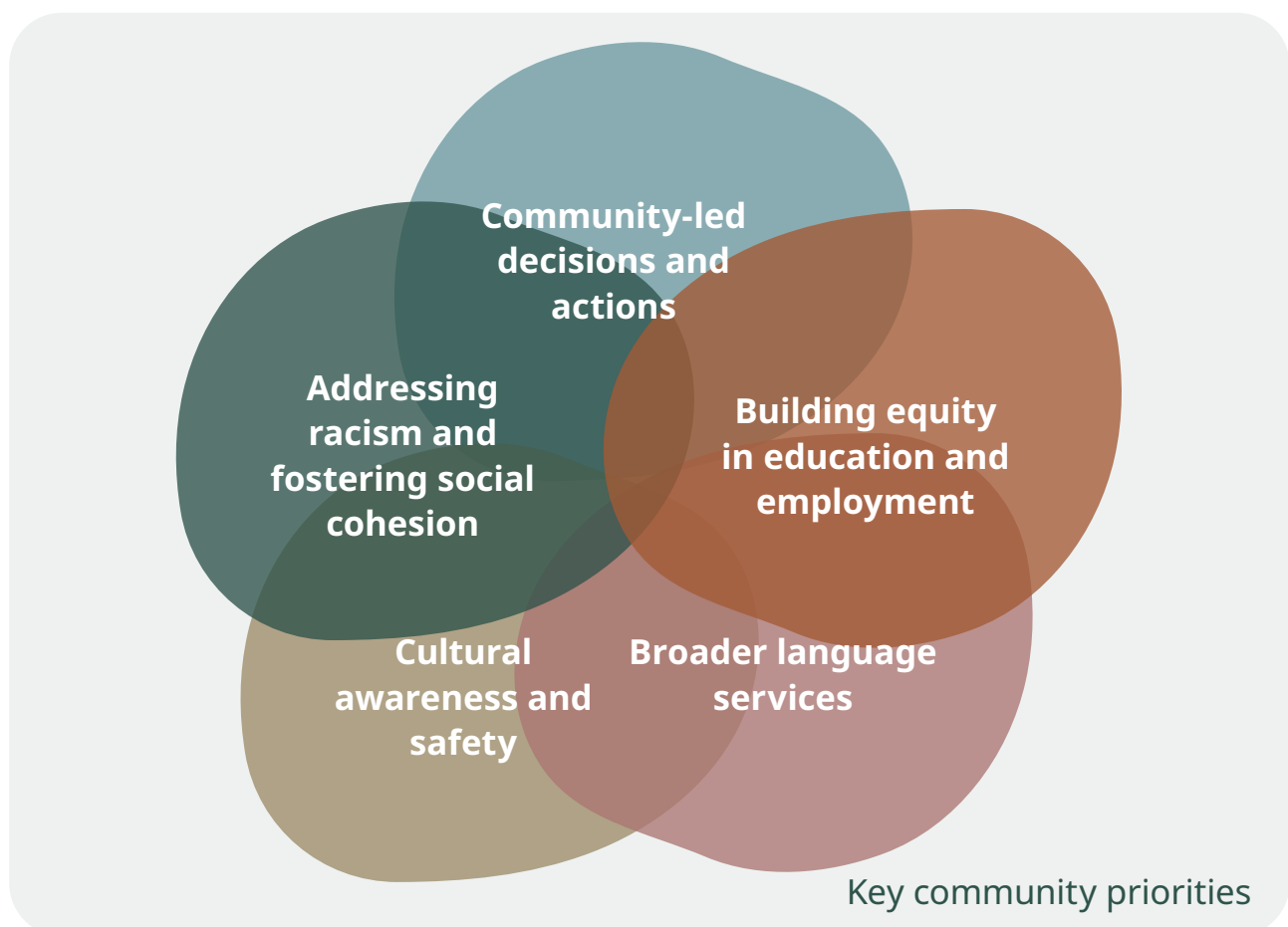
### We can't be what we don't see

There is limited representation of culturally and linguistically diverse Tasmanians in various aspects of Tasmanian society, including leadership positions, media and Government services. This can create feelings of exclusion and marginalisation.



## Key community priorities

There are five key action areas communities told us to prioritise:

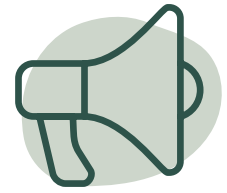




## Community-led decisions and actions

### What we heard

- Culturally and linguistically diverse Tasmanians want to be part of conversations and decisions on matters that impact their lives.
- Tasmanians want to understand how to hold safe conversations with decision makers and be listened to.
- With respectful acknowledgement of the need to prioritise and respond to the experiences and needs of Tasmania's Aboriginal people, culturally and linguistically diverse Tasmanians want to ensure decision makers understand the impacts of systemic barriers, such as racism and discrimination, on Tasmanians' experiences and outcomes.



### Key priorities include:

- **A clear Ministerial focus on multicultural affairs:** either through a specifically appointed Ministerial position or a community-led advisory group.
- **A shared understanding of what we mean:** how we talk about communities, what social cohesion is, what cultural curiosity; awareness; competency; literacy; safety; and, inclusion are, as well as understanding racism and its impacts.
- **A shared understanding of issues, progress and outcomes for culturally and linguistically diverse Tasmanians:** through dialogue and through collecting meaningful data Tasmania needs to design and monitor policies and programs through the lenses of ethnicity, language use and settlement status, as well as through an intersectional lens.

*"The Tasmanian Government can continue to encourage the involvement of migrants in social policies, consultations, employment etc."*

*Participant, consultations for the Multicultural Action Plan*

## Addressing racism and fostering social cohesion

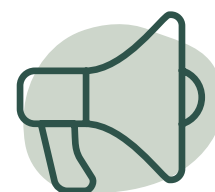
### What is racism?

The Australian Human Rights Commission defines racism as:

“The process by which systems and policies, actions and attitudes create inequitable opportunities and outcomes for people based on race. Racism is more than just prejudice in thought or action. It occurs when this prejudice – whether individual or institutional – is accompanied by the power to discriminate against, oppress or limit the rights of others.”

### We heard:

- Racism and discrimination are inhibiting quality of life, feelings of safety and wellbeing, equity, and a sense of value and belonging for culturally and linguistically diverse Tasmanians.
- Experiences are reported across education, employment, through interactions with Tasmania Police and the criminal justice system, in accessing services and in interactions within communities across Tasmania.
- Tasmania needs to improve social cohesion, cultural awareness and understanding of the impacts of racism and discrimination, to ensure that culturally and linguistically diverse Tasmanians can live safe, healthy and respected lives.
- There is a need to increase community understanding of anti-discrimination laws and how to report incidents. Culturally and linguistically diverse Tasmanians experiencing racism, racially motivated incidents and discrimination need to feel safe when they report incidents.
- Tasmania needs to improve access to appropriate supports for victims of racism.



*“I think we really need more campaigns on inclusion, welcoming a diverse society and calling out racism. I’ve seen the bystander effect too often, and people are not being empowered to speak for themselves or others.”*

*Participant, consultations for the Multicultural Action Plan*

## What does racism look like?

Racism can take many forms, such as comments or jokes that cause offence or hurt, name-calling or verbal abuse, and harassment or intimidation. It also includes commentary online or in the media that increases hostility toward particular groups, and in its most serious form, physical abuse and violence.

Racism breaches the fundamental right of all Tasmanians to be treated with respect and dignity.<sup>22</sup>

The 2024 *Mapping Social Cohesion Report* outlines that the sense of belonging and social justice of Australians is significantly below long-term averages.

One in three overseas-born Australians from non-English speaking backgrounds in the *Mapping Social Cohesion* survey reported that they experienced discrimination based on skin colour, ethnic origin or religion in the past 12 months.<sup>23</sup>

This strain in social cohesion is evident in Tasmania. There have been numerous media reports and community complaints of racially motivated discrimination, abuse, harassment and violent attacks within the last two years.

Racism and discrimination have wide-ranging impacts on individuals and Tasmanian communities. It can lead to negative mental and physical health and well-being outcomes for individuals, and can create divisions and destroy community cohesion.

## What is social cohesion?

There is no agreed definition in Australia.

The Scanlon Institute focuses on:

**“The willingness of members to cooperate with each other to survive and prosper.”**

Social cohesion requires anti-racism and preventing the negative racialisation and ‘othering’ of communities.<sup>24</sup>

The Tasmanian Government is committed to nurturing an environment where cultural understanding, appreciation and respect flourish.

***“Everyone is included, respected and valued regardless of nationality or religion, and most importantly, regardless of how long anyone has called Tasmania home.”***

*Participant, consultations for the Multicultural Action Plan*



## What we currently do



The Tasmanian Government is committed to combatting racism and discrimination to create an environment where everyone feels safe, has their potential nurtured to participate and achieve, and feels a sense of belonging. This includes:

- A proactive approach to working with communities, businesses and MCOT to respond to community safety concerns. The Tasmanian Government committed \$500,000 to addressing racism and fostering social cohesion during 2023-24.
- During 2023-24, MRC Tas was funded to immediately meet the statewide demand for additional counselling and psychosocial support services across Tasmania for communities affected by racial discrimination, abuse and harassment.
- In November 2024 the Social Cohesion Small Grants program was finalised, providing \$200,000 in funding to 13 community projects to address racism and foster social cohesion via localised initiatives throughout Tasmania.
- During 2024, the Department for Education, Children and Young People (DECYP) launched a new anti-racism program in trial schools.
- DECYP is also addressing bullying and discrimination in schools through several initiatives, including the Student Behaviour Management Policy and Procedures, the Safeguarding Framework, the School Health Nurse Program, and ensuring a School Support and Wellbeing Team is present in each school.
- The Minister for Justice and the Department of Justice (DoJ) monitor and respond to any legislative issues arising under the *Anti-Discrimination Act 1998*.
- Tasmania Police's intelligence gathering systems allow for the capture of data relating to issues-motivated groups, extremist groups, and hate-motivated activities (including religion and racism among others).

## Cultural awareness and safety

### What we heard:

- The level of culturally responsive teaching and culturally safe support within the Tasmanian education system is not sufficient for families to navigate and succeed in the Tasmanian education system.
- Access to affordable, culturally safe and trauma-informed healthcare, mental health services and community services are vital for Tasmania's culturally and linguistically diverse communities to know their needs are recognised and addressed.
- Ensuring employers and specialist employment services are culturally inclusive, understand how to address discrimination, and support migrant Tasmanians to find meaningful employment to help them settle long-term in Tasmania.
- The lack of affordable, appropriate, secure and accessible housing options is undermining the wellbeing and settlement of culturally and linguistically diverse Tasmanians.



*“Have places like the Multicultural Hub where people of diverse cultures can meet in a safe environment.”*

*Participant, consultations for the Multicultural Action Plan*

### What we mean: cultural awareness to cultural inclusion

#### Cultural awareness

Understanding differences and their impacts on people's access and outcomes.

#### Cultural sensitivity

Accepting cultural diversity as legitimate and understanding unconscious bias.

#### Cultural safety

Culturally appropriate environment designed with communities.

#### Cultural inclusion

Addressing and supporting individuals from diverse cultures, valuing their unique perspectives and contributions within a specific setting.



*“At the moment Glenorchy City seems to be a place that provides well in terms of shops, support, advocacy and a range of medical services that provide multi-lingual medical staff. We need similar services in other Tasmanian communities.”*

*Participant, consultations for the Multicultural Action Plan*

Culture plays a crucial role in shaping an individual's or a community's sense of identity, and is shaped by many intersecting factors including age, ability, ethnicity, sexual and gender diversity, religion, economic status, power and lived experience.

Cultural awareness and competency require a new way of thinking about culture. It means being open to new ideas that may conflict with the ideas, beliefs and values of your own culture, and being respectful and able to see these differences as equal. It also involves interacting with others in a way that is safe and supportive and being respectful of everyone's backgrounds, beliefs, values, customs, knowledge, lifestyle and social behaviours.

Cultural safety and inclusiveness require an understanding of how to recognise and address unconscious and conscious biases and discrimination in ways that create safe environments for people to address them. Providing appropriate and responsive access to language services is a critical part of this.



Providing culturally safe and inclusive education, training, workplaces, services and support is vital for culturally and linguistically diverse Tasmanians to feel empowered to access, participate and thrive in all areas of their lives. And they require the right approach for Tasmania and for specific environments.

*“People from diverse cultures being able to celebrate their traditions alongside of the rest of the community – sharing and caring.”*

*Participant, consultations for the Multicultural Action Plan*

## What we currently do

- The Tasmanian Government is committed to improving cultural awareness, safety and inclusion across all domains of Tasmanian life so that everybody feels empowered to access the supports that they need to participate and thrive.
- DECYP has developed a staff induction and training program that incorporates best practices in diversity and inclusion and online cultural awareness and training courses are offered for all schools to opt in to.
- DECYP also offers onsite learning delivered by English as an Additional Language (EAL) advanced support teachers or social workers, and partnerships with non-government organisation subject matter experts.
- DECYP believe in the value of celebrating culturally significant days and events, as this can greatly enhance inclusion and foster a sense of belonging for staff from culturally and linguistically diverse backgrounds.
- In schools, culturally significant days are celebrated in various ways. School students dress up, make things, sing songs and have food to celebrate days and religious festivals from other countries.
- DECYP’s EAL Social Workers support school-based Social Workers by sharing information about culturally and linguistically diverse services in the local community and helping with external referrals to other services.



## Language Services

*“Information should be made readily available in different languages, more needs to be done for migrants who are looking to contribute to the community.”*

*Participant, consultations for the Multicultural Action Plan*

### What we heard:

- Improved usage of interpreting and translating services and bi-cultural workers within education, the judicial system and by many Tasmanian healthcare and service providers is required to ensure Tasmanian migrants, refugees and asylum seekers and humanitarian entrants can access and participate in Tasmanian life and successfully settle in the state.
- For migrants and humanitarian entrants for whom English is not their first language, access to appropriate translation and interpreting services is critical to being able to access services, education and employment, and to navigate social life and systems like healthcare, voting, civic engagement and the judicial system.
- Tasmania does not have a central system to monitor the demand for translation and interpreting services in Tasmania. We know from the National Accreditation Authority for Translators and Interpreters (NAATI) that:
  - The number of non-credentialed providers in the language services sector is increasing, impacting quality service provision and compliance with industry standards.
  - Government is one of the main purchasers of language services,<sup>25</sup> and can take the lead in procurement processes that ensure credentialed interpreters and translators and quality services.
  - Current demand for established and emerging language services is not being met by the workforce and supply needs to be supported to encourage new workers to join and remain in the industry.



### Most requested languages for translation in Tasmanian services:

Nepali

Mandarin/  
Simplified  
Chinese

Farsi

Urdu

Tigrinya

Burmese

Arabic

Dari



## What we currently do



- The Department of Premier and Cabinet and Department of Health work with the Tasmanian branch of NAATI to monitor local language services issues and needs.
- Through the *Lifting Literacy 3-Year Implementation Plan 2024-2026*, the Tasmanian Government is committed to improving literacy rates to achieve the aspirational goal of 100 per cent literacy, so that all Tasmanians have the right support to reach their full literacy potential.
- DECYP encourages all schools to use interpreters to engage with families as needed with the services provided at no cost to the school or the family:
- DECYP's EAL Service provides training to access and use interpreters. Staff are available to assist connecting schools with interpreters both face-to-face and via the Translating and Interpreting Service (TIS).
- DECYP supports students within mainstream school settings and provides an online learning class for EAL students in years 7 to 10 which helps facilitate conversational English with peers while having interpreters present.
- Libraries Tasmania enables adults to develop their English skills through services such as the Adult Literacy Service, 26TEN, free English Conversation Groups, and story based programs supporting early literacy foundations.
- Business Tasmania provides an interpreting service for clients contacting, and for advisory services including the Tasmanian Business Advice Service and New Business Support Pilot Program.



- Tasmania Police officers carry assistance cards and booklets in four languages (Arabic, Chinese, Farsi and Nepali), to assist Tasmanians who speak a language other than English.
- Driver training material is available on the Department of State Growth (DSG) website in a variety of languages. These languages were identified in collaboration with MRC Tas. Interpreters are available for driving assessments and knowledge tests.
- The multi-language Fishing in Tasmania brochure includes information in simplified Chinese, Malay, Hindi, Korean and Vietnamese. A secondary flyer has been produced to better engage with members of the Pacific Australia Labour Mobility (PALM) worker community. This flyer is accessible in Bislama (Vanuatu), Fijian, Samoan, Tetum (Timor Leste), Tok Pisin (PNG) and Tongan.

*“From my experience working in different organisations within both the public and private sectors in Tasmania, I have had an opportunity to see how the interpreter system works. Quite often there are not enough translators available. Expanding this network and ensuring there are more translators from a variety of backgrounds with more language options available would help migrant access to services.”*

*Participant, consultations for the Multicultural Action Plan*

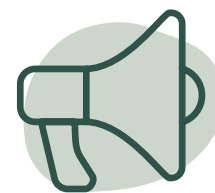




## Building equity in education and employment

### What we heard

- There is limited representation of culturally and linguistically diverse Tasmanians in various aspects of Tasmanian society and systems including the parliamentary system, leadership positions, media and Government services. This can create feelings of exclusion and marginalisation.
- The lack of cultural diversity in key areas of life such as education and employment is limiting how culturally responsive, inclusive and safe these environments feel for young people, adults and families. There are very few 'role models' for younger culturally and linguistically diverse Tasmanians to aspire to and to motivate them to stay in Tasmania.
- This is leading culturally and linguistically diverse Tasmanians to feel that diversity in Tasmanian culture is not valued and promoted in key systems and services – only through cultural celebrations.
- There was a strong sense that valuing diversity and tackling discrimination is not a genuine priority.



***“Creating training and employment opportunities and encouraging people to participate in decision making processes.”***

*Participant, consultations for the Multicultural Action Plan*

## What we currently do



- Cultural and linguistic diversity is one of the priority areas identified within the DoJ *Diversity, Equity and Inclusion Strategy*. DoJ currently has several measures that track diversity and inclusion within the DoJ workforce. Inclusion is also measured through employee surveys, such as the DoJ Employee Experience Survey and New Starter Surveys.
- The Department of Police, Fire and Emergency Management's (DPFEM) continuation of the Tasmania Police Career Development Program will ensure increasing representation of culturally and linguistically diverse Tasmanians in the Tasmania Police workforce.
- The Tasmania Police Career Development Program, run by recruiting services, is seeing increasing representation of culturally and linguistically diverse Tasmanians in successful applications to Tasmania Police.
- WorkSafe Tasmania's Industry Safety Advisory Service and Helpline provides advice, support and education to businesses to ensure compliance with work health and safety legislation, which may include requirements to provide inclusive and equitable workplaces.
- As part of the *Belonging at NRE Tas* Action Plan, the Department of Natural Resources and Environment Tasmania (NRE Tas) has a 'diversity calendar of significant dates' which notes dates that are recognised and/or celebrated within NRE Tas workplaces.

***"People from different cultural backgrounds could share [the] same opportunities on employment, education, healthcare, etc, and there are less discriminations regarding backgrounds."***

*Participant, consultations for the Multicultural Action Plan*



# The Framework

- Framework
- Actions
- Monitoring and evaluation
- Governance



# Framework

The Plan sets out the Tasmanian Government's vision, outcomes and actions for the next five years.

It focuses on addressing the key challenges Tasmanians told us impact on their experiences and outcomes due to ethnicity and culture, language spoken at home or proficiency with English language and settlement status.

These priorities have shaped the Tasmanian Government's vision, outcomes and actions and how progress will be monitored.



What we want to see

Our vision

A harmonious, inclusive and respectful multicultural island where all Tasmanians belong, and are enabled to contribute and achieve.

Our priority themes

We feel safe

We participate

We belong

How will we know we're achieving our vision?

Our outcomes

Racism in all forms is reduced.

Culturally and linguistically diverse Tasmanians feel safe from racially motivated violence.

Culturally and linguistically diverse Tasmanians feel their potential is nurtured and harnessed to contribute and achieve.

Culturally and linguistically diverse Tasmanians feel they are recognised and valued, and that their needs are met through culturally safe and accessible services.

What should we do to achieve this?

Our focus areas

Addressing racism and fostering social cohesion, and safety.

Social, cultural and civic participation.

Education (early years to tertiary) and training.

Economic participation.

Information Services.

Children, young people and families.

Health and wellbeing.

Housing.

What will help us to achieve this?

Our enablers

**Governance and consultation:** Community-led design, implementation, and review.

**Data and evaluation:** Strong understanding of our communities and impact: data, monitoring, reporting, planning.

**Language and terminology:** Accessible language services and respectful terminology across all programs and services.

**Inclusion and equity:** Cultural awareness and safety and an intersectional lens for programs, services, and workforce development.

**Strategic alignment and resourcing:** Responsive policies, programs and services across levels of government that are planned, timed and resourced.



## Our vision

A harmonious, inclusive and respectful multicultural island where all Tasmanians belong, and are enabled to contribute and achieve.

## Outcomes

Our priority themes, outcomes and focus areas have been informed by what we heard Tasmanians need to feel safe around Tasmania, feel that they are enabled to participate in Tasmanian life, and feel that they genuinely belong.

Our priority themes	We feel safe	We participate	We belong
	OUTCOME 1:	OUTCOME 3:	OUTCOME 4:
Our outcomes	Racism in all forms is reduced.	Culturally and linguistically diverse Tasmanians feel their potential is nurtured and harnessed to contribute and achieve.	Culturally and linguistically diverse Tasmanians feel they are recognised and valued, and that their needs are met through culturally safe and accessible services.
	OUTCOME 2: Culturally and linguistically diverse Tasmanians feel safe from racially motivated violence.		



# Actions

## Summary

Our priority actions for the next five years will contribute to outcomes across all three of our themes.

Under each theme, we have summarised our actions, described how we will undertake each action and over what period, and indicated the lead Tasmanian Government Agency.

***"A multicultural community embraces diversity and inclusion, respecting and accepting different cultures."*** Participant, consultations for the Multicultural Action Plan

## Short-term actions

Short-term actions will be delivered in years one and two of the Plan.

## Medium-term actions

Medium-term actions will commence from year three of the Plan and will be informed by progress in the first two years.

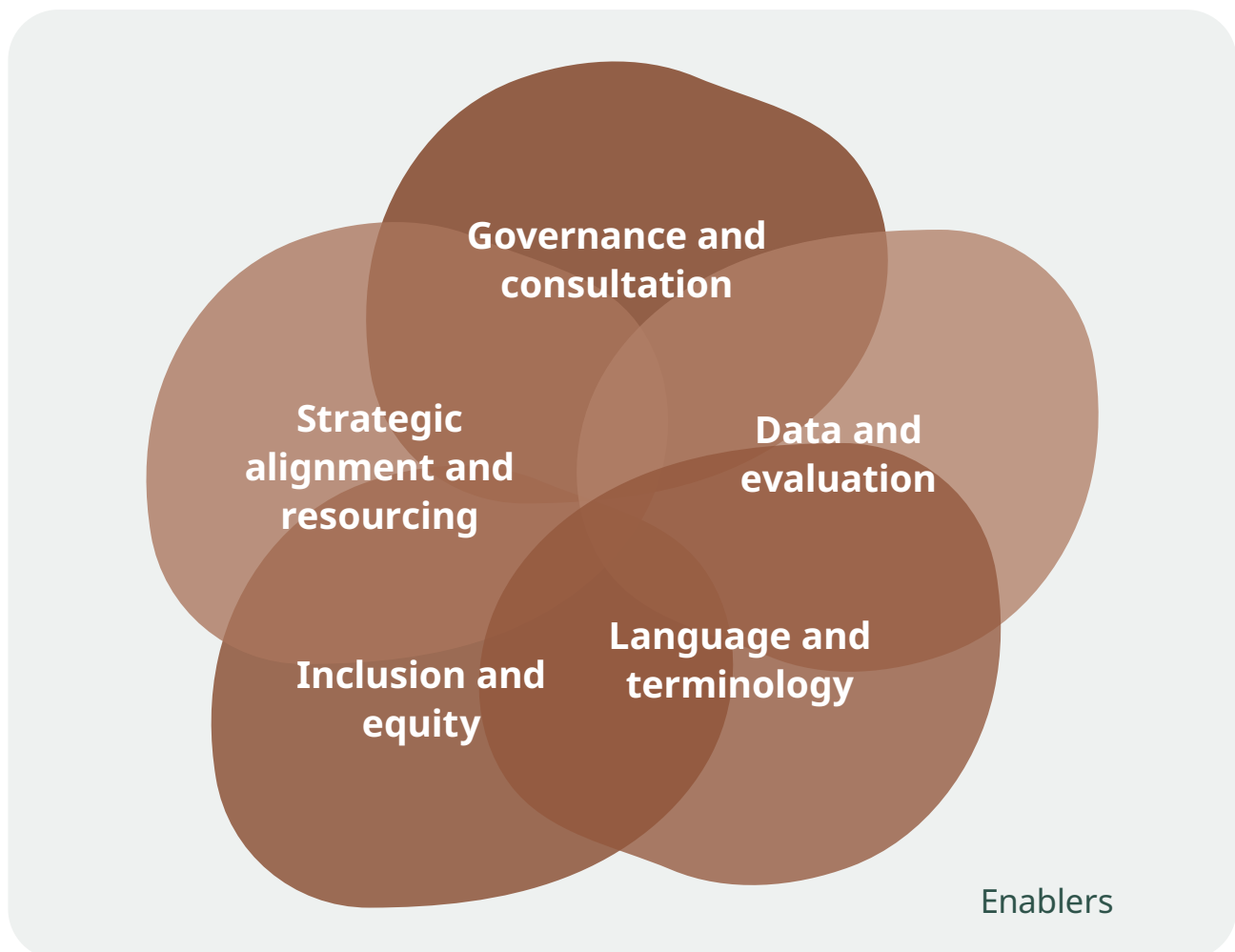
## Refreshed actions

There will be an interim review of progress against the actions to ensure the Plan's ongoing relevancy, and to inform future focus areas.

## Enablers: to help us achieve our vision

There are enablers that will help us deliver our actions and achieve outcomes across all focus areas.

These enablers form the foundations for creating a culturally safe Tasmania. They address the main structural inhibitors that culturally and linguistically diverse Tasmanians identified as holding them back across all areas of life:





## Enablers – actions summary

We will implement enablers through the actions listed below. They will help deliver outcomes for culturally and linguistically diverse Tasmanians across the breadth of the Plan.

Focus Area	No#	Action	Lead Agency
<b>Governance and consultation</b>	1.	Establish a Ministerial Multicultural Advisory Group (Advisory Group).	DPAC
<b>Data and evaluation</b>	2.	Review and develop meaningful data categories to understand and monitor how culture and ethnicity, language proficiency and settlement status impact on outcomes for Tasmanians.	DPAC
	3.	Explore opportunities to monitor and report on Tasmanian Government initiatives in relation to culture and ethnicity, language service needs and settlement status.	DPAC
<b>Language and terminology</b>	4.	In consultation with the Advisory Group, develop a shared understanding of the language and terminology we use about cultural and linguistic diversity in Tasmania.	DPAC
	5.	Review and update the Tasmanian Government Language Service Guidelines.	DPAC
	6.	The needs for interpreting and translation services are considered across information, services and programs provided by the Tasmanian Government.	DPAC/All Tasmanian Government agencies
<b>Inclusion and equity</b>	7.	Design and develop appropriate resources to promote cultural safety within communities, government agencies, programs and services, organisations and businesses.	DPAC/ All Tasmanian Government agencies
	8.	Consider structural intersectional challenges for culturally and linguistically diverse Tasmanians.	DPAC
<b>Strategic alignment and resourcing</b>	9.	Tasmanian Government strategies and action plans consider the needs of Tasmanians in relation to culture and ethnicity, language service needs and settlement status.	DPAC/All Tasmanian Government agencies



## Enablers – actions

### Governance and consultation

#### **Action 1: Establish a Ministerial Multicultural Advisory Group.**

- DPAC will work with communities and stakeholders to establish a Ministerial Multicultural Advisory Group (Advisory Group) that reflects the diversity of the Tasmanian community.
- The Advisory Group will enable a community-led approach to inform policy, programs and services, and to monitor actions within the Plan.

**Timeframe:** Short-term

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### Data and evaluation

#### **Action 2: Review and develop meaningful data categories to understand and monitor how culture and ethnicity, language proficiency and settlement status impact on outcomes for Tasmanians.**

- DPAC will work with the Advisory Group to agree on meaningful data categories that will inform planning, targeted policies and programs and equity initiatives based on culture, ethnicity, language proficiency and settlement status.
- SSMO will review questions in the Tasmanian State Service employee survey and consider categories of data requested in the Employee Self Service (ESS) platform to inform future planning.

**Timeframe:** Short- to medium-term

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#### **Action 3: Explore opportunities to monitor and report on Tasmanian Government initiatives in relation to culture and ethnicity, language service needs and settlement status.**

- DPAC will work across the Tasmanian State Service to support and foster an understanding of how to effectively target policies, programs and services based on culture, ethnicity, language needs and settlement status.
- DPAC will explore how data on culture, ethnicity, language service needs and settlement status can be used to report on the Tasmanian Government Wellbeing Framework domain outcomes.
- NRE Tas will apply a multicultural lens to policy development.

**Timeframe:** Short- to medium-term

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## Language and terminology

### **Action 4: In consultation with the Ministerial Advisory Group, develop a shared understanding of the language and terminology we use about cultural and linguistic diversity in Tasmania.**

- DPAC will work with the Advisory Group to consult and develop respectful and inclusive terminology to describe our communities and what we mean by key concepts like multiculturalism, cultural safety, curiosity, awareness, literacy, competency, racism and anti-racism and social cohesion.
- NRE Tas will review the *Belonging Action Plan* in 2025 and will investigate specific actions to help employees further their inclusive language knowledge especially for those who regularly interact with the public; for example, employees within the Tasmanian Parks and Wildlife Service and Biosecurity Tasmania.

**Timeframe:** Short- to medium-term

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### **Action 5: Review and update the Tasmanian Government Language Service Guidelines.**

- DPAC will work with communities, language service providers, support services and Tasmanian Government Agencies to review and update the Tasmanian Government Language Service Guidelines to ensure they are fit for purpose and can respond to the current and emerging language service needs within our state.

**Timeframe:** Short-term

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*“Achieving a truly multicultural community is a continuous process without a clear endpoint. However, there are key indicators of progress.”*

*Participant, consultations for the Multicultural Action Plan*



## Action 6: The needs for interpreting and translation services are considered across information, services and programs provided by the Tasmanian Government.

- DPAC will work with the Advisory Group and stakeholders to monitor the workforce and accreditation needs relating to interpreting and translation services. This will include a review of the former Interpreter Training Scholarship program and consideration of establishing a refreshed program.
- DPFEM will explore options to expand resources of the TFS, State Emergency Service and Tasmania Police into a wider variety of languages.
- DECYP will continue to encourage all schools to use interpreters to engage with families as needed. This service is available at no cost to the school or the family.
- DECYP will continue to provide EAL Service training for staff to access and use interpreters.
- NRE Tas will expand languages available on fishing rulers.
- The Royal Tasmanian Botanical Gardens will explore ways to create an accessible and inclusive space that enables all visitors to comfortably experience the botanical collections on display.
- WorkSafe Tasmania will consider options for translation and development of WorkSafe guidance material on rights in the workplace into further languages.
- DoH's Statewide Mental Health Services will increase mental health related resources available in other languages. DoH will continue to provide interpreting and translation services in accordance with Multicultural Language Service Guidelines for Tasmanian Government Agencies.
- NRE Tas will explore ways to ensure interpreting and translation options are available across all services, including engagement with Biosecurity Tasmania.
- DSG will explore possible installation of multi-language signage at driver assessment centres and will continue to work with MRC Tas to understand current issues related to the Driver Training program, with the aim of enhancing driver training material for various cultural groups.

**Timeframe:** Short- to medium-term

*"Integration and coexistence are sought after, and policies and institutions support diversity and intercultural understanding. While challenges remain, striving for these principles brings communities closer to multiculturalism."*

*Participant, consultations for the Multicultural Action Plan*



## Inclusion and equity

### **Action 7: Design and develop appropriate resources to promote cultural safety within communities, government agencies, programs and services, organisations and businesses.**

- DPAC will work with the Advisory Group to evaluate and develop resources, training and initiatives that develop cultural safety and address the nature and impacts of discriminatory behaviour in communities, workplaces and service delivery.
- DPAC will work with the Advisory Group on what resources and training are appropriate for different audiences in different settings.
- NRE Tas will continue to roll out employee Respectful Workplace Training and cultural safety training to promote cultural safety.
- DPFEM will continue to provide mandatory workplace diversity and inclusion training for all its employees.
- DECYP will continue to offer schools online cultural awareness and training courses for all schools to opt in to. DECYP also offers onsite learning delivered by EAL advanced support teachers or social workers, and partnerships with NGO subject matter experts.
- DECYP will continue to focus on incorporating a diversity and inclusion lens to all work including an emphasis on recruitment, induction, training and fostering diversity in leadership roles.

**Timeframe:** Short- to medium-term

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### **Action 8: Consider structural intersectional challenges for culturally and linguistically diverse Tasmanians.**

- DPAC will support community-informed and led policy, programs and services across Tasmanian Government initiatives that consider culture and ethnicity alongside structural intersectional challenges such as gender, sexuality, age and living with disability.

**Timeframe:** Short- to medium-term

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## Strategic alignment and resourcing

### **Action 9: Tasmanian Government strategies and action plans consider the needs of Tasmanians in relation to culture and ethnicity, language service needs and settlement status.**

- The Tasmanian Government will support the development of community-informed and led policy, programs, services and initiatives that are adequately resourced and that consider culture and ethnicity, language service needs and settlement status.
- DPAC will explore the needs of culturally and linguistically diverse Tasmanians in relation to new strategies and action plans including keeping children safe, family and sexual violence, literacy, volunteering, LGBTIQ+, carers and food resilience.
- NRE Tas will make services more accessible for culturally and linguistically diverse people to have their say.

**Timeframe:** Short- to medium-term

*“[Multiculturalism] encourages cultural exchange and collaboration, values language diversity, and promotes equal opportunities and social equity.”*

*Participant, consultations for the Multicultural Action Plan*

# We feel safe

This theme addresses the primary concern that Tasmanians told us needs attention. In alignment with the National Anti-Racism Framework, these actions work together to reduce racism and its impacts in all its forms - structural, institutional and interpersonal, and to support victims.

## Outcomes

<b>Our outcomes</b>	<b>OUTCOME 1:</b> Racism in all forms is reduced.	<b>OUTCOME 2:</b> Culturally and linguistically diverse Tasmanians feel safe from racially motivated violence.
<b>Our focus areas</b>	Addressing racism and fostering social cohesion, and safety.	

Achieving these outcomes includes four approaches:

Prevention			Response
Structural change	Awareness raising	Capacity building	Support





## We feel safe – actions summary

Focus Area	No#	Action	Lead Agency
<b>Addressing racism and fostering social cohesion, and safety</b>	10.	Ensure Tasmanian legislation and policies address harassment, bullying, violence and crime motivated by prejudice and racism.	DoJ / DECYP
	11.	Develop systems that can monitor and record hate-related criminal incidents to inform current and future responses.	DPFEM
	12.	Develop awareness about what can be raised as a civil or criminal matter around discrimination and racism, and how to report incidents as a victim or witness to racially motivated incidents.	DoJ
	13.	Build the capacity of Tasmanians to develop and operate businesses safely and without fear of racially motivated vandalism and violence.	DPFEM
	14.	Address racism and foster social cohesion through community-led local initiatives.	DPAC
	15.	Invest in therapeutic support services that support victims of racism.	DPAC

### These actions align with:

National Multicultural Framework Review, *Towards Fairness – A multicultural Australia for all.*

The AHRC *National Anti-Racism Framework.*

*The National Agreement on Closing the Gap 2020, Priority Reform 3 - Transformation of Government.*



## We feel safe – actions

### Addressing racism and fostering social cohesion, and safety

#### Action 10: Ensure Tasmanian legislation and policies address harassment, bullying, violence and crime motivated by prejudice and racism.

- DoJ will continue exploring options to expand 11B of the Sentencing Act (as per the Sentencing Advisory Council Report's recommendations) to include other attributes that may be the subject of prejudice-motivated offending.
- DoJ will also continue to consider advice from the Anti-Discrimination Commissioner which identifies legislative areas for further review and reform.
- DECYP will continue conducting a substantial legislative review of several relevant acts, including the *Youth Justice Act 1997*, the *Teachers Registration Act 1992* and the *Children, Young People and Their Families Act 1997*. Core tenets of these reviews are to ensure modernisation and that international human rights of children are protected, inclusive of cultural safety.

**Timeframe:** Short- to medium-term

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#### Action 11: Develop systems that can monitor and record hate-related criminal incidents to inform current and future responses.

- DPFEM will refine data capture relating to prejudice-motivated offending.

**Timeframe:** Short- to medium-term

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*“By appreciating and learning from one another, we can foster a deeper understanding of our global community.”*

*Participant, consultations for the Multicultural Action Plan*



**Action 12: Develop awareness about what can be raised as a civil or criminal matter around discrimination and racism and how to report incidents as a victim or witness to racially motivated incidents.**

- DoJ will work with the Office of the Anti-Discrimination Commissioner (OADC) and the Advisory Group to develop increased safety for reporting and increased avenues for reporting discrimination and other prohibited conduct (such as victimisation) in the workplace.
- DoJ will explore increased collaboration between Tasmania Police and OADC to deliver a joint initiative, in partnership with key stakeholders, relating to addressing racism in Tasmania through legal mechanisms.
- There will also be increased public awareness campaigns addressing that discrimination, victimisation and other prohibited conduct is unlawful.
- OADC will create a Community Reporting Tool to report racism, similar to that developed by the Victorian Equal Opportunity and Human Rights Commission. The OADC complaint and report forms will be translated into different languages.
- DPFEM will develop a three-year Tasmania Police Community Engagement Strategy.
- DECYP will continue to uphold the rights of children and young people in all that the Agency does, particularly the right to an education, to influence decisions that affect them and to be safe from harm.

**Timeframe:** Short- to medium-term

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**Action 13: Build the capacity of Tasmanians to develop and operate businesses safely and without fear of racially motivated vandalism and violence.**

- DPAC will work with the Advisory Group to review and respond to the needs of Tasmanian businesses.
- Tasmania Police will continue to develop positive relationships with local councils and businesses to support safe communities, including the business community.

**Timeframe:** Short- to medium-term

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*"We become more compassionate, more empathetic, and more open-minded individuals. It's through multiculturalism that we can truly create a world that celebrates the beauty of our differences and cherishes the common threads that connect us all."* Participant, consultations for the Multicultural Action Plan

#### **Action 14: Address racism and foster social cohesion through community-led local initiatives.**

- DPAC will work with the Advisory Group to regularly review priorities for initiatives that address racism and foster social cohesion at a local and state level.
- DPAC will assess initiatives funded under the Social Cohesion Small Grants Program, including demand through the application process, to inform future initiatives.

**Timeframe:** Short- to medium-term

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#### **Action 15: Invest in therapeutic support services that support victims of racism.**

- The Tasmanian Government will work with the Advisory Group to develop programs that support victim-survivors of racism.

**Timeframe:** Short-term

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*"People from different backgrounds live and work happily together, sharing cultures and supporting each other to progress and contribute to a better community."* Participant, consultations for the Multicultural Action Plan

## We participate

This priority focuses on addressing structural inhibitors faced by Tasmanians due to their ethnicity, language proficiency or migration status, so they can participate in all aspects of life and achieve their goals. This includes participating in recreational activities, civic and democratic engagement, engaging in education and training that nurtures their interests and talents and maximising employment and business opportunities.

### Outcomes

#### Our outcomes

#### OUTCOME 3:

Culturally and linguistically diverse Tasmanians feel their potential is nurtured and harnessed to contribute and achieve.

#### Our focus areas

Social, cultural and civic participation.

Education (early years to tertiary) and training.

Economic participation.

*“We have a diversified workforce that represents the fabric of the Australian community.”* Participant, consultations for the Multicultural Action Plan





## We participate – actions summary

Focus Area	No #	Action	Lead Agency
<b>Social, cultural and civic participation</b>	16.	Build awareness of democratic structures, civic governance and voting processes amongst Tasmanian migrant communities.	DoJ
	17.	Invest in arts and culture capacity building for culturally and linguistically diverse Tasmanians, including dedicated arts and culture spaces for communities to express and share narratives.	DPAC / DSG
	18.	Invest in arts and social events that encourage cultural exchange and promote social cohesion.	DPAC
	19.	Support access to social, recreational and sports activities for migrants and refugees in Tasmania.	NRE Tas
	20.	Provide water safety education and swimming lessons for migrants and refugees in Tasmania.	DSG
<b>Education (early years to tertiary) and training</b>	21.	Ensure access to literacy development and language courses for refugees and migrants.	DPAC / DECYP
<b>Economic participation</b>	22.	Review and consider equity initiatives targeted towards increasing cultural diversity in Tasmanian Government agencies and monitor their progress.	DPAC
	23.	Continue to develop culturally inclusive and safe Tasmanian workplaces.	DPAC
	24.	Engage with industry and employers to develop and disseminate resources that support employers to engage visa holders and recognise migrant skills.	DSG
	25.	Build the capacity of Tasmanians from culturally and linguistically diverse families to develop and grow businesses.	DSG
	26.	Provide specialist training and work pathways for young people.	DECYP / DSG / NRE Tas

## We participate – actions

### Social, cultural and civic participation

#### **Action 16: Build awareness of democratic structures, civic governance and voting processes amongst Tasmanian migrant communities.**

- Following the Tasmanian Electoral Commission's (TEC) 2023 organisational review, DoJ will recruit an Education and Engagement Officer who will work with the Accessibility and Inclusion Coordinator to engage with relevant stakeholders to improve accessibility and engagement with Tasmanian communities.
- TEC will work with stakeholders to develop communication and engagement strategies to improve participation within migrant and multicultural Tasmanian communities.
- Tasmanian Government schools will continue to deliver the Australian Curriculum which contains content on democratic structures, civic governance and voting processes.
- DECYP will continue to promote the National Schools Constitutional Convention as an avenue for Tasmanian Government students to participate in civic and citizenship processes at a national level, and encourage participation in the annual What Matters? Writing Competition.

**Timeframe:** Short-term

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*"An environment in which people feel comfortable expressing their cultural heritage and learning about those of other people, through conversations, public events and the arts." Participant, consultations for the Multicultural Action Plan*

#### **Action 17: Invest in arts and culture capacity building for culturally and linguistically diverse Tasmanians, including dedicated arts and culture spaces for communities to express and share narratives.**

- DPAC will work with MCOT and the Glenorchy City Council to ensure southern Tasmania has a thriving Multicultural Hub to host events and gatherings for newly arrived and established culturally diverse communities.
- The Tasmanian Government will liaise with the Advisory Group to identify further opportunities to build capacity, talent and spaces.
- DSG will consider additional support options needed for multicultural community organisations to access information, apply for, and engage with grants and initiatives within arts and cultural development.

**Timeframe:** Short-term

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**Action 18: Invest in arts and social events that encourage cultural exchange and promote social cohesion.**

- DPAC will administer grants for established cultural festivals, Estia, Festa Italia, Chinese New Year and Diwali.
- DPAC will establish and deliver the Multicultural Community Festivals Small Grants Program providing \$80,000 over two years to support new and emerging communities to celebrate cultural events.

**Timeframe:** Short-term

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**Action 19: Support access to social, recreational and sports activities for migrants and refugees in Tasmania.**

- Administered by NRE Tas, the *Tasmanian Recreational Sea Fishing Strategy 2021-2030* has an action to refresh the Fish Care Program to better engage priority audiences including culturally and linguistically diverse fishers.

**Timeframe:** Short-term

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**Action 20: Provide water safety education and swimming lessons for migrants and refugees in Tasmania.**

- DSG will explore funding options to provide water safety education and swimming lessons for migrants and refugees in Tasmania.
- DECYP will continue to deliver the Swimming and Water Safety Program to Tasmanian Government School students.

**Timeframe:** Short-term

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## Education (early years to tertiary) and training

### Action 21: Ensure access to literacy development and language courses for refugees and migrants.

- Action 12 of the *Lifting Literacy Implementation Plan 2024-2026* is to support culturally and linguistically diverse learners of all ages through schools, libraries and TasTAFE by offering targeted opportunities for literacy development and access to reading related activities in community languages.
- DECYP will continue to provide existing services and programs that support conversational English language acquisition in schools and libraries.

**Timeframe:** Short- to medium-term

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## Economic participation

### Action 22: Review and consider equity initiatives targeted towards increasing cultural diversity in Tasmanian Government agencies and monitor their progress.

- SSMO will review and refresh initiatives that recruit and retain culturally and linguistically diverse workforce and ensure access to leadership pathways.
- Through the *Belonging at NRE Tas* Action Plan, NRE Tas will continue to focus on improving key areas, such as making recruitment processes more inclusive, ensuring diversity and inclusion policies are accessible for all, and improving how diversity data is collected and reported.
- Cultural and linguistic diversity is one of the priority areas identified within the DoJ *Diversity, Equity and Inclusion Strategy*, and is an area that will receive increased focus in the coming year.

**Timeframe:** Short- to medium-term

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### **Action 23: Continue to develop culturally inclusive and safe Tasmanian workplaces.**

- SSMO will work with the Advisory Group and its workforce to consider how to further create cultural safety through induction, training, recognition of significant days and clear processes for reporting racially motivated incidents.
- DoJ will develop a Respectful Relationships program that will provide training relating to using emotional intelligence as a foundation for building respectful relationships, leading through positive and values-based workplace behaviours, preventing and responding to bullying, discrimination and harassment, as well as general inclusion at work, unconscious bias, cultural awareness, stereotyping and psychosocial safety. In addition, DoJ will review and update its full suite of workplace behaviour policies.
- NRE Tas will continue to roll out employee Respectful Workplace Training and cultural safety training to promote cultural safety.
- Homes Tas will continue to offer cultural safety and awareness training to staff and will seek feedback from staff about any cultural days/holidays they want to celebrate.
- DSG's *Diversity, Equity and Inclusion Strategy 2022-25* outlines a commitment to making a more diverse, inclusive and equitable workplace. The strategy is supported by a series of action plans and focuses efforts toward making a diverse and inclusive workplace, creating a safe a respectful workplace, and supportive and inclusive workplace culture.
- DECYP will introduce mandatory training for managers and principals that centres on preventing workplace discrimination. This training will focus on effective anti-racism strategies, empowering leaders to enhance their management skills and provide better support for all staff.

**Timeframe:** Short- to medium-term

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### **Action 24: Engage with industry and employers to develop and disseminate resources that support employers to engage visa holders and recognise migrant skills.**

- DSG will explore ways to connect with industry and employers to identify and access information regarding Australian Government migration programs and services, relevant Tasmanian Government programs and develop and disseminate a set of resources to better position employers to engage visa holders and support utilisation of migrant skills in Tasmania.

**Timeframe:** Short- to medium-term

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**Action 25: Build the capacity of Tasmanians from culturally and linguistically diverse families to develop and grow businesses.**

- DSG will deliver the Multicultural Small Business Grant Program to support small businesses in obtaining advice, coaching, training, or to deliver projects that contribute to growth.

**Timeframe:** Short- to medium-term

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**Action 26: Provide specialist training and work pathways for young people.**

- DECYP is committed to involving and empowering children and young people. The *UN Convention on the Rights of the Child* requires us to listen to and consider their views in all our work. To achieve this, DECYP is creating a Participation and Empowerment Strategy. The strategy will provide a clear plan for engaging with children and young people.
- DSG will explore ways to promote the Training and Work Pathways Program (TWPP) to organisations that are working with or have an interest in creating opportunities for culturally and linguistically diverse youth.
- NRE Tas will explore ways to promote entry level programs to multicultural communities to attract a wider range of applicants.

**Timeframe:** Short- to medium-term

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**These actions align with:**

*The National Agreement on Closing the Gap 2020, Priority Reform 3 - Transformation of Government.*





## We belong

This priority focuses on ensuring services and programs are culturally inclusive and safe for culturally and linguistically diverse Tasmanians.

### Outcomes

#### Our outcomes

#### OUTCOME 4:

Culturally and linguistically diverse Tasmanians feel they are recognised and valued, and that their needs are met through culturally safe and accessible services.

#### Our themes

Information services.

Children, young people, and families.

Health and wellbeing.

Housing.

## We belong – actions summary

Focus Area	No#	Action	Lead Agency
<b>Information services</b>	27.	Provide targeted program and service information for migrant and culturally diverse Tasmanians.	DPAC
<b>Children, young people and families</b>	28.	Provide targeted engagement programs for children and young people.	DPAC / NRE Tas
	29.	Provide culturally safe family support services and family and sexual violence services no matter visa status.	DoJ / DPAC
<b>Health and wellbeing</b>	30.	Support healthcare and therapeutic services to build a better understanding of healthcare and mental health needs related to ethnicity.	DoH
	31.	Provide culturally safe preventative campaigns around mental health.	DoH
	32.	Focus on and increase culturally safe support for postnatal depression.	DoH
	33.	Develop a Communications Strategy to inform the development of consistent, targeted and culturally safe gambling harm education for culturally and linguistically diverse communities.	DPAC
<b>Housing</b>	34.	Provide information and training for migrants on tenancy rights in relevant languages, and for landlords and tenants who are migrants.	DoJ
	35.	Provide targeted accommodation and Housing Support Workers for refugee and humanitarian entrants in Tasmania.	Homes Tas / DPAC

## We belong – actions

### Information services

#### **Action 27: Provide targeted program and service information for migrant and culturally diverse Tasmanians.**

- DPAC will work with the Advisory Group to review audiences and appropriate content and formats for information. This will include a review of the Multicultural Access Point.

**Timeframe:** Short-term

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*“When people are welcomed into our society, and we have the services to support their integration into society fully.”*

*Participant, consultations for the Multicultural Action Plan*

### Children, young people and families

#### **Action 28: Provide targeted engagement programs for children and young people.**

- DPAC will work with the Advisory Group to explore relevant and culturally safe child and youth engagement programs, and how they may be implemented in Tasmania.
- Administered by NRE Tas, the *Tasmanian Recreational Sea Fishing Strategy 2021-2030* has prioritised engaging with young and culturally and linguistically diverse Tasmanians to ensure fishing and activities around fish stewardship are more accessible.

**Timeframe:** Short- to medium-term

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*“When our kids can go to school and play sport and there are no comments about their colour, dress, or speaking their own language. When it’s safe for them to be with their families and they can be who they are.”*

*Participant, consultations for the Multicultural Action Plan*



### Action 29: Provide culturally safe family support services and family and sexual violence services no matter visa status.

- DoJ will improve funding for and awareness of community organisations that support victim-survivors, their children and families from culturally and linguistically diverse backgrounds.
- DoJ will also improve funding, awareness and access to interpretation services for increased availability to services and the courts.
- DPAC will continue to support the implementation of culturally safe practices in community organisations that provide services for victim-survivors, their children and families.

**Timeframe:** Short- to medium-term

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## Health and wellbeing

### Action 30: Support healthcare and therapeutic services to build a better understanding of healthcare and mental health needs related to ethnicity.

DoH's Public Health Services will:

- Promote and monitor Culture, Language and Health online training and resources available to all DoH staff.
- Continue current funding agreement with the Australian Red Cross Bi-Cultural Health Project.
- Facilitate the Migrant Support Network to provide a platform for collaboration, service coordination and referral, sharing of training and resources, and advocacy.
- Finalise the next Health Literacy Action Plan to support DoH staff and the broader sector with skills to understand and strengthen health literacy.

DoH's Statewide Mental Health Services will:

- Collaborate with the sector to develop specific mental health initiatives to ensure that mental health services are culturally safe and appropriate for the different population.
- Promote DoH-approved online learning resources (Culture, Language and Health) training to Community Sector Organisations.

**Timeframe:** Short- to medium-term

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*"When people of different cultures are living together in harmony."*

*Participant, consultations for the Multicultural Action Plan*

### Action 31: Provide culturally safe preventative campaigns around mental health.

- DoH's Public Health Services will consider options in all public health information campaigns for the translation of community communications and continue to work with community partners and key stakeholders to ensure appropriate formats are produced.
- DoH's Mental Health, Alcohol and Drug Directorate will focus on preventive measures in alignment with strategic priorities and partner with key stakeholders to support initiatives.
- DoH's Mental Health, Alcohol and Drug Directorate will collaborate with Primary Health and wellness clinics to promote mental health in the community.

**Timeframe:** Short- to medium-term

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### Action 32: Focus on and increase culturally safe support for postnatal depression.

- DoH's Statewide Mental Health Services will continue to provide Mother and Baby Unit and Perinatal Mental Health Services.

**Timeframe:** Short- to medium-term

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### Action 33: Develop a Communications Strategy to inform the development of consistent, targeted and culturally safe gambling harm education for culturally and linguistically diverse communities.

- DPAC will work with an external consultant to deliver this strategy through the Gambling Support Program (GSP).
- The consultant will work collaboratively with MCOT and consult with other community organisations, gambling support providers and government gambling programs across other jurisdictions.

**Timeframe:** Short-term

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*"When the neighbours care for each other irrespective of their race, language and religion." Participant, consultations for the Multicultural Action Plan*

## Housing

### **Action 34: Provide information and training for migrants on tenancy rights in relevant languages, and for landlords and tenants who are migrants.**

Consumer Building and Occupational Services (CBOS) will:

- Consult the Advisory Group and migrant communities on effective approaches;
- Provide copies of the Rental Guide and other relevant information for consumers in additional languages;
- Share Facebook posts in alternative languages;
- Provide the Rental Guide to relevant stakeholders such as the Migrant Resource Centre Tasmania; and
- Attend organised forums/events with the multicultural community.

**Timeframe:** Short- to medium-term

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### **Action 35: Provide targeted accommodation and Housing Support Workers for refugee and humanitarian entrants in Tasmania.**

- Homes Tasmania will continue to monitor and review the need for targeted accommodation and supports for refugee and humanitarian entrants in Tasmania.
- DPAC will evaluate the HomeStay pilot program to consider the need for and design of initiatives to encourage sustainable community accommodation options for humanitarian entrants across Tasmania.

**Timeframe:** Short- to medium-term

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# Monitoring and evaluation

It is important that the Tasmanian Government maintains a full and clear understanding of our culturally and linguistically diverse communities. This requires the collection of meaningful information about diverse Tasmanian people and communities and the impacts of policies and programs designed to enable their wellbeing and prosperity, such as health, education, employment, housing and other key needs.

Data collected needs to be intersectional to understand how ancestry, language proficiency and settlement status, as well as other attributes, such as sex, gender, disability and age, impact on experiences and outcomes.

*“When people from different multicultural groups move to all parts of Tasmania and feel safe.” Participant, consultations for the Multicultural Action Plan*

## Monitoring and reporting for this plan

In implementing action 2 in this plan, DPAC will liaise with Tasmanian Government Agencies and the Advisory Group to develop an evaluation framework to collect data, monitor the progress of actions and evaluate the plan.

DPAC will liaise with the Advisory Group to review priorities to ensure actions remain relevant to the emerging needs of multicultural Tasmanians.

There will be an interim and final report on progress against the actions and outcomes.



# Governance

## Community-led governance

DPAC will work with communities and stakeholders to establish a Ministerial Multicultural Advisory Group that reflects the diversity of the Tasmanian community.

Establishing the statewide Advisory Group will be one of the initial actions undertaken by DPAC and, along with the community, will involve consultation with MCOT, and other key organisations that work closely with the multicultural community and have been part of the Multicultural Action Plan Working Group – MRC Tas, WCS, CDAT and Citizen Tasmania.

It is intended that the Advisory Group will provide advice to inform policy, programs and services relating to multicultural affairs and monitor actions to support the implementation of the Plan.

## Ongoing consultation

Given the evolving nature of Tasmania's population, it is critical for the Tasmanian Government to remain informed about the experiences of Tasmanians through a range of mechanisms.

The Tasmanian Government will work with the Advisory Group and MCOT to understand emerging needs impacting on culturally and linguistically diverse Tasmanians and to ensure policies and programs remain relevant, culturally responsive and grounded in evidence-based practice.

This will ensure a broad spectrum of voices from across the Tasmanian community continue to inform and drive the Tasmanian Government's priorities.

*"It's a great place and we need to ensure it remains a great place where children can grow without fear or favour."* Participant, consultations for the Multicultural Action Plan

# Strategic alignment

## Globally

The Plan aligns with the *International Convention on the Elimination of All Forms of Racial Discrimination* which outlines the necessity of ‘speedily eliminating racial discrimination in all its forms and manifestations, and to prevent and combat racist doctrines and practices in order to promote understanding between races and to build an international community free from all forms of racial segregation and racial discrimination’.<sup>26</sup>

## Nationally and statewide in Tasmania

The Plan aligns with the following Australian and Tasmanian policies and strategies that focus on ensuring Australia’s multicultural society is well supported and cohesive.

- *National Agreement on Closing the Gap 2020* and the Tasmanian Implementation Plan.
- *Multicultural Australia: United, Strong, Successful* – Australia’s multicultural statement.
- Australian Human Rights Commission’s *National Anti-Racism Framework*.
- National Multicultural Framework Review, *Towards Fairness – A multicultural Australia for all*.
- The *National Settlement Framework*, which outlines a blueprint for the three tiers of government to work in partnership to effectively plan and deliver services that support the settlement of migrants and new arrivals in Australia.
- Australian Government’s Social Cohesion Framework (in development).
- The Australian Government’s *Language Services Guidelines: Supporting access and equity for people with limited English* and Tasmanian Government Language Services Guidelines (in development).
- The Australian Government’s *Multicultural Access and Equity Policy Guide* for Australian Government Departments and Agencies.
- Tasmanian Government’s diversity and inclusion frameworks, strategies and policies.

## Local government

Alignment also exists with Tasmanian Local Governments’ multicultural strategies and plans, including those that encourage Welcoming Cities Networks and Refugee Welcome Zones:

- Hobart City Council’s *Multicultural Commitment 2021-2023*.
- Glenorchy City Council’s *Multicultural Community Spaces Plan*.
- Kingborough Council’s *Multicultural Action Plan*.





## Intersectionality

This Plan focuses on addressing priorities identified by culturally and linguistically diverse Tasmanians to support them to live well. However, there is a wide range of strategic policies and initiatives that impact on the lives and trajectories of culturally and linguistically diverse Tasmanians, due to other elements of their personal and family identities. Intersectional strategies that seek to improve and address issues in the lives of culturally and linguistically diverse Tasmanians include:

- *Working for Women: A Strategy for Gender Equality and Equal Means Equal: Tasmanian Women's Strategy 2022-2027.*
- *Australia's Disability Strategy 2021-2031* and *Tasmania's Disability Strategy* (in development).
- *Supporting Tasmanian Carers: Tasmanian Carer Action Plan 2021-25* and the *National Carer Strategy 2024-2034.*
- *A Respectful, Age-Friendly Island: Tasmania's Older Tasmanians Action Plan 2025-2029.*
- *Tasmania's LGBTIQ+ Framework and Action Plan* (in development).

## Broader strategic alignment

Other strategies and reforms directly impacting on culturally and linguistically diverse Tasmanians as service users and community members include:

- **Population planning:** Tasmania's Population Policy: Planning for our Future addresses Tasmania's migration-related demographic change.
- **Aged Care:** Australian Government Aged Care Reform Road Map 2022-2025.
- **Preventing and addressing the abuse of older people:** *National Plan to Respond to the Abuse of Older Australians 2019-2023* and *National Plan to End the Abuse and Mistreatment of Older People* (in development), *Lifelong Respect: Tasmania's strategy to end the abuse of older people (Elder Abuse) 2023-2029*.
- **Lifelong learning and economic participation:** 26TEN Tasmania: Tasmania's strategy for adult literacy and numeracy 2016-2025, Tasmanian Veterans Employment Strategy 2023-2027 and the Tasmanian Government Digital Inclusion Strategy (in development).
- **Education:** *Future Ready: National Career Education Strategy*, the *National School Reform Agreement* and *Belonging, Being and Becoming – The Early Years Learning Framework for Australia*.
- **Child development, youth and family support:** *Tasmania's Child and Youth Wellbeing Strategy: It Takes a Tasmanian Village* and the *National Children's Mental Health and Wellbeing Strategy*.
- **Health and wellbeing:** *Long-Term Plan for Healthcare in Tasmania 2040*, *Healthy Tasmania Five-Year Strategic Plan 2022-2026*, *Healthy Active Tasmania: Discussion Paper: 20-Year Preventative Health Strategy 2026-2046*, *Rethink 2020: Implementation Plan 2023-2024*, and the *Health Literacy Action Plan 2019-2024*.
- **Housing and cost of living and transport:** *Food Relief to Food Resilience: Tasmanian Food Security Strategy 2021-2024* and *Action Plan 2023-2025*, and the *Tasmanian Housing Strategy 2023-2043* and *Action Plan 2023-27*.

# Appendix 1: Key terms

The Australian Government’s National Multicultural Framework Review highlights the terminology around multiculturalism and cultural diversity is contested.

The following terms are used in the Plan for creating a shared understanding. They draw on the terminology used in the Australian Government’s *Towards Fairness: a multicultural Australia for All*, and the Australian Human Rights Commission’s *National Anti-Racism Framework: a roadmap to eliminating racism in Australia*.

However, during the period of this Plan, the Tasmanian Government will consult with communities to create a shared set of terms relevant to cultural and linguistic diversity in Tasmania.

Term	Meaning
<b>Anti-racism</b>	Anti-racism is about more than being ‘not racist’. Anti-racism involves active decisions that seek to combat injustice and promote racial equity. Being anti-racist involves actively attempting to combat racist policies, practices, cultures, and ideas. It can be helpful to think of anti-racism as a skill set that we can develop and use to promote a better, more equitable society. <sup>27</sup>
<b>Culture</b>	A person’s fluid affiliation to a set of beliefs, morals, laws, customs and traditions.
<b>Culturally and linguistically diverse Tasmanians</b>	Groups and individuals who differ according to religion, language and ethnicity and whose ancestry is other than Aboriginal or Torres Strait Islander, Anglo-Saxon or Anglo-Celtic. <sup>28</sup>
<b>Cultural awareness</b>	Understanding that differences exist, and that culture, like the emotional, social, economic, and political context in which people exist, impacts health and access to services. <sup>29</sup>
<b>Culturally inclusive</b>	The process of addressing and supporting individuals from diverse cultures, valuing their unique perspectives and contributions within a specific setting.



<b>Culturally responsive</b>	Being open to new ideas that may conflict with the ideas, beliefs and values of your own culture, and being able to see these differences as equal. Being respectful of everyone's backgrounds, beliefs, values, customs, knowledge, lifestyle and social behaviours.
<b>Cultural safety</b>	<p>A way to create anti-racist environments which support Indigenous and other staff with lived experience of racism in workplaces, as well as the delivery of culturally appropriate, safe services.</p> <p>What cultural safety looks like in a particular setting should be defined by those impacted.<sup>30</sup></p>
<b>Cultural sensitivity</b>	Accepting the legitimacy of difference and focusing on self-exploration and reflection to better understand one's own culture, how one's life experiences and realities impact one's own biases, attitudes, assumptions, stereotypes, and prejudices, and how these may contribute to lower quality healthcare for some patients through 'consciously or unconsciously exercising power in the process.'
<b>Discrimination</b>	<p>Direct discrimination occurs when an individual or group is treated unfairly or less favourably due to their background or specific personal characteristics.<sup>31</sup></p> <p>Indirect discrimination takes place when a rule or policy, although applied equally to everyone, disproportionately impacts individuals with a particular characteristic.</p>
<b>Equity</b>	Designing policies, programs and services that deliver outcomes for culturally and linguistically diverse Australians on a par with those for other Australians.
<b>Ethnicity</b>	A person's enduring identification to a shared nationality, ancestry, cultural tradition, religious beliefs, geography, language, biological traits and/or religion. <sup>32</sup>
<b>Intersectionality</b>	Intersectionality highlights how different parts of a person's identity and experiences impact one another and 'intersect'. They then inform a person's experience of systemic and structural inequality. For example, a person's experience of a form of discrimination, such as sexism, is also affected by other parts of their identity. This could include their race, sexual orientation, gender identity, age, socio-economic status, or whether they live with a disability. In anti-racist action, intersectionality should always recognise race and its impacts on other forms of oppression. <sup>33</sup>
<b>Preferred language</b>	The language a person prefers to speak at home.

## Race

The concept of race emerged relatively recently in history, during the 16th and 17th centuries in Europe. It is built on the disproved idea that humans could be categorised into distinct biological races based on physical and social characteristics. Although race has no biological or scientific basis, thinking about race and its impacts remains essential, as many of our laws, cultures, and societies continue to be built on ideas of race and racism. This has contributed to laws, cultures, and systems privileging groups who are racialised as white, creating systemic inequalities that continue today.<sup>34</sup>

## Racialisation

Racialisation is a process by which people are treated and understand themselves as belonging to distinct racial groups.

As race is a social concept, 'racialisation' is a useful way to understand how race shapes society.

All people are racialised, including white people. Racialisation creates power differences between groups of people, with some communities exploited for the benefit of others.

'Negatively racialised' is when groups experience harm due to racialisation. When groups are 'negatively racialised', they have been racialised in a way that makes them the target of structural discrimination.<sup>35</sup>

## Racism

### Systemic racism

Systemic racism is the way a society or institution's cultural norms, laws, ideologies, policies, and practices result in inequitable treatment and outcomes. Systemic racism involves entire systems, for example, legal, healthcare, and criminal justice systems, and the various institutions and structures that support their operation. Systemic racism can also happen without specific laws, policies, or practices that keep it in place, where the legacy of those norms, laws, policies, and practices persists in systems long after they have ended. Institutional and structural racism are forms of systemic racism.

### Institutional racism

Institutional racism is closely linked to systemic racism. It exists when racism is normalised within an organisation or institution. It includes the policies and practices that guide how organisations and institutions run. Structural racism describes the inequalities and barriers that prevent equal access to opportunities. It refers to racism that is deep within the structures of society. This includes in laws, policies, and cultural norms. The terms systemic, institutional, and structural racism, while distinct, are often used to refer to similar phenomena and are sometimes used interchangeably.

### Interpersonal racism

Interpersonal racism refers to racism that occurs in everyday interactions. This can be between individuals or groups and is what most people recognise as racism. It can take many forms, such as abusive language, harassment, exclusion, or humiliation. Interpersonal racism might also be expressed through casual remarks or jokes. Some people refer to this type of racism as 'everyday racism' because it illustrates how systemic racial inequity plays out between people. Interpersonal racism does not always target a specific person and may not even be intended to cause harm or offence. However, the lack of intent does not reduce the negative impacts of racism.<sup>36</sup>

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<b>Settlement status</b>	A person's visa status.
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<b>Social cohesion</b>	<p>There is no agreed definition of social cohesion.</p> <p>The Plan focuses on the Scanlon Institute's definition: The willingness of members of society to cooperate with each other to survive and prosper.<sup>37</sup></p>
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<b>Trauma-informed</b>	For this Plan, a trauma-informed perspective recognises the intersectional impact of racism and racial discrimination and ensures that people who experience racism can share their experiences in a way that is safe and sensitive to their experiences. <sup>38</sup>
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<b>Unconscious bias</b>	Social stereotypes about certain groups of people that individuals from outside of their own conscious awareness. <sup>39</sup>
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Unconscious bias can influence thoughts and actions that can result in the creation of unfair advantages or disadvantages without the decision maker realising it.<sup>40</sup>



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DDC AI Working Group

**Guideline**  
Revision 1.4  
23 July 2024

# 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<sup>1</sup>.
- 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.

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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 human<sup>1</sup>.
- 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.”<sup>2</sup>
- 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.
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<sup>1</sup> Info-Tech Research Group – provides technology research and advisory services for DPAC DSS.

<sup>2</sup> 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 <sup>3</sup> .
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 <sup>4</sup> .
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 <sup>4</sup> .

### 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”<sup>5</sup>.

### 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.

<sup>3</sup> 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/>

<sup>4</sup> 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>

<sup>5</sup> 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 content<sup>6</sup>.
- 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 organisations<sup>7</sup>.
- 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 risks<sup>7</sup>.
- 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 society<sup>8</sup>.

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

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

<sup>8</sup> 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 Ethics<sup>9</sup>. 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 AI<sup>9</sup>.
- 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 government<sup>9</sup>. This framework aligns with Australia's AI Ethics Principles<sup>9</sup> and includes additional guidance common assurance practices.<sup>10</sup>
- 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.

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

<sup>10</sup> <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 Principles*<sup>11</sup> (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)*<sup>11</sup>.

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<sup>11</sup> 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](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<sup>↗</sup> 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<sup>↗</sup> 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<sup>↗</sup> and the National framework for the assurance of artificial intelligence in government<sup>↗</sup>.
- 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.<sup>12</sup>

#### **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*<sup>13</sup> and the *National framework for the assurance of artificial intelligence in government*<sup>14</sup>.
- 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.

<sup>12</sup> 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*<sup>↗</sup>.
- 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*<sup>↗</sup> where practicable.
- Eight assurance practices are outlined in the *National framework for the assurance of artificial intelligence in government*<sup>↗</sup> derived from work undertaken by the NSW Government as part of the *NSW Artificial Intelligence Assurance Framework*<sup>↗</sup>.
- 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*<sup>13</sup> 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*<sup>13</sup> 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”<sup>13</sup>.
- 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*<sup>13</sup> 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.

<sup>13</sup> 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 explained*<sup>7</sup>.
- 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 government*<sup>7</sup> 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 2004*<sup>7</sup>.
- 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 tools<sup>7</sup> 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 plan<sup>7</sup> for initiatives that 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 Intelligence<sup>7</sup>.
- 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 Framework<sup>7</sup>. The Framework identifies and defines the various components which contribute to effective information management.

## CONSIDERATIONS

- Align standards and practices with Tasmanian Government Information Management Framework<sup>7</sup>.
- 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 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 Data<sup>7</sup> which can be used as guidance.

## RELEVANT LEGISLATION AND POLICY

- Personal Information Protection Act 2004<sup>7</sup> – 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 Conduct<sup>7</sup> – reinforces and upholds the standards of behaviour and conduct that apply to all employees, including officers and Heads of Agency.
- Tasmanian Anti-Discrimination Act 1998<sup>7</sup> – 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<sup>7</sup> – 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)<sup>7</sup> – 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 objectives<sup>2</sup>. 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 human<sup>1</sup>.
- **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 cars<sup>4</sup>.
- **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.

## Recommendations for agencies

### Recommendation 1 Deploy AI Responsibly

Ensure 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.

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.







# Valuing Our Volunteers

## Tasmania's Volunteering Strategy **2025-2030**

Department of Premier and Cabinet





## Accessibility

If you need this document in a format other than those provided, please contact [volunteering@dpac.tas.gov.au](mailto:volunteering@dpac.tas.gov.au)

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## Acknowledgement of Country

The Tasmanian Government acknowledges and pays respect to Tasmanian Aboriginal people as the traditional owners and continuing custodians of Tasmania's land, sea and waterways. In particular, we acknowledge Elders – the custodians of Aboriginal knowledge and holders of wisdom, who are deeply respected in their community, who generously volunteer their time, knowledge and skills to provide guidance and care for their Country and people.

We also recognise the many Tasmanian Aboriginal people who generously volunteer their time, knowledge and skills for the benefit and support of the whole Tasmanian community.

## Closing the Gap

As a signatory to the National Agreement on Closing the Gap, the Tasmanian Government is committed to achieving Closing the Gap outcomes.

Please see the section on strategic alignment for how this strategy aligns to and supports Closing the Gap outcomes.

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## Appreciation

This is the Tasmanian Government's first strategy to support our volunteers and the volunteering industry. We thank and acknowledge the hundreds of Tasmanians who shared their insights about the complex challenges facing the industry, as well as their aspirations for the future.

We acknowledge Volunteering Tasmania for its expertise and ongoing engagement in working alongside the Tasmanian Government to deliver the strategy. The organisation's contribution has shaped the strategy, ensuring that the insights of volunteers and volunteer involving organisations have been captured.

The Tasmanian Government acknowledges and appreciates the contributions of all volunteers, community members, volunteer managers and organisations in developing the strategy. Their collective dedication and commitment are fundamental to a thriving, sustainable future for the Tasmanian volunteering industry.

We welcome feedback on the strategy. Email [volunteering@dpac.tas.gov.au](mailto:volunteering@dpac.tas.gov.au)



# Acronyms

<b>DPAC</b>	Department of Premier and Cabinet
<b>VIO</b>	Volunteer involving organisation
<b>VT</b>	Volunteering Tasmania

## Key terms

The key terms used in this strategy align with the those in the National Strategy for Volunteering 2023-2033.<sup>1</sup>

### **Volunteers**

Those who give their time willingly for the common good without financial gain.

### **Volunteer managers**

People responsible for recruitment, induction, training, supervision, ongoing support and recognition of volunteers.

### **Formal volunteering**

Time given willingly in a structured way to organisations and groups for the common good without financial gain.

### **Informal volunteering**

Time given willingly for the common good outside of any organisational structure, within the community, excluding family and for no financial gain. For example, assisting with home maintenance, transport, meals or professional advice.

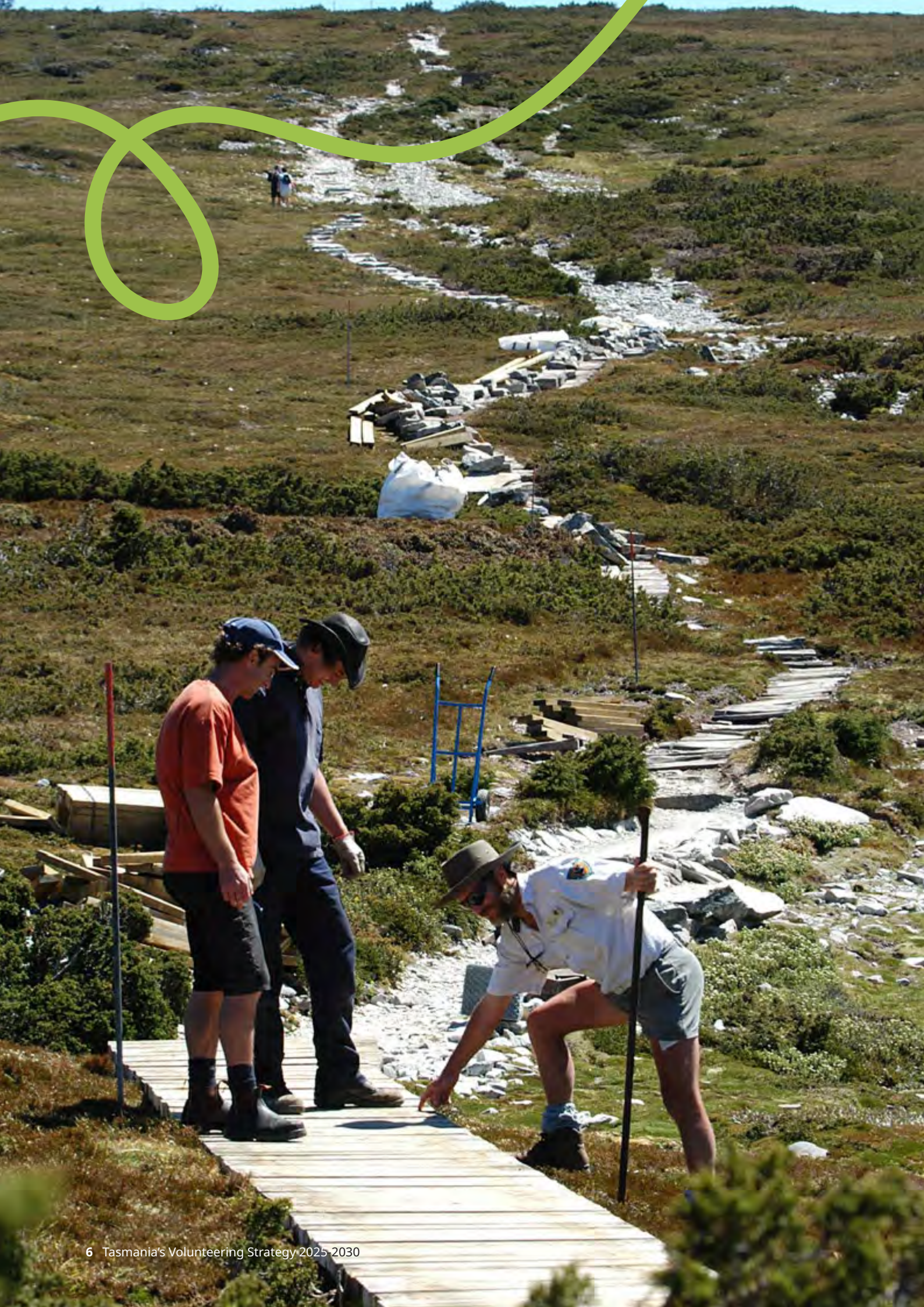
### **Volunteering industry**

The people, organisations, institutions and activities that support and facilitate volunteering, including volunteers themselves.

### **Volunteering infrastructure**

Both human and built systems that sustain the industry, for example buildings, information technology, recruitment, training, policies and platforms connecting volunteers to volunteering opportunities.







# Minister's foreword

Volunteering is a way of life in Tasmania. Our volunteers play a vital role in our community, culture, economy and natural environment.

Every day in communities around the state, Tasmanian volunteers generously give their time, knowledge, care and skills. We rely on the tireless efforts of our volunteer workforce to be there wherever and whenever help is needed.



In recognition of our volunteers and to ensure ongoing support for the volunteer industry, I am delighted to present Valuing Our Volunteers: Tasmania's Volunteering Strategy 2025-2030 (the strategy). This is our state's first strategic framework for the volunteering industry.

According to the 2023 State of Volunteering Report, Tasmanians gave a staggering 90 million hours and contributed more than \$12 billion to the state economy in 2023.

Our volunteers offer essential services to the whole community. Without this unwavering support, our quality of life would be unattainable. Tasmania is fortunate to have a diverse volunteer workforce with people from different backgrounds, abilities, genders and age groups supporting a wide spectrum of worthy causes.

I would like to thank all Tasmanian volunteers, service providers, businesses, volunteer involving organisations, Tasmanian Government agencies, community members and local groups that helped shape this strategy.

I acknowledge and thank Volunteering Tasmania for working alongside the Tasmanian Government to ensure that this Strategy aligns with the National Strategy for Volunteering 2023-2033 and meets the needs of Tasmania's volunteer industry.

There simply is no substitute for Tasmania's volunteer workforce. The Tasmanian Government will continue to work collaboratively with the community, business and across all levels of government to achieve our vision for our volunteering industry.

**Hon Madeleine Ogilvie MP**  
**Minister for Community and Multicultural Affairs**



# Introduction

**Volunteering is at the heart of Tasmanian communities. Tasmania's volunteer workforce makes a vital contribution to our quality of life and the volunteering industry strengthens the state's economy, environment and community.**

Volunteering reflects people's aspiration to give back to their communities and to find meaning by sharing their knowledge, time and skills with others.

Most Tasmanians over 15 years of age volunteer throughout any given year.<sup>2</sup> These individuals dedicate their effort across the arts, heritage, social services, emergency relief, sporting and cultural events, nature conservation, charity fundraising and many other worthy causes.

Beyond the practice of volunteering, it is also a life enhancing activity and, for some, it can be life-changing. It provides connection, friendship and a sense of purpose and belonging for both volunteers and those they serve and support.

However, the volunteering industry is not immune to the complex social, economic, environmental and technological changes that have impacted our state in recent times. These impacts affect the capacity of the volunteering industry to respond to increasing demands for services and infrastructure. As a result, the Tasmanian volunteer industry needs a strategic, collective response to ensure it's long term sustainability.

In 2023, the Australian Government released the National Strategy for Volunteering 2023-2033 (national strategy); a blueprint for a reimagined future for volunteering.

Acknowledging the need to localise the opportunities in the national strategy and to ensure it is relevant and supports our Tasmanian volunteers, the Tasmanian Government has worked alongside Volunteering Tasmania to develop Valuing Our Volunteers: Tasmania's Volunteering Strategy 2025-2030.

The Tasmanian Government engages the volunteer industry in a range of ways, including as a funder, volunteer manager, regulator, facilitator and partner.



This strategy aims to strengthen this engagement by enhancing coordination across local and national initiatives, and unlocking new opportunities to build a more connected, resilient and impactful volunteering industry in Tasmania.

The strategy will be underpinned by a five-year action plan which will describe the key initiatives Tasmanian Government agencies will implement to enable our volunteering industry to meet the challenges of the future, and to empower volunteers to continue making a lasting impact in our communities.

**“Volunteering is critical for the wellbeing of the state and its people.  
The stronger the volunteering sector, the stronger our community.”**

(Participant, consultations for Tasmania’s volunteering strategy)



## Volunteering in Tasmania

Tasmania's 2023 State of Volunteering Report<sup>2</sup> (the report) highlights the most recent data about the national and state volunteering industries, based on findings from the Australian Bureau of Statistics<sup>4</sup> and the General Social Survey 2020<sup>5</sup>.

Building on the 2019 report, it is the largest survey of volunteers and volunteer managers conducted in Tasmania with 993 individual responses in 2023.

The report provides a snapshot of Tasmania's volunteering landscape and reveals how broader social, environmental and economic changes effect the Tasmanian volunteering industry, and how changes in volunteering patterns also effect local communities, events, programs and services.

For instance, the report shows how VIOs find it difficult to recruit and retain volunteers because of labour force competition. It indicates that volunteer expectations about work-life balance are changing, such as access to flexible, casual and informal arrangements, training and health and safety conditions. It also notes cost of living has a cumulative effect across the industry at both a personal and organisational level.



# Key findings of the State of Volunteering Report

## Tasmania's volunteer workforce



**69.8 per cent** of Tasmanians over the age of 15 volunteered during 2023.



Young Tasmanians volunteer more than any other age group; **72.4 per cent** of people between 15 and 25 volunteered in 2023.

## Volunteer hours



Tasmanians volunteered **89.4 million hours** in 2023.  
Each volunteer gave an average of **22.4 hours per month**.  
This was an increase of **21.3 million hours** from 2019.

## Community impact and economic benefit



Almost **half the Tasmanian adult population** attributes the wellbeing of their community to volunteers.



Volunteers contributed **\$12.1 billion** to Tasmania's economy **in 2023**.  
This is an increase of **\$8 billion since 2019** (total economic value in 2019 was \$4 billion)<sup>3</sup>.



For every \$1 invested in volunteering, **\$4.80 was returned in benefits** to the community.

**9,900 jobs**  
**were created**  
through volunteering  
related activities  
in 2023.

In 2023, the replacement cost of volunteers to the economy was **\$3.6 billion**.

It cost individuals **\$11.88 an hour** to volunteer **in 2023**, an increase from \$4.03 in 2019.<sup>3</sup>

It cost organisations **\$190.85 per month** to include a volunteer **in 2023**.



## Industry trends

**Three key changes** across the volunteering industry are:

- The increased need for volunteer training
- The increased cost of volunteering
- The increased desire for flexible volunteering

**The top three strategies** to recruit volunteers:

- Word of mouth
- Social media
- Online services

**The top three strategies** to retain volunteers:

- Volunteer training and development
- Personal relationship building
- Role flexibility and accessibility support

**The three most common reasons** people volunteer:

- To help others
- For enjoyment
- For social and community connections

**The three most common barriers** to volunteering:

- Limited time
- Costs
- Burnout

**“Volunteers need to feel appreciated for their contribution and see the benefits from their input.”**  
(Participant, consultations for Tasmania’s volunteering strategy)





“The simplest of barriers can prevent inclusion of many volunteers. Identifying and addressing these can make a big difference.”

(Participant, consultations for Tasmania’s volunteering strategy)





**volunteering**  
TASMANIA



## Tasmania's peak body – Volunteering Tasmania

**Volunteering Tasmania is the peak body for volunteering in Tasmania. The organisation's vision is to see an inclusive, thriving, and celebrated culture of community participation across the state.**

Volunteering Tasmania aims to strengthen and enhance volunteering through leadership, education, and connection.

The organisation promotes the value of community-based volunteering, recognising its pivotal role in sustaining and enhancing community resilience and overall wellbeing.

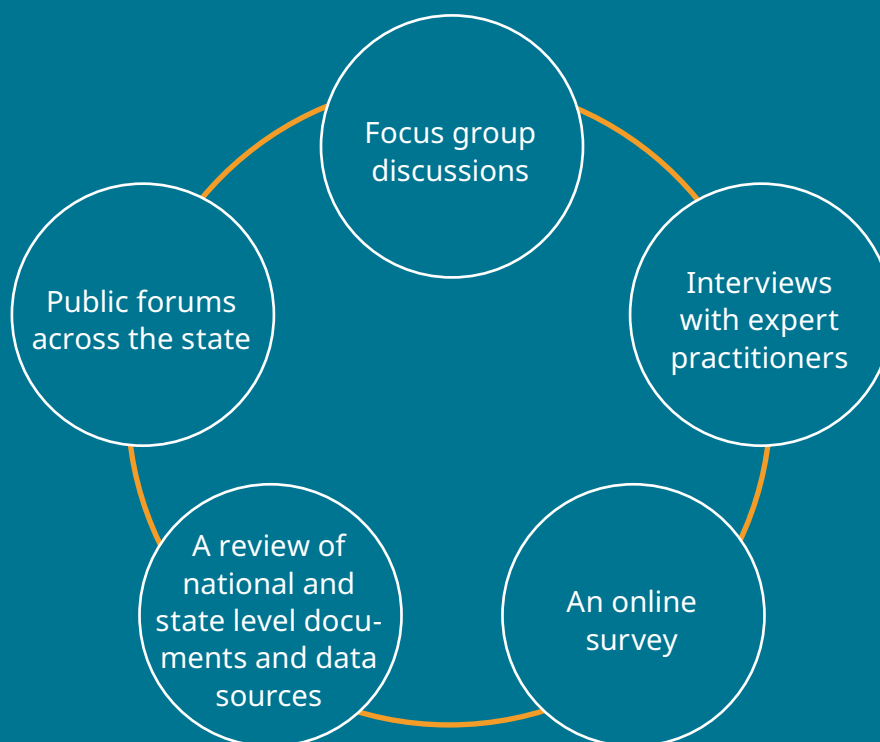
**"Thank you for undertaking this vital work. I feel confident in the strategy and am excited for the future of volunteering in Tasmania."**

(Participant, consultations for Tasmania's volunteering strategy)

# How we developed the strategy



The Tasmanian Government has worked alongside Volunteering Tasmania to develop the strategy. It is been informed by a consultation process that involved hundreds of volunteers and VIOs across the State. This included:



The consultation process highlighted that Tasmanians from all backgrounds, communities and identities volunteer and that we all have unique motivations and volunteering experiences.

## National Volunteering Strategy 2023-2033

The strategy has been guided by the evidence base provided by the national strategy.

The national strategy is a blueprint for a reimagined future for volunteering and is supported by a three-year action plan 2024-2027.

While Tasmania's strategy supports the Tasmanian volunteering industry, our focus areas and outcomes align with the national strategy, providing opportunities to work collaboratively to achieve strategic objectives.

# What we heard

## The conditions of the industry

**Regulatory systems and administrative requirements** can be time-consuming and costly. Support for volunteer administration, risk management and compliance, along with work health and safety standards will ensure volunteer practices are safe and inclusive.

**Volunteer managers need support and resources** to effectively fulfil their roles. Training and access to resources for volunteer managers and VIOs will support sustainable volunteering practices.

**Collaboration and knowledge sharing is valuable for VIOs** as there is often competition for limited resources. Opportunities for greater collaboration, co-design, along with resource, data and knowledge sharing and practice across the industry would lift organisational efficiency and sustainability.

**Professional pathways for volunteers and volunteer managers are needed** to support the volunteering industry. Volunteers want meaningful opportunities to grow their skills and fulfill their aspirations. Opportunities for training and accreditation would enhance professionalism across the industry.

## The volunteer experience

**Volunteers give their time freely**, but volunteering is not free. Investment in infrastructure, systems and resources is required to ensure volunteering is effectively coordinated and sustainable across the Tasmanian volunteering industry.

**Rates of formal volunteering are declining** as more people prefer flexible and informal volunteering opportunities. Volunteers need a range of options that match their motivations and availability so they can balance volunteering with other demands. This requires different recruitment and retention strategies to reduce barriers to participation.

**Volunteers want to feel safe and included** in the workplace. VIOs and government play a key role in ensuring that workplace culture, standards and practices support and protect the wellbeing of volunteers at work.

**Volunteers seek meaningful roles and experiences** so they can dedicate their energy to causes aligned with their interests and values, where their time, skill and knowledge are respected and valued.





## The impact of the industry on the community

**Volunteering has positive effects** on our health and wellbeing. People are searching for meaningful volunteer experiences in supportive environments where they can use their expertise.

**A fuller understanding of the social and economic impacts** of the volunteering industry on the community is essential. Improved data collection, monitoring, evaluation and research will provide a clearer picture about Tasmania's volunteering industry and volunteer workforce.

"It is important to understand that volunteers are not free labour. Volunteers need proper onboarding, ongoing training, and mental health support throughout the lifecycle of volunteering."

(Participant, consultations for Tasmania's volunteering strategy)

"Greater recognition of the tireless and important efforts of the sector would be achieved through increased collaboration and sharing of knowledge with the community."

(Participant, consultations for Tasmania's volunteering strategy)

# What is the Tasmanian Government's role?

The Tasmanian Government engages with the volunteering industry in multiple roles – as a **funder**, **manager**, **regulator**, **facilitator** and **partner**.

This strategy identifies opportunities to strengthen and align support for the industry across these varied roles, ensuring a cohesive and coordinated approach.



As a **funder**, the Tasmanian Government funds organisations that engage volunteers to deliver essential services to our communities. This includes direct investment in service delivery as well as volunteer infrastructure and equipment, like facility upgrades and capital works.



As a **volunteer manager**, the Tasmanian Government recruits, trains and deploys skilled volunteer workforces which deliver vital services for example the Tasmanian Fire Service, Ambulance Tasmania, the State Emergency Service, and Parks and Wildlife Services.



As a **regulator**, the Tasmanian Government oversees systems that protect volunteers and the people they serve. This includes the Registration to Work with Vulnerable People, the Child and Youth Safe Organisations Framework, and Work Health and Safety regulations.



As a **facilitator**, the Tasmanian Government provides opportunities for the industry to collaborate and supports initiatives and events that recognise and celebrate volunteers.



As a **partner**, the Tasmanian Government works alongside Volunteering Tasmania, through research, engagement, strategic policy development and community relationships.

This strategy outlines how the Tasmanian Government will create a more connected and impactful approach to volunteering across the State, aligned to the national strategy.





## The Tasmanian volunteering action plan

The strategy will be underpinned by a five-year action plan that will describe the programs, projects and initiatives that the Tasmanian Government will deliver to achieve the vision.

Together, the strategy and action plan will provide a coordinated and responsive framework to strengthen volunteering in Tasmania - one that meets the needs of volunteers and VIOs, while delivering meaningful, long-term benefits to our communities.





“Volunteering is a very important part of the Tasmanian economy, providing crucial supports in many areas of life. A well established and supported system is essential for maintaining those supports now and in the future.”

(Participant, consultations for Tasmania’s volunteering strategy)

# Strategy overview

This strategy describes the Tasmanian Government's contribution to supporting and strengthening the volunteer industry over the next five years.

## Our vision

**Our vision is that Tasmanian volunteers are safe, valued and enabled.**

## Our focus areas

Our three focus areas to achieve our vision:



Volunteer  
experience

Conditions  
for volunteering  
to thrive

Community  
impact

The focus areas align with the *National Strategy for Volunteering 2023-2033*.

## Our outcomes

Our outcomes describe what we would like to achieve.



A safe, enabled and  
valued volunteer  
workforce

A successful  
and sustainable  
volunteering industry

The contribution  
of volunteers is  
recognised and  
celebrated

## Our strategic objectives



Our strategic objectives show where we will focus our effort over the next five years.







# Tasmania's Volunteering Strategy

What we want to see	Our vision		
	Tasmanian volunteers are safe, valued and enabled		
	Our focus areas		
	Volunteer experience	Conditions for volunteering to thrive	Community impact
How we will know we are achieving our vision	Our outcomes		
	A safe, enabled and valued volunteer workforce	A successful and sustainable volunteering industry	The contribution of volunteers is recognised and celebrated
What we will do to achieve our vision	Our strategic objectives		
	Improve the volunteer experience	Enhance volunteering industry systems and conditions	Raise the profile of volunteering in Tasmania
	Enhance volunteer capacity and pathways	Support volunteer management capability	Enable community-led approaches to volunteering
	Improve access to volunteering	Increase industry collaboration	Evaluate and communicate the impact of volunteering

## Enablers: the conditions needed for our strategy to succeed

Enabler	What this means in practice
<b>Governance</b>	Continue the partnership with Volunteering Tasmania to support and monitor the implementation of the strategy and action plan, and advise on new and emerging issues.
<b>Strategic alignment and resourcing</b>	The strategy responds to the needs of the volunteering industry and is supported by adequate resourcing to achieve outcomes.
<b>Partnerships and engagement</b>	Establish ways to increase collaboration and partnerships between organisations, maximising the value of investments.
<b>Capacity building</b>	Embed opportunities to build capacity and capability of VIOs and volunteers through the sharing of resources and knowledge.
<b>Data and evaluation</b>	A thorough understanding of our volunteering industry and impact including data capture, monitoring and reporting.



## Governance

The Tasmanian Government will continue to work with Volunteering Tasmania to stay informed about the emerging needs and trends for volunteering within Tasmania.

This partnership will help to ensure that Tasmanian Government policies and programs remain relevant, responsive and grounded in evidence.





# Monitoring and evaluation

The Tasmanian Government will develop an evaluation framework to collect data, monitor the progress of activities and evaluate the strategy and the underpinning action plan.

To support the successful implementation of this strategy and the subsequent action plan over the next five years, the Tasmanian Government will undertake an interim review of the strategy and report on progress made.

The review will involve a whole-of-government approach and include consultation with Volunteering Tasmania to ensure that the perspectives of diverse stakeholders continue to shape and inform the Tasmanian Government's priorities for the volunteering industry.

There will also be final review and report at the conclusion of the strategy and action plan.

**"Recognising the impact of volunteering will help with securing investment in volunteering resources, skills and systems."**

(Participant, consultations for Tasmania's volunteering strategy)



# Strategic alignment

## National level

This strategy aligns with the following national and state level strategies, plans and policies:

- [National Strategy for Volunteering 2023-2033](#)
- [National Strategy for Volunteering Action Plan 2024-2027](#)
- [National Agreement on Closing the Gap 2020 and the Tasmanian Implementation Plan](#)

## Commitment to Closing the Gap

As a signatory to the National Agreement on Closing the Gap 2020, the Tasmanian Government is committed to achieving Closing the Gap outcomes through four priority reforms:

1. Formal partnerships and shared decision making with Aboriginal people.
2. Building the Aboriginal community-controlled sector.
3. Transforming Government organisations so they work better for Aboriginal people.
4. Sharing access to data and information to enable Aboriginal communities to make informed decisions.

To support these priority reforms, when implementing the volunteering strategy, the Tasmanian Government will:

- Consult and share decision making with the Aboriginal community-controlled sector about volunteering opportunities and needs within that sector.
- Explore opportunities to partner with Aboriginal community-controlled organisations on the provision of volunteer support services.
- Ensure initiatives implemented through the volunteering strategy are culturally respectful and inclusive of Aboriginal people; this includes workplaces, programs, policies, services and information, and acknowledging that Aboriginal Tasmanians 50 years and over are considered older.
- Share information and data with Aboriginal people about Aboriginal volunteering, in accordance with the principles of Aboriginal data sovereignty and within the requirements of privacy legislation.



## Local level

Through the Safeguarding Volunteers Project, funded by the Tasmanian Government, Volunteering Tasmania worked with local councils to co-design volunteering strategies for local communities:

- [Break O'Day Volunteering Strategy \(2022\)](#)
- [Brighton Community Volunteer Strategy \(2024\)](#)
- [City of Clarence Community Volunteer Sustainability Strategy \(2021\)](#)
- [Devonport Community Volunteer Sustainability Strategy \(2021-2026\)](#)
- [Huon Valley Volunteering Strategy \(2021\)](#)
- [King Island Community Volunteer Strategy \(2022\)](#)
- [Volunteering in Kentish \(2024\)](#)
- [West Coast Community Volunteering Strategy \(2024\)](#)

## Broader strategic alignment

There are numerous strategies, plans and reports that underpin the volunteering industry in Tasmania including:

### Health and wellbeing:

- [Long-Term Plan for Healthcare in Tasmania 2040](#)
- [Healthy Tasmania Five-year Strategic Plan 2022-2026](#)
- [Healthy Active Tasmania: Discussion Paper: 20-year Preventative health Strategy 2026-2046](#)
- [Rethink 2020: Implementation Plan 2023-2024](#)
- [Tasmanian Suicide Prevention Strategy 2023-2027](#)
- [Health Literacy Action Plan 2019-2024](#)
- [Building Food Resilient Communities Tasmania's Food Resilience Strategy 2025-2031 \(in development\)](#)

## Child development, youth and family support:

- [Tasmania's Child and Youth Wellbeing Strategy: It Takes a Tasmanian Village](#)
- [Change for Children Strategy](#)

## Multicultural:

- [Embracing Diversity, Fostering Belonging: Tasmania's Multicultural Action Plan 2025-2029](#)

## Older Tasmanians:

- [A Respectful, Age-Friendly Island: Older Tasmanians Action Plan 2025-2029](#)

## Life-long learning:

- [Lifting Literacy: Tasmania's Implementation Plan 2023-2026](#)

## Economic growth and participation:

- [Tasmania's sustainability strategy](#) (in development)
- [Youth Jobs Strategy 2024-2030](#)
- [Planning for Our Future: Tasmania's Population Policy](#)
- [Tasmanian Government Events Strategy 2023-2027](#)
- Women and Girls Sports Strategy (in development)
- [Cultural and Creative Industries Recovery Strategy: 2020 and Beyond](#)
- [Natural Heritage Strategy for Tasmania 2013-2030](#)

## Emergency services:

- [Tasmanian Fire Service and State Emergency Service Volunteer Sustainability Strategy 2024-2028](#)

# Endnotes

1. National Strategy for Volunteering 2023-2033
2. 2023 State of Volunteering Report
3. 2019 State of Volunteering Report
4. Australian Bureau of Statistics 2021
5. Australian Bureau of Statistics 2020





