



REPORT

Estimates Committee 'A' examined the Premier, Hon. Jeremy Rockliff M.P., on Monday 17 November 2025, as follows:

Bill No. 63:-

Division 1: Brand Tasmania

Division 7: Ministerial and Parliamentary Support

Division 10: Department of Premier and Cabinet

Bill No. 64:-

Schedule 1, Part 6 – Office of the Governor

RECOMMENDATION

The Committee recommends the outputs contained in the Estimates of the Premier, and notes there was concern expressed by some members of the Committee in respect of:

Premier:

- TT-Line
- TasInsure
- Budget
- Deloitte report on mandatory player card still not publicly released
- Increasing workers compensation claims
- Premier did not rule out changes to workers compensation claims to reduce impact on budget
- No firm commitment to continued funding for 26TEN
- Wellbeing Framework more of a communication tool than driving budget allocations
- No commitment to take action on Catholic Education asserting Tasmania's anti-discrimination laws do not apply to them
- Reliance on 'natural attrition' to reduce public service – unrealistic and unstrategic
- Lack of returns to Tasmania Treasury from Mac Pt stadium
- Auditor-General Referral of TT-Line to ASIC regarding insolvency
- TT-Line debt guarantee
- TT-Line and TasCORP

- Money already spent on the Macquarie Point development of stadium
- Macquarie Point stadium project cost benefit analysis
- Impact of florfenicol on rock lobster fisheries and public's health
- Rock lobster fisheries closure: impact on small business owners and international reputation
- Antibiotic resistance and florfenicol
- Net zero targets
- Climate change sea incursions and bushfire threats
- Fulfilling Commission of Inquiry recommendations
- Extinction impact on swift parrot from poor forest practices
- Extinction impact on maugean skate from salmon farming in Macquarie Harbour
- Gambling harm
- Mandatory pre-commitment card
- Deloitte mandatory pre-commitment card draft report and the THA
- Workers' compensation claims in government agencies
- Cuts to public servants
- Weakening rules and regulations around firearms decision-making
- Exemption to Anti Discrimination Act for church
- Acquitting community services grants
- Skilled health professionals
- Wellbeing budgets

Parliament House
HOBART
2 December 2025


Helen Burnet MP
CHAIR



REPORT

Estimates Committee 'A' examined the Treasurer, and Minister for Macquarie Point Urban Renewal, Hon. Eric Abetz M.P., on Tuesday 18 November 2025, as follows:

Bill No. 63:-

Division 4: Finance-General

Division 11: Department of State Growth

Division 13: Department of Treasury and Finance

Bill No. 64:-

Schedule 1, part 8 – Tasmanian Audit Office

RECOMMENDATION

The Committee recommends the outputs contained in the Estimates of the Treasurer, and Minister for Macquarie Point Urban Renewal, and notes there was concern expressed by some members of the Committee in respect of:

Treasurer:

- Budget Repair and Fiscal Strategy
- Public Sector Workforce
- TT-Line
- Credit Ratings
- Government Business finances
- TasInsure
- Electronic Gaming Machines
- No stated limit on how much the government will commit to the stadium
- No stated limit on bailouts for TT-Line
- Treasurer not being forthcoming on all stadium costs including debt servicing
- Treasurer has not asked for modelling on revenue to the State from the stadium
- Over reliance on spending cuts to achieve budget repair
- Unrealistic assumptions about public service wages in the budget papers

- Ignoring evidence based gambling harm minimisation measures in favour of industry favoured measures
- No commitment that Wellbeing Framework will be reported against in the budget or be used to inform budget allocations
- (Auditor-General) Resourcing for performance audits is the lowest in the country
- (Auditor-General) An increase in funding would assist the government to identify areas for efficiency and saving
- (Auditor-General) Auditor-General work hampered by lack of transparency – for example, no access to relevant Cabinet documents
- Debt and debt servicing
- Macquarie Point stadium debt and cost blowouts
- Tasmania's credit rating downgrade
- Efficiency and Productivity Unit
- Gambling harm and mandatory pre-commitment card

Minister for Macquarie Point Urban Renewal:

- Contracts and timelines
- Local content
- Stadium content
- Roof
- Not enough revenue generating capacity to pay down debt
- Key worker housing will not be affordable housing by the conventional definitions
- Bus plaza design
- Shortage of buses and drivers for event days
- Concern about disability access for transport to events
- AFL deal renegotiated on timelines
- Unable to rule out gambling advertising at stadium
- Lack of community access to facilities
- Lack of clarity of costs of Stadiums Tas acquiring Ninja Stadium
- Tasmania FC - conditional on construction of Mac Point Stadium
- AFL Agreement – does not contain any penalties for failing to meet timeline with construction of stadium
- Lack of alternative sites
- Construction timelines
- Equity injection, borrowings and future debt repayments
- Debt servicing modelling
- Local content in contracts to build
- Private public partnership
- Clarification on the size of Macquarie Point site and whether it includes TasPorts land when compared to the size of 2 MCG's
- \$240 m Commonwealth funding agreement
- Operating model for calculating number of event days
- Cost to acquire events
- Fixed roof costs
- Protection of Cultural heritage

- Stadium roof
- TPC report
- RSL and other stakeholders
- Transport to and from the stadium – over-optimistic approach
- Domain drop-off and pick-up zone
- Car park
- Penalties associated with the deal with the AFL if timelines not met or modifications made
- AFL project management concerns
- Gambling rights
- Noise and vibration during construction
- Cost of living for community groups
- Ministerial expectations
- Goods Shed storage
- EPU impact on MPDC

Parliament House
HOBART
2 December 2025


Helen Burnet MP
CHAIR



REPORT

Estimates Committee 'A' examined the Minister for Health, Mental Health and Wellbeing, Minister for Ageing, and Minister for Aboriginal Affairs, Hon. Bridget Archer M.P., on Monday 17 November 2025, as follows:

Bill No. 63:-

Division 5: Department of Health

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 Health, Mental Health and Wellbeing, Minister for Ageing, and Minister for Aboriginal Affairs, and notes there was concern expressed by some members of the Committee in respect of:

Minister for Health, Mental Health and Wellbeing:

- Senior Executive salaries
- Frontline staff
- LGBTIQ+ health care
- Parliamentary forum hosted by Minister
- Women's health care and access to care
- \$250,000 GP Sustainability and Viability Grants
- MRIs outsourced to the private sector and delivered in the RHH
- Business case for MRI machine at RHH
- Funding to Quit Tasmania and Cancer Council
- Vaping and smoking rates in young people
- Community sector organisation funding management by Department of Health
- Quality and Safety auditing of the funded community sector organisations
- Mother Baby Unit
- Breast Screen
- Job cuts, definition of essential positions
- Ambulance ramping

- Elective surgery action plan including waiting lists and targets
- HR delays and vacancies
- Ambulance wait times
- Paramedic shifts
- LGH reportable deaths
- LGH air conditioning
- Environmental Sustainability in Department of Health
- Bed block including transit lounges and discharge
- Non-emergency patient transport
- Management of CSO contracts following Auditor-General report
- Antibiotic resistance, florfenicol use in public waterways
- Quit Tasmania funding for preventative programs
- Unfilled shifts
- Percentage of budget for preventative health and wellbeing
- Moving to whole of government to take a preventative health approach
- Access to breast screen programs
- Vaping rules and enforcement for breaches
- Measuring impacts of legislation for vaping

Minister for Ageing:

- Palliative care
- Seniors Park passes
- Tasmanian aged care facility on government owned land
- Aged care closures
- Language use and stigmatisation of older Tasmanians
- Seniors Card website communication
- Concessions for cost-of-living

Minister for Aboriginal Affairs:

- Treaty and Truth-Telling
- Funding
- Closing the Gap
- Aboriginal Heritage Act
- Lack of land returns
- Proposed tougher bail and 'adult time' laws not consistent with Closing the Gap and Commission of Inquiry recommendations
- Lack of support for Aboriginal Advisory Group and its work
- Truth-telling, treaty and land return
- Truth-telling commission
- Destruction of aboriginal heritage, strengthening Aboriginal Heritage Act
- Penalties for breaches of Aboriginal Heritage Act

- Robbins Island protection according to the Aboriginal Heritage Act and Aboriginal Heritage Council

Parliament House
HOBART
2 December 2025


Helen Burnet MP
CHAIR



REPORT

Estimates Committee 'A' examined the Minister for Business, Industry and Resources, Minister for Skills and Jobs, and Minister for Police, Fire and Emergency Management, Hon. Felix Ellis M.P., on Thursday 20 November 2025, as follows:

Bill No. 63:-

Division 9: Department of Police, Fire and Emergency Management

Division 11: Department of State Growth

RECOMMENDATION

The Committee recommends the outputs contained in the Estimates of the Minister for Business, Industry and Resources, Minister for Skills and Jobs, and Minister for Police, Fire and Emergency Management, and notes there was concern expressed by some members of the Committee in respect of:

Minister for Business, Industry and Resources:

- Major industrials
- Group 6 metals
- Salmon industry
- Racing
- Royalties
- FPPF Land
- Business confidence
- Wilkinsons Point
- Department of State Growth performance and budget
- Hiring freeze in state service
- Defence Advocate
- Nyrstar viability
- Liberty Bell Bay
- Forestry and Mining sectors
- Concern about the acquittal of the Advance Manufacturing Accelerating Growth Scheme

- Transparency of Tas Development Board loans
- Review of the Mining Resources Act
- Coal
- Exploration Drilling Grants Initiative on the Tyndall Ranges
- Tasmania Development Board amounts and grants
- Mining rehabilitation and restoration
- MoU for forest biofuels

Minister for Skills and Jobs:

- Course cuts
- TAFE budget
- Workforce
- Automotive Training Centre
- Assets management
- Funding uncertainty for Dress for Success
- Sale of TAFE building at Campbell St
- Decision to cut 12 courses
- Certificate IV in Lab technology
- Migrants/international and ESL students attending TAFE
- Apprenticeship completion rates
- Drysdale campus
- Cambridge automotive training centre
- Working with TACC
- Dressed for Success
- Vandalising creative arts
- Employee benefits
- Workers compensation claims
- Campus footprint and KPMG report
- FTE employees 22-24
- Procurement and leasing arrangements for fit out of TACC centre at Cambridge

Minister for Police, Fire and Emergency Management:

- Firearm incidents
- DPFEM funding
- Radio Dispatch Services (RDS) call abandonment rate and minimum staffing levels
- Government Radio Network (TasGRN) project
- Forensic Science Services Tasmania (FSST)
- Driving without a licence/hooning
- Fire appliance modifications
- Volunteer fire fighters
- Fire vehicle replacement program
- Mornington training facility
- Fire tanker procurement

- Workers compensation claims remain a key concern and risk
- Tough on crime laws go against evidence, and are contrary to Youth Justice Blueprint
- Lack of commitment to increasing the minimum age of criminal responsibility
- Use of drone technology in combating crime
- Kingston Volunteer Fire Brigade upgrades – discussions with Kingborough Council
- Margate and Snug Volunteer Fire Brigades – what are the plans for the future
- Tasmanian Police consultation regarding recreational shooting on public land
- Hooning videos on social media by TasPol and Police Minister
- Funding of use of force options trial
- Funding breakdown for implementing Weiss Review recommendations
- FTE positions targeted for redundancy, hiring freezes etc
- Small Steps 4 Hannah Foundations and tailored training for coercive control + funding continuation
- Youth diversion from Justice system
- Online crime reporting
- Funding for field officers supporting volunteer firefighters
- Next steps in applying lessons from LA fires for TFS for Tasmanian risk
- Delayed fuel reduction funding and TFS role in Wellington Park
- SES volunteer costs for personal protection equipment costs

Parliament House
HOBART
2 December 2025


Helen Burnet MP
CHAIR



REPORT

Estimates Committee 'A' examined the Minister for Infrastructure and Transport, Minister for Local Government, and Minister for Housing and Planning, Hon. Kerry Vincent M.L.C., on Tuesday 18 November 2025 and Wednesday 19 November 2025, as follows:

Bill No. 63:-

Division 6: Department of Justice

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 Infrastructure and Transport, Minister for Local Government, and Minister for Housing and Planning, and notes there was concern expressed by some members of the Committee in respect of:

Minister for Infrastructure and Transport:

- Cruise ship vehicle/ passenger operations stadium
- Northern access road
- Automated speed camera
- Road safety investment
- Road incident fatalities
- Launceston Sky Bus
- National Land Transport Network Southern Port access Macquarie Point
- Red Hill railway crossing - Esk Highway
- Heavy vehicle rest areas and restroom facilities
- Heavy vehicle consultation road design
- Illawarra Road upgrade
- Community consultation
- METRO
- MAIB
- Northern suburbs rail corridor – evidence of best use
- Lack of details about BRT

- Bridgewater Bridge demolition concerns and costs
- Concern about the lack of rail infrastructure for Heritage Rail
- Need to increase freight rail capacity
- Infrastructure assessment framework – did not apply to stadium
- Unclear who is responsible for bus stop location
- Cubic common ticketing system – cost overruns and delays with implementation
- Metro Tasmania – fines issued for non-compliance
- Tasman Highway – Sorell/Midway Point Causeway updated timeframe
- Bridgewater Bridge loadbearing capacity
- TT-Line fitout
- TT-Line insolvency
- TT-Line financial modelling
- Auditor-General's findings regarding TT-Line
- Road fatalities and driver training
- Guarantee to fund Driver Mentor Training
- Hypothecated speed camera revenue
- QBIC Integrated ticketing system
- Northern suburbs rail corridor
- Light rail
- Rapid bus transit route selection
- Southern region transport review update
- Reinstatement of cancelled Metro services
- DDA compliant and all-weather bus stops
- Auditor-General referral of TT-Line to ASIC
- Speed camera revenue hypothecation
- Transport modelling for the Macquarie Point stadium
- Targets/KPI's for modal shift for public transport users for stadium project and general use
- Urban mobility plan
- Half-price fares
- Reduced Metro services and likely reinstatement
- Replacement of Metro services with private services
- Transit officers
- Positions in DSG/Transport impacted by EPU and austerity measures including position of Urban Mobility Planner
- Heritage railway and old Bridgewater Bridge removal costs and outcome
- Testing and training of motorbike riders in southern Tasmania
- Cruise ship access on proposed Macquarie Point stadium event days
- Park and ride facilities
- Consultant Services Panel
- Environmental assessment, hand fish species, dredging in the Mersey River and dumping in Bass Strait
- Rosebury bus stops
- Potholes
- Tasman Bridge upgrades and maintenance

- King Island travel costs
- Ridgley Highway
- Access to Evans Street on proposed Macquarie Point stadium event days
- Bass Highway upgrades and Leith turnoff feedback
- Murchison Highway
- School road safety – vulnerable user safety program
- Illawarra Road

Minister for Local Government:

- Local government office funding reduction
- Funding reduction to local government reform
- Infrastructure contributions
- Amalgamations
- Heavy Vehicle Tax
- Legislative reform
- North West Strategic Alliance
- TasCAT (Tasmanian Civil and Administrative Tribunal)
- Local government reforms
- Voluntary amalgamations
- Climate-ready councils – assets and carbon footprint
- Resilient communities in the face of climate change and disasters
- Walkways
- Investment in local sports facilities
- Workforce issues

Minister for Housing and Planning:

- Regional Land Use Strategies
- Statewide Planning Scheme
- Urban Growth Boundaries
- Homes Tas
- Current housing supply does not meet the demand or the type of demand
- No intention to restrict third party appeals
- Need for greater strategic land use planning
- Homes Tas Huntingfield development project – failure to build any housing to date and overregulation causing delays
- Mould in homes
- Huntingfield completion
- Housing dashboard improvements
- Applications for federal funding
- Anglicare Report on lack of supply and demand for housing
- Land supply
- Homes Tasmania Review
- Homes Tasmania funding

- Tasmanian Planning Policies
- State coastal policy
- Climate ready future
- Holistic approach to health and precinct health
- Public transport corridor
- Facilitating multi-residential developments along transit corridors or CBD's
- Working with councils
- Regional Land Use Strategies
- Planning sustainability for councils
- Planning allowing the proposed Artificial Intelligence (AI) centre in St Leonard's
- Development Assessment Panels legislation re-introduction
- TPC assessment of the Macquarie Point stadium project
- TPC costs of assessing the Stadium Assessment
- 3rd party appeal rights
- Climate change preparation
- Preventative health strategies
- State of the Environment Report
- Kangaroo Bay

**Parliament House
HOBART
2 December 2025**

A handwritten signature in black ink, appearing to read 'H Burnet', with a stylized, cursive script.

Helen Burnet MP
CHAIR

ESTIMATES COMMITTEE 'A'

Monday, 17 November 2025

The Committee met in the Long Room, Parliament House at 8:00 a.m.

MEMBERS PRESENT:

Ms Burnet (Chair)
Mr Vermey
Ms Johnston
Mr Willie

Also at the Table

Ms Brown
Dr Woodruff

ESTIMATES OF THE PREMIER

DIVISION 1: BRAND TASMANIA

DIVISION 7: MINISTERIAL AND PARLIAMENTARY SUPPORT

DIVISION 10: DEPARTMENT OF PREMIER AND CABINET

APPROPRIATION BILL NO.2 – SCHEDULE 1, PART 6 – OFFICE OF THE GOVERNOR

WITNESSES:-

Hon. *Jeremy Rockliff* MP

Department of Premier and Cabinet:

Kathrine Morgan-Wicks, Secretary

Shane Gregory, Associate Secretary

Mathew Healey, Deputy Secretary, Strategy and Delivery

Overview of Agency activities commenced.

At 8.03 a.m., Mr George took a seat at the Table.

The Premier tabled:

- Keeping Children Safe: Change for Children
- Letter from Ken Kanofski, Chair, TT-Line, to the Treasurer and the Minister for Infrastructure and Transport, dated 13 November 2025

Overview of Agency activities continued.

The Premier tabled:

- Progress Summary – Keeping Children Safe Reform

Overview of Agency activities continued.

The Premier tabled:

- Data and Digital Government – Highlights for 2024-2025, November 2025

Overview of Agency activities continued.

The Premier tabled:

- The Wellbeing Framework

Overview of Agency activities continued.

The Premier tabled:

- Resilience and Recovery Tasmania Highlights for Financial Year 2024-2025

Overview of Agency activities continued.

- Service Tasmania Key Service Highlights Documents

Suspension of sitting 9.56 a.m. to 10.06 a.m.

MEMBERS PRESENT:

Ms Burnet (Chair)
Mr Vermey
Ms Johnston
Mr Willie

Also at the Table

Ms Brown
Mr George
Dr Woodruff

Overview of Agency activities continued.

At 10.19 a.m. Mr Vermey withdrew.

At 10.20 a.m. Mr Vermey took a seat at the Table.

At 10.44 a.m. Mr Vermey withdrew.

At 10.45 a.m. Mr Vermey took a seat at the Table.

At 11.12 a.m. Mr Vermey withdrew.

At 11.13 a.m. Mr Vermey took a seat at the Table.

At 11.32 a.m. Ms Brown withdrew.

At 11.32 a.m. Mr Di Falco took a seat at the Table.

At 11.38 a.m. Mr George withdrew.

At 11.40 a.m. Mr Di Falco withdrew.

At 11.40 a.m. Mr George took a seat at the Table.

At 11.40 a.m. Ms Brown took a seat at the Table.

The time for the examination of this Division having expired.

The witnesses withdrew.

Suspension of sitting 12.10 p.m. to 1.00 p.m.

MEMBERS PRESENT:

Ms Burnet (Chair)
Mr Vermey
Ms Dow (substitute for Mr Willie)
Ms Johnston

Also at the Table

Dr Woodruff

ESTIMATES OF THE MINISTER FOR HEALTH, MENTAL HEALTH AND WELLBEING, MINISTER FOR AGEING AND MINISTER FOR ABORIGINAL AFFAIRS

ESTIMATES OF THE MINISTER FOR ABORIGINAL AFFAIRS

DIVISION 8: DEPARTMENT OF NATURAL RESOURCES AND ENVIRONMENT TASMANIA

DIVISION 10: DEPARTMENT OF PREMIER AND CABINET

WITNESSES:-

Hon. Bridget Archer MP

Department of Natural Resources and Environment, Tasmania:

Jason Jacobi, Secretary

Louise Wilson, Deputy Secretary, Environment, Heritage and Land

Steve Gall, Director, Aboriginal Heritage Tasmania

Department of Premier and Cabinet:

Mellissa Gray, Deputy Secretary, Policy, and Reform

Caroline Spotswood, Director, Aboriginal Partnerships

Overview of Agency activities commenced.

The Minister tabled:

- Tasmania's Plan for Closing the Gap 2025-2028
- Nukara Strategy

Overview of Agency activities continued.

At 1.49 p.m. Mr *Garland* took a seat at the Table.

At 2.05 p.m. Mr *Garland* withdrew.

The time for the examination of this Division having expired.

The witnesses withdrew.

Suspension of sitting 3.00 p.m. to 3.05 p.m.

ESTIMATES OF THE MINISTER FOR HEALTH, MENTAL HEALTH AND WELLBEING

DIVISION 5: DEPARTMENT OF HEALTH

MEMBERS PRESENT:

Ms Burnet (Chair)
Mr Vermey
Mr *Garland* (substitute for Ms Johnston)
Ms *Haddad* (substitute for Mr Willie)

Also at the Table

Mr *Di Falco*
Ms Dow
Prof. *Razay*
Ms *Rosol*

WITNESSES:-

Hon. Bridget Archer MP

Department of Health:

Dale Webster, Secretary
 Sally Badcock, Associate Secretary
 Prof. Dinesh Arya, Deputy Secretary CQRA, Chief Medical Officer and Chief Psychiatrist

Overview of Agency activities commenced.

The Minister tabled:

- Implementation Plan 2025-2028
- Progress Report 2024-2025 – Implementation Plan 2023-2025, Long-Term Plan for Healthcare in Tasmania 2040

Overview of Agency activities continued.

At 3.30 p.m. Mr Vermey withdrew.

At 3.34 p.m. Mr Vermey took a seat at the Table.

The Minister tabled:

- Nurse Practitioner Strategy 2025-2030 Consultation Draft – November 2025

Overview of Agency activities continued.

At 4.08 p.m. Mr Di Falco withdrew.

The Minister tabled:

- Our Healthcare Future: Elective Surgery Four-Year Plan 2025-2029

Overview of Agency activities continued.

At 4.39 p.m. Mr Garland withdrew.

The Minister tabled:

- 20-Year Preventative Health Strategy Round 1 consultation summary report - October 2025

Overview of Agency activities continued.

Suspension of sitting 5.41 p.m. to 5.51 p.m.

MEMBERS PRESENT:

Ms Burnet (Chair)
 Ms Haddad (substitute for Mr Willie)
 Prof. Razay (substitute for Ms Johnston)

Also at the Table

Ms Dow
Ms Rosol

Overview of Agency activities continued.

At 5.54 p.m. Mr Vermey took a seat at the Table.

At 7.31 p.m. Ms Rosol withdrew.

The time for the examination of this Division having expired.

The witnesses withdrew.

Suspension of sitting 8.15 p.m. to 8.20 p.m.

ESTIMATES OF THE MINISTER FOR AGEING

DIVISION 10 DEPARTMENT OF PREMIER AND CABINET OUTPUT 3.3

MEMBERS PRESENT:

Ms Burnet (Chair)
Mr Vermey
Ms Dow (substitute for Mr Willie)
Prof. Razay

Also at the Table

Ms Rosol
Ms Haddad

WITNESSES:-

Hon. Bridget Archer MP

Department of Health:

Dale Webster, Secretary, Department of Health
Kristy Broomhall, Assistant Director, Community Services
Jen Duncan, Deputy Secretary Community Mental Health and Wellbeing

Overview of Agency activities in relation to ageing commenced.

The Minister tabled:

- A Respectful, Age-Friendly Island: Older Tasmanians Action Plan 2025-2029;
and

- Lifelong Respect: Tasmania's Strategy to end the abuse of older people (Elder Abuse) 2023-2029.

Overview of Agency activities in relation to ageing continued.

The time for the examination having expired.

The witnesses withdrew.

ADDITIONAL INFORMATION

The following additional information was requested:

Hon. *Jeremy Rockliff* MP

Premier:

1. Has the Government received a draft report from Deloittes regarding precommitment cards for EGMs, and if so how many versions has it received? (*Ms Johnston*)
2. When were you (The Premier) first informed that TT-Line is insolvent? Who told you? (*Mr Willie*)
3. When did TT-Line inform Treasury they would need a cash injection? (*Mr Willie*)
4. Wording of referral to ASIC? (*Mr Willie*)
5. What correspondence have you had with THA/Steve Old in relation to the Deloittes Report regarding pre-commitment card for EGMs, pokies and gambling (draft version/s) and election commitments relating to the same? (*Ms Johnston*)
6. What portion of workers compensation claims have a purely psychological component, and of those, what is the breakdown of those claims by Department? (*Ms Johnston*)
7. Will the funding for 26Ten Adult Literacy Program continue beyond the end of this financial year (2025-26)? (*Ms Johnston*)
8. Have departments conducted an audit of private sector assistance grant recipients to ensure that they have acquitted their grants, complied with terms of grant, and have fulfilled the expectations/deliverables from the grants? (*Ms Johnston*)
9. DPAC savings strategy by output, including job titles not approved by vacancy control. (*Mr Willie*)

Hon. *Bridget Archer* MP

Aboriginal Affairs:

1. What was the cost of the Pathway to Truth Telling and Treaty? (*Ms Dow*)
2. How many of the 24 Recs have been actioned? (*Ms Dow*)

3. What percentage of the budget is allocated to specific Aboriginal programs and communities across Tasmania? (Ms Dow)
4. Is the money allocated to skills/training recruitment/retention through the bilateral agreement for this FY or over a number of years? (Ms Johnston)
5. Update on progress towards implementation on COI recommendation 9.15? (Ms Johnston)

Health, Mental Health and Wellbeing:

1. Breakdown of State Secretary salaries for the last 5 years; has any other Department had a 54% increase? (Ms Haddad)
2. How many FTE positions have been subject to vacancy control measures last financial year (2024-2025) and this financial year to date? (Ms Rosol)
3. How many ambulances transfer care in under 45 minutes (Ms Dow)
4. Regarding the Capital Investment Grant to The Bubble, and the No Interest Loans to the clinics at Legana and Latrobe, are there service level agreements that these clinics will have to report against or acquit? Or are they simply capital investment injections of funding without reporting requirements (Ms Haddad)
5. The Minister confirmed the \$250,000 grants to LP practices are an \$8M fund over 4 years. Is that in this year's budget or next May? (Ms Haddad)
6. What is the waitlist target for elective surgery, with numbered and measurable figures, at the end of the four-year plan and at the end of each year during that period? – re: elective surgery waitlist? (Ms Rosol)
7. What direct funding requests has the Minister made to the Federal Government for:
 - Funding for our hospital systems?
 - Aged care and NDIS placements?
 a) Will the Minister outline each request and table any correspondence? (Ms Dow)
8. How many vacant positions are there currently in HR in the Department?
 - a) How many positions across the wider Department of Health are currently awaiting HR to sign off and/or complete processes in order to commence? (Ms Rosol)
9. How many (raw number, not percentage) Po and P1 calls were not assigned an ambulance within three minutes in each of 2023-24 and 2024-25? (Ms Rosol)
10. Regarding the 2 MRI machines at the RHH:
 - a) How many scans have had to be outsourced to the private sector because there is insufficient capacity to conduct the scan at the RHH?
 - b) Regarding the MRI machine that is "out of date":
 - i) When was it out of date?
 - ii) How much Medicare revenue has been lost due to scans being conducted on it since it went out of date?
 - iii) Or/how many scans have been conducted on that machine since it went out of date?

- c) How many (and when) business cases were put up by the relevant business unit leading up to and since the machine went “out of date”? (Ms Haddad)
11. In raw terms (not percentages), what was the total number of paramedic shifts that were worked in 2024-25, broken down by area? (Ms Rosol)
 12. How many single-response shifts were worked by paramedics in 2024-2025, including a breakdown of all roles that could be included as being a single-response shift? (Ms Rosol)
 13. How many employees does the Department of Health and Tasmanian Health Service have in dedicated sustainability roles? How many staff have been employed in sustainability roles since the Sustainability and Environmentally Responsible Service was declared a priority action? (Ms Rosol)
 14. Which Burnie pool is being used for hydro-therapy? (Ms Dow)
 15. When will there be an increase in the number of mental health in the home beds outside of the Devonport region for young people? (Ms Dow)
 16. What is the readmission rate of general medical and mental health patients following discharge from hospital? And how long following discharge? (Prof. Razay)

Ageing:

1. Of the cost of living programs and measures given by the Government, how much reached older Tasmanians by postcode and program, and what was left unclaimed? (Ms Rosol)

At 8.50 p.m. the Committee adjourned till 9:00 a.m., Tuesday, 18 November next.

Confirmed:

Date: 2/12/2025 Chair: H Burnet

ESTIMATES COMMITTEE 'A'

Tuesday, 18 November 2025

The Committee met in the Long Room, Parliament House at 9:00 a.m.

MEMBERS PRESENT:

Ms Burnet (Chair)
Mr Vermey
Ms Johnston
Mr Winter (substitute for Mr Willie)

Also at the Table

Mr Bayley
Mr Jaensch
Mr Mitchell

ESTIMATES OF THE TREASURER, AND MINISTER FOR MACQUARIE POINT URBAN RENEWAL

ESTIMATES OF THE TREASURER

DIVISION 4: FINANCE-GENERAL

DIVISION 13: DEPARTMENT OF TREASURY AND FINANCE

APPROPRIATION BILL No.2 – SCHEDULE 1, PART 8 – TASMANIAN AUDIT OFFICE

WITNESSES:-

Hon. Eric Abetz MP

Department of Treasury and Finance:

Gary Swain, Secretary

James Craigie, Deputy Secretary, Budget and Finance

Dean Burgess, Deputy Secretary, Economic and Financial Policy

Jonathan Root, Deputy Secretary, Revenue and Regulatory Services

Overview of Agency activities commenced.

At 10.53 a.m. Mr Winter withdrew.

At 10.54 a.m. Mr Winter took a seat at the Table.

At 11.01 a.m. Mr Bayley withdrew.

At 11.03 a.m. Mr Bayley took a seat at the Table.

Overview of Agency activities continued.

Suspension of sitting 11.04 a.m. to 11.15 a.m.

MEMBERS PRESENT:

Ms Burnet (Chair)
Mr Vermey
Ms Johnston
Mr Winter (substitute for Mr Willie)

Also at the Table

Mr Bayley

Overview of Agency activities continued.

At 11.16 a.m. Mr *Jaensch* took a seat at the Table.

At 12.41 p.m., the witnesses withdrew.

MEMBERS PRESENT:

Ms Burnet (Chair)
Mr Vermey
Ms Johnston
Mr Winter (substitute for Mr Willie)

Also at the Table

Mr Bayley
Mr *Jaensch*

ESTIMATES OF THE TREASURER

APPROPRIATION BILL NO.2 – SCHEDULE 1, PART 8 – TASMANIAN AUDIT OFFICE

WITNESSES:-

Hon. Eric Abetz MP

Tasmanian Audit Office:

Martin Thompson, Auditor-General
Jonathan Wassel, Deputy Auditor-General

Overview of Agency activities commenced.

The time for the examination of this Division having expired.

The witnesses withdrew.

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

MEMBERS PRESENT:

Ms Burnet (Chair)
Mr Jaensch (substitute for Mr Vermey)
Ms Johnston
Mr Willie

Also at the Table

Mr Bayley
Mr Garland
Mr O'Byrne

ESTIMATES OF THE MINISTER FOR MACQUARIE POINT URBAN RENEWAL

DIVISION 11: DEPARTMENT OF STATE GROWTH

WITNESSES:-

Hon. Eric Abetz MP

Department of State Growth:
Craig Limkin, Secretary

Department of Premier and Cabinet:
Matt Healey, Deputy Secretary, Strategy and Delivery

Macquarie Point Development Corporation:
Anne Beach, Chief Executive Officer

Stadiums Tasmania:
James Avery, Chief Executive Officer

Overview of Agency activities relating to Macquarie Point Urban Renewal commenced.

At 2.25 p.m., Mr Garland withdrew.

Suspension of sitting 3.30 p.m. to 3.40 p.m.

MEMBERS PRESENT:

Ms Burnet (Chair)
 Ms Johnston
 Mr Willie
 Mr Jaensch (substitute for Mr Vermey)

Also at the Table

Mr Bayley
 Mr O'Byrne

Overview of Agency activities relating to Macquarie Point Urban Renewal continued.

At 4.16 p.m., Mr O'Byrne withdrew.

The time for the examination of matters relating to Macquarie Point Urban Renewal in this Division having expired.

The witnesses withdrew.

Suspension of sitting 5.10 p.m. to 5.16 p.m.

MEMBERS PRESENT:

Ms Burnet (Chair)
 Ms Brown (substitute for Mr Willie)
 Mr Jaensch (substitute for Mr Vermey)
 Ms Johnston

Also at the Table

Mr Bayley
 Mr Di Falco
 Mr O'Byrne

ESTIMATES OF THE MINISTER FOR INFRASTRUCTURE AND TRANSPORT, MINISTER FOR LOCAL GOVERNMENT, AND MINISTER FOR HOUSING AND PLANNING

ESTIMATES OF THE MINISTER FOR HOUSING AND PLANNING

DIVISION 6: DEPARTMENT OF JUSTICE

DIVISION 11: DEPARTMENT OF STATE GROWTH

WITNESSES:-

Hon. Kerry Vincent MLC

Department of State Growth:

Craig Limkin, Secretary

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

Homes Tasmania:

Eleri Morgan-Thomas, Chief Executive Officer

Overview of Agency activities in relation to housing commenced.

At 6.11 p.m., Mr Di Falco withdrew.

At 6.47 p.m., Mr Bayley withdrew.

At 6.47 p.m., Mr Winter took a seat at the Table.

Suspension of sitting 6.51 p.m. to 7.00 p.m.

MEMBERS PRESENT:

Ms Burnet (Chair)

Mr Jaensch (substitute for Mr Vermey)

Ms Johnston

Mr Winter (substitute for Mr Willie)

Also at the Table

Mr O'Byrne

ESTIMATES OF THE MINISTER FOR INFRASTRUCTURE AND TRANSPORT, MINISTER FOR LOCAL GOVERNMENT, AND MINISTER FOR HOUSING AND PLANNING

ESTIMATES OF THE MINISTER FOR HOUSING AND PLANNING

DIVISION 6: DEPARTMENT OF JUSTICE

DIVISION 11: DEPARTMENT OF STATE GROWTH

WITNESSES:-

Hon. Kerry Vincent MLC

Department of State Growth:

Craig Limkin, Secretary

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

John Ramsay, Executive Commissioner, Tasmanian Planning Commission

Overview of agency activities relating to planning commenced.

At 7.01 p.m., Mr O'Byrne withdrew.

At 7.28 p.m., Mr Winter withdrew.

At 7.30 p.m., Mr Winter took a seat at the Table.

The time for the examination of this Division relating to Housing and Planning having expired.

The witnesses withdrew.

ADDITIONAL INFORMATION

The following additional information was requested:

Hon. Eric Abetz MP

Treasurer:

1. Is Hellyer gold mine being investigated by the SRO in relation to taxes owed or activities not properly disclosed? (Mr Winter)
2. Do any major industrials have formal arrangements for taxation deferral or relief? (Mr Winter)
3. Is any taxation owed by any of the four major industrials? (Mr Winter)
4. Can the Treasurer provide to MLCs advice received from Treasury on the stadium, such as but not limited to, Ministerial briefings and minutes of oversight committee, ahead of its vote on the Mac Point Stadium? (Mr Bayley)
5. Provide the annual cost estimation of servicing the \$375 m equity contribution to be borrowed by the Tasmanian Government? (Mr Bayley)
6. When was the Treasurer given a copy of the TasInsure Bill that was released for public comment on 14 November? (Mr Winter)
7. Who are the members of the Efficiency and Productivity Unit? (Mr Bayley)
8. What has been the net impact on the budget of the 2021 Future Gaming Markets reforms? (Mr Winter)
9. Would you like to see a review conducted by the Audit Office of executive appointment, contracts, performance, remuneration and termination, with the objective of addressing the questions raised in their recent Audit of State Entities analysis? And would you like that analysis extended to cover government agency executives? (Ms Johnston)

Macquarie Point Urban Renewal:

1. Is the redevelopment of the TasPorts site factored into any repayments of the \$490.7 m borrowings incurred by MPDC? (Mr Bayley)
2. Please table the MPDC 'procurement methodology' (strategy) as identified in Direction 6 of the 9 June 2025 Ministerial Direction. (Mr Bayley)
3. Will you table any correspondence to the AFL regarding the renegotiation of the contract? (Ms Johnston)
4. Please respond with the Government justification for the fact that '3.3 Commercial activities' and the subsequent points i, ii and iii, were in an earlier Ministerial Statement of expectations (2022), but not in either the 2023 or 2025 Ministerial Statement of expectations? (Mr Bayley)

Hon. Kerry Vincent MLC

Housing and Planning:

1. What was the original intended capital return for the entire Huntingfield subdivision? (Mr O'Byrne)
2. Please table the Terms of Reference of the review of Homes Tas funding (KPMG has been engaged to deliver)? (Mr Bayley)
3. How many perpetrators of family violence have been housed through the Rapid Rehousing Program? Please breakdown the data by region. (Ms Brown)
4. How many Rapid Rehousing applications are on the waitlist? Please breakdown the data by region. (Ms Brown)
5. Were any representations received by the relevant Minister or Agency in relation to the properties impacted by the urban growth boundary expansion? What were those representations? (Mr Winter)
6. What planning instrument was used to approve the artificial intelligence zone in St Leonards? (Ms Burnet)

At 8.25 p.m. the Committee adjourned till 9:00 a.m., Wednesday, 19 November next.

Confirmed:

Date: 2/12/2025 Chair: LBurnet

ESTIMATES COMMITTEE 'A'

Wednesday, 19 November 2025

The Committee met in the Long Room, Parliament House at 9:00 a.m.

MEMBERS PRESENT:

Ms Burnet (Chair)
Mr Vermey
Ms Dow (substitute for Mr Willie)
Ms Johnston

Also at the Table

Ms Butler
Mr Jaensch
Mr O'Byrne

The Chair advised the Committee that she had received correspondence from the Speaker advising that Mr *Jaensch* had been nominated as a substantive Member of the Committee in substitution for Mr *Vermey* on Wednesday, 19 November 2025 from 10:30 a.m. until 2:00 p.m..

ESTIMATES OF THE MINISTER FOR INFRASTRUCTURE AND TRANSPORT

DIVISION 11: DEPARTMENT OF STATE GROWTH

WITNESSES:-

Hon. Kerry Vincent MLC

Department of State Growth:

Craig Limkin, Secretary

Cynthia Heydon, Deputy Secretary, Transport

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

Ben Moloney, Executive Director, Major Transport Projects

Overview of Agency activities in relation to Infrastructure and Transport commenced.

At 9:30 a.m., Mr O'Byrne withdrew.

At 9:32 a.m., Mr O'Byrne took a seat at the Table.

At 10:00 a.m., Mr *Di Falco* took a seat at the Table.

At 10:03 a.m., Mr *O'Byrne* withdrew.

At 10:08 a.m., Mr *O'Bryne* took a seat at the Table.

At 10:12 a.m., Ms *Dow* withdrew.

At 10:13 a.m., Ms *Dow* took a seat at the Table.

At 10:22 a.m., Mr *Di Falco* withdrew.

At 10:31 a.m., Mr *Vermey* withdrew.

Suspension of sitting 10.39 a.m. to 10.49 a.m.

MEMBERS PRESENT:

Ms *Burnet* (Chair)
Mr *Jaensch*
Ms *Dow* (substitute for Mr *Willie*)
Ms *Johnston*

Also at the Table

Ms *Butler*

Overview of Agency activities in relation to Infrastructure and Transport continued.

At 10:52 a.m. Mr *O'Byrne* and Mr *Di Falco* took a seat at the Table.

At 11.12 a.m. Mr *Di Falco* withdrew.

At 11.12 a.m. Mr *Garland* took a seat at the Table.

At 11.20 a.m. Mr *O'Byrne* withdrew.

At 12.00 noon Ms *Johnston* withdrew.

At 12.20 p.m. Mr *Garland* withdrew.

The time for the examination of this Division in relation to Infrastructure and Transport having expired.

The witnesses withdrew.

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

MEMBERS PRESENT:

Ms Burnet (Chair)
Mr Vermey
Ms Dow (substitute for Mr Willie)

Also at the Table

Mr Jaensch

ESTIMATES OF THE MINISTER FOR LOCAL GOVERNMENT

DIVISION 10: DEPARTMENT OF PREMIER AND CABINET

WITNESSES:-

Hon. Kerry Vincent MLC

Department of Premier and Cabinet
Mat Healey, Deputy Secretary
Luke Murphy-Gregory, Acting Director of Local Government

Overview of Agency activities in relation to Local Government commenced.

At 2.02 p.m. Mr Mitchell took a seat at the Table.

The time for the examination of this Division in relation to Local Government having expired.

The witnesses withdrew.

ADDITIONAL INFORMATION

The following additional information was requested:

Hon. Kerry Vincent MLC

Infrastructure and Transport:

1. When were you informed by the Auditor General he had referred TT Line to ASIC? (Ms Dow)
2. Do you know how many of the fatalities or serious injuries were caused by unlicensed drivers? (Ms Burnet)
3. What date did Minister Abetz inform you of his July 21st briefing from the Secretary on the Auditor General's advice that TT-Line is insolvent? (Ms Dow)

4. Minister, to be clear, can you confirm that the first time you learnt of TT-Line's insolvency, from any source, was the 8th October? (Ms Dow)
5. What is the percentage/proportion of freight that is transported by rail and road in Tasmania? (Ms Johnston)
6. Does the Government have targets in type of freight movement? (Ms Johnston)
7. What incentives, if any, are the Government providing to encourage a modal shift to rail for movement of freight? (Ms Johnston)
8. How much was the estimated maintenance costs for the old Bridgewater Bridge lifting span? (Ms Johnston)
 - a. How much was/is the cost for the removal of the lifting span/towers? (Ms Johnston)
9. What milestones have Cubic missed as part of the common ticketing system? (Mr O'Byrne)
10. What penalties have applied to Cubic for non-delivery of contracted commitments? (Mr O'Byrne)
11. Table the review of Infrastructure Tasmania. (Ms Dow)
12. How many km of State Roads were upgraded or maintained in the 24/25 year and previous years? (Ms Dow)
13. Please provide additional information on the timeline, concept and details related to the Northern Access Road and Bus Plaza? (Ms Butler)
14. Road safety figures for Leith turn off since decrease in speed? (Ms Burnet)

At 3.30 p.m. the Committee adjourned till 9:00 a.m., Thursday, 20 November next.

Confirmed:

Date: 2/12/2025 Chair: H Burnet

ESTIMATES COMMITTEE 'A'

Thursday, 20 November 2025

The Committee met in the Long Room, Parliament House at 9:00 a.m.

MEMBERS PRESENT:

Ms Burnet (Chair)
Mr Vermey
Ms Butler (substitute for Mr Willie)
Ms Johnston

Also at the Table

Ms Badger
Mrs Greene

**ESTIMATES OF THE MINISTER FOR BUSINESS, INDUSTRY AND RESOURCES, MINISTER FOR SKILLS
AND JOBS, AND MINISTER FOR POLICE, FIRE AND EMERGENCY MANAGEMENT**

ESTIMATES OF THE MINISTER FOR POLICE, FIRE AND EMERGENCY MANAGEMENT

DIVISION 9: DEPARTMENT OF POLICE, FIRE AND EMERGENCY MANAGEMENT

WITNESSES:-

Hon. *Felix Ellis* MP

Department of Police, Fire and Emergency Management:

Donna Adams, Commissioner of Police, Secretary, State Controller
Jonathan Higgins, Deputy Commissioner of Police
Adrian Bodnar, Assistant Commissioner Operations
Doug Oosterloo, Assistant Commissioner Capability
Robert Blackwood, Assistant Commissioner Specialist Support
Ross Hinkley, A/Deputy Secretary

Overview of Agency activities regarding Police commenced.

At 9.04 a.m., Mr *Di Falco* took a seat at the Table.

Suspension of sitting 10.50 a.m. to 11.01 a.m.

MEMBERS PRESENT:

Ms Burnet (Chair)

Mr Vermey
Ms Butler (substitute for Mr Willie)
Ms Johnston

Also at the Table

Ms Badger
Mr Di Falco

Overview of Agency activities continued.

The Minister tabled:

- Joint Statement 'Fewer victims of crime as 2,986 youths charged under Adult Crime, Adult Time', Queensland Premier and Minister for Veterans, and Queensland Minister for Youth Justice and Victim Support and Minister for Corrective Services, dated 7 October 2025

At 11.06 a.m., Mrs Greene took a seat at the Table.

At 11.31 a.m. Mr Di Falco withdrew.

At 11.32 a.m. Mr O'Byrne took a seat at the Table.

Overview of Agency activities regarding Police concluded, overview of Agency activities regarding Fire and Emergency Management commenced.

ESTIMATES OF THE MINISTER FOR POLICE, FIRE AND EMERGENCY MANAGEMENT

DIVISION 9: DEPARTMENT OF POLICE, FIRE AND EMERGENCY MANAGEMENT

WITNESSES:-

Hon. Felix Ellis MP

State Fire Commission:

Jeremy Smith, Fire and Emergency Services Commissioner
Matt Lowe, Deputy Chief Officer – Operations
Andrea Heath, Executive Director, Strategy and Capability
Mick Lowe, Executive Director, State Emergency Service and Volunteers

At 11.42 a.m. Ms Johnston withdrew.

At 12.03 p.m. Mr O'Byrne withdrew.

The time for the examination of this Division having expired.

The witnesses withdrew.

Suspension of sitting 12.10 p.m. to 12.15 p.m.

MEMBERS PRESENT:

Ms Burnet (Chair)
Mr Vermey
Ms Johnston
Mr Mitchell (substitute for Mr Willie)

Also at the Table

Ms Badger
Mr George

ESTIMATES OF THE MINISTER FOR SKILLS AND JOBS

DIVISION 11: DEPARTMENT OF STATE GROWTH

WITNESSES:-

Hon. *Felix Ellis* MP

Department of State Growth:

Alexandra Paterson, General Manager, Skills and Workforce
Stuart Hollingsworth, Executive Director, Economy and Jobs Strategy

TasTAFE:

Tim Gardner, Chair, TasTAFE
Will McShane, Interim Chief Executive Officer

Overview of Agency activities in relation to Skills and Jobs commenced.

At 12.18 p.m. Ms Dow took a seat at the Table.

At 1.08 p.m. Mr George withdrew.

Suspension of sitting 1.15 p.m. to 2.00 p.m.

MEMBERS PRESENT:

Ms Burnet (Chair)
Mr Vermey
Mr Mitchell (substitute for Mr Willie)

Also at the Table

Ms Dow

Overview of Agency activities in relation to Skills and Jobs continued.

At 2.51 p.m. Dr *Broad* took a seat at the Table.

The time for the examination of this Division in relation to Skills and Jobs having expired.

The witnesses withdrew.

Suspension of sitting 3.00 p.m. to 3.05 p.m.

MEMBERS PRESENT:

Ms Burnet (Chair)
Mr Vermey
Ms Finlay (substitute for Mr Willie)

Also at the Table

Ms Badger
Dr Broad
Mr Di Falco

ESTIMATES OF THE MINISTER FOR BUSINESS, INDUSTRY AND RESOURCES

DIVISION 11: DEPARTMENT OF STATE GROWTH

WITNESSES:-

Hon. *Felix Ellis* MP

Department of State Growth:

Craig Limkin, Secretary
Michael Mogridge, Deputy Secretary, Economic Development
Vanessa Pinto, Deputy Secretary, ReCFIT and Resources
Alastair Morton, Director, Mineral Resources Tasmania
Dennis Hendriks, Acting Coordinator-General
Anne Chuter, Chief Forest Practices Officer, Forest Practices Authority

Overview of Agency activities in relation to Business, Industry and Resources commenced.

At 3:06 p.m., Ms *Johnston* took a seat at the Table.

At 3.20 p.m., Mr *Garland* took a seat at the Table.

At 3.46 p.m., Ms *Finlay* withdrew.

At 3.51 p.m., Mr *Garland* withdrew.

At 4.02 p.m., Ms *Burnet* withdrew and Mr *Vermey* took the Chair.

At 4.12 p.m., Mr *Di Falco* withdrew.

At 4.28 p.m., Ms *Badger* withdrew and Dr *Woodruff* took a seat at the Table.

Suspension of sitting 4.34 p.m. to 4.41 p.m.

MEMBERS PRESENT:

Mr *Vermey* (Deputy Chair)
 Dr *Broad* (substitute for Mr *Willie*)
 Ms *Johnston*
 Dr *Woodruff* (substitute for Ms *Burnet*)

Overview of Agency activities in relation to Business, Industry and Resources continued.

At 5.12 p.m. Ms *Burnet* took at seat at the Table and resumed the Chair.

At 5.20 p.m., Ms *Johnston* withdrew.

The time for the examination of this Division in relation to Business, Industry and Resources having expired.

The witnesses withdrew.

ADDITIONAL INFORMATION

The following additional information was requested:

Hon. *Felix Ellis* MP

Police, Fire and Emergency Management:

1. Any Gov Ministers with convictions for driving under the influence of drugs or alcohol? (Ms *Butler*)
2. Can you please provide a breakdown of workers compensation claims by district? (Ms *Johnston*)
3. Can you please provide a breakdown of workers compensation claims by area of policing, for example traffic, CIB, Forensics etc? (Ms *Johnston*)

4. Minister Ellis to table to the Committee the details of conviction and penalty notices for driving offences. (Ms Butler)
5. How many 000 calls are answered on first presentation? (Ms Butler)
6. What is the abandonment rate over the last 6 months? (Ms Butler)
7. The amount of 000 calls that go unanswered? (Ms Butler)
8. Request for report of RDS that was completed August 2024. Minimum staffing levels? (Ms Butler)
9. Will you table evidence from Queensland that adult time for adult crime policies work to reduce youth offending? (Ms Johnston)
10. Is there a closure report for the TASGRN? If so can a copy of the closure report be provided? (Ms Butler)
11. Are the new buildings for fire at Cambridge training facilities not to standard and needing rebuilding? (Ms Butler)

Skills and Jobs:

1. You gave evidence that ending TasTAFE subsidies for 12 courses would free that funding up for other priorities. What is the quantum of funding that is ending for the 12 courses, and to where specifically is it being redirected? (Mr Mitchell)
2. What are the apprenticeship completion rates for the past 5 reporting years, broken down by industry, and in which industries have completion rates declined despite ongoing skills shortage? (Ms Johnston)
3. Please provide documentation of TAFE consultation process that resulted in decision to close creative arts and design courses – including all relevant submissions and process that lead to outcome. (Mr George)
4. What was the FTE of TasTAFE educators in May 2022, May 2023, May 2024 or June if easier re EOFY? (Mr Mitchell)
5. Request for methodology on survey of TasTAFE workforce eg human synergistics pulse survey. (Ms Burnet)
6. Could you please provide a comparison of various RTOs vs TasTAFE courses and their completion rates? (Ms Burnet)
7. Will the women who attend TAFE for learning and skills through the Be Hers program be affected by TAFE course cuts? (Ms Burnet)
8. Migrant students breakdown that is international students attending TasTAFE? (Ms Burnet)

Business, Industry and Resources:

1. EDGI funding provided to following exploration leases and dates:
 - a. EL28/2001
 - b. EL16/2018
 - c. EL11/2016? (Ms Badger)
2. Can the Minister provide a complete list of all grants, loans and their recipients and all amounts the Tasmanian Development Board has provided over the last two years? (Ms Johnston)

3. Did the Minister or Minister's Office direct the Department to share the Wilkinsons Point valuation with the prospective buyer? (Dr Broad)
4. How long will Countrywide Hydrogen be given to produce hydrogen before the grant money will be reclaimed? (Ms Johnston)
5. Can you provide the footprint of Wilkinsons Point to be disposed of sold, leased etc? (Dr Broad)
6. What roles have not been filled as a result of the Government's hiring freeze? (Dr Broad)
7. Can the FPA table a response to the RTI request made by Senator Nick McKim on 16 June 2025 about the FPPs for coupe FPL1073? (Dr Woodruff)
8. What modifications to the Forest Practice Plan have been implemented by the FPA based on the new scientific information provided by the Bob Brown Foundation regarding observations of Tasmanian masked owl, swift parrot and blue-winged parrot provided from letters sent on 8 November 2024 and 1 May 2025? (Dr Woodruff)

At 6.12 p.m. the Committee adjourned till 9:00 a.m., Tuesday, 2 December next.

Confirmed:

Date: 2/12/2025 Chair: ABurnet

ESTIMATES COMMITTEE 'A'

Thursday, 13 November 2025

The Committee met in the Long Room, Parliament House at 9:09 a.m.

MEMBERS PRESENT:

Ms Burnet (Chair)
Mr Vermey
Ms Johnston
Mr Willie (from 9:10 am)

TRANSFER OF OUTPUTS TO ESTIMATES COMMITTEE 'B'

Ordered, That in accordance with the information contained in the budget documentation tabled in the House on 6 November 2025, the relevant Ministerial portfolio outputs be referred to the relevant stakeholder Minister for examination by the relevant Estimates Committee. (Ms Johnston)

MESSAGE TO HOUSE OF ASSEMBLY ESTIMATES COMMITTEE B

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

Resolved, That in accordance with the information contained in the budget documentation tabled in the House on 6 November 2025, the relevant Ministerial portfolio outputs be referred to the relevant stakeholder Minister for examination by the relevant Estimates Committee.

13 November 2025
Parliament House
Hobart.

Helen Burnet MP
Chair – Committee A

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 Tasmanian Audit Office that they are required to attend half an hour before the examination of the Estimates of the Treasurer concludes (Tuesday, 18 November 2025 at 12:30 p.m.)
- (b) The Office of the Governor that they are not required to attend. (Ms Burnet)

At 9:11 a.m. the Committee adjourned till 8:00 a.m., Monday, 17 November next.

Confirmed:

Date: 2/12/2025 Chair: LBinet

ESTIMATES COMMITTEE 'A'

Tuesday, 2 December 2025

The Committee met in the Long Room, Parliament House at 9:02 a.m.

MEMBERS PRESENT:

Ms Burnet (Chair)
Mr Vermey
Ms Johnston

APOLOGIES

Mr Willie

MINUTES

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

DRAFT REPORTS

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

- Premier,
- Treasurer, and Minister for Macquarie Point Urban Renewal;
- Minister for Health, Mental Health and Wellbeing, Minister for Ageing, and Minister for Aboriginal Affairs;
- Minister for Infrastructure and Transport, Minister for Local Government, and Minister for Housing and Planning; and
- Minister for Business, Industry and Resources, Minister for Skills and Jobs, and Minister for Police, Fire and Emergency Management.

The reports were adopted. (Mr Vermey)

At 9.04 a.m. the Committee adjourned *sine die*.

Date: 2/12/2025

Chair: 



PREMIER OF TASMANIA

28 November, 2025

Hon Helen Burnett MP
Chair
Estimates Committee A
Email: ben.fox@parliament.tas.gov.au

Dear Ms Burnett

APPROPRIATION BILLS 2025-26

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

1. Has the Government received a draft report from Deloitte regarding precommitment cards for EGMs, and if so how many versions has it received? (Ms Johnston) –

Answer

The Government has not received the final Deloitte Access Economics report. The Department of State Growth has received two drafts of the report and has been working with the consultants to finalise the report.

2. When were you (The Premier) first informed that TT-Line is insolvent? Who told you? (Mr Willie)

Answer:

21 July – then Treasurer Barnett.

3. When did TT-Line inform Treasury they would need a cash injection? (Mr Willie)

Answer:

On 21 July 2025 Treasury was advised that the TT-Line Chair informed the Treasurer verbally on that day that the business was seeking a letter from the Government confirming, among other things, a commitment that it will provide an equity contribution to TT-Line.

On 28 July 2025 TT-Line's letter to Shareholding Ministers confirmed the comprehensive strategy being developed with the assistance of financial and business turnaround experts would include a request for an equity injection.

TT-Line formally requested an equity injection on 15 October 2025.

4. Wording of referral to ASIC? (Mr Willie)

Answer:

As the referral to ASIC was made by the Auditor-General. This question should be directed to the Auditor-General.

5. What correspondence have you had with THA/Steve Old in relation to the Deloitte Report regarding pre-commitment card for EGMs, pokies and gambling (draft version/s) and election commitments relating to the same? (Ms Johnston)

Answer:

See attachment A.

6. What portion of workers compensation claims have a purely psychological component, and of those, what is the breakdown of those claims by Department? (Ms Johnston)

Answer:

- **DECYP:** Number of workers compensation claims for DECYP 1 July 2024 – 30 June 2025 as included in the 2024-25 Annual Report.

- Physical/other: 456
- Psychological: 149
- Total: 605

- **DOH:** The total number of new workers compensation claims, received for the 2024-25 Financial Year by the Department of Health, for psychological injuries was 200, or 28 per cent of total new claims.

Without reviewing all claims, we are unable to confirm if all of these claims were only psychological.

- Primary psychological claims are recorded as such.
- Physical injuries that later have secondary psychological injuries still show in our reporting as physical injuries as they are categorised on receipt of claim.

- **DOJ:** In the 2023-24 year psychological claims made up 25% of total claims and in 2024-25 this remained stable at 25% of psychological claims.

- Physical: 82
- Psychological: 63
- Total 145

- **DPAC:** DPAC had a total of 4 accepted claims for workers compensation. 3 of these were for psycho-social injuries/illnesses.

- **DPFEM:** As at 30 June 2025, DPFEM had 356 open workers compensation claims. Overall, 59% of the open claims are for mental health, and 41% for physical health.

- Physical Health: 120
- Cancer: 27
- Mental Health: 209
- Total: 356



PREMIER OF TASMANIA

- **DSG:** For the 2024/25 financial year, the Department of State Growth had 15 workers compensation claims lodged and 11 were for psychological injuries.
- **DTAF:** No psychological claims for 2024-2025.
- **DNRE:** The Department of Natural Resources and Environment Tasmania had 69 claims submitted in 2024-25, of which 15 of these were classified as 'psychological'. Therefore 21.7 per cent of the claims were psychological.

7. Will the funding for 26Ten Adult Literacy Program continue beyond the end of this financial year (2025-26)? (Ms Johnston)

Answer:

Yes

8. Have departments conducted an audit of private sector assistance grant recipients to ensure that they have acquitted their grants, complied with terms of grant, and have fulfilled the expectations/deliverables from the grants? (Ms Johnston)

Answer:

Across government, grants are managed in accordance with the Financial Management Act 2016 and associated Treasurer's Instructions.

Grant recipients are required to acquit each grant and demonstrate they have utilised the funds provided to achieve the agreed approved purpose.

Any organisation that fails to deliver on the approved purpose of a grant is required to return funds (in part or in full) or obtain approval for an amended approved purpose via a deed of variation process.

Robust processes exist within all agencies to ensure ongoing compliance with grant terms and conditions.

Payments are only released once all conditions precedents are met, including provision of supporting documentation and detailed information in invoices.

Recipients are also required to maintain accurate financial records relating to the program.

Agencies may request additional information or conduct reviews as permitted under the grant agreements.

These arrangements provide assurance that grant funds are used for their intended purpose and that recipients meet their obligations under the grant deeds prior to the release of funds.

9. DPAC savings strategy by output, including job titles not approved by vacancy control. (Mr Willie)

DPAC is taking a whole-of-agency approach to meetings its savings requirements.

DPAC has implemented several strategies during 2024-25 and 2025-26 to meet its required savings, including:

- Review and downsizing of the Department's office accommodation footprint.
- Implemented improved governance processes to manage the Department's establishment and other emerging budget issues.
- Implemented a Business Improvement Committee that is considering a pipeline of internally/system driven business process initiatives aimed at improving productivity.

Positions considered that were not approved:

- Project Officer
- Workplace Relations Consultants (x2)
- Policy Analyst
- Manager (x3)
- Web Administration Officer
- Assistant Director
- Policy and Project Officer
- Executive Assistant

Vacancy control has also been managed where managers have voluntary made decisions not to fill positions as part of realigning service delivery.

Yours sincerely



Jeremy Rockliff MP
Premier



Jeremy Rockliff

Liberal Member for **Braddon**
Premier of **Tasmania**



25 June 2025

Mr Steve Old
Chief Executive Officer
Tasmanian Hospitality Association
By Email: steve@tha.asn.au

Dear Mr Old

Thank you for the continued engagement and support of the Tasmanian Hospitality Association (THA) for Tasmania's hotels, accommodation providers, restaurants, cafes, sporting and RSL clubs around the state.

In relation to gaming reform, the Tasmanian Liberals remain committed to implementing harm minimisation measures to reduce the potential harm caused by Electronic Gaming Machines (EGMs) while providing the opportunity for people to exercise their free choice.

Tasmania has the lowest density of EGMs of any state, the lowest spend per capita on EGMs and the lowest prevalence of problem gambling, with 0.4 per cent of our adult population having serious issues with gambling.

In line with previous announcements, we are progressing a range of harm minimisation measures to reduce the harm associated with EGMs. This includes facial recognition technology (FRT) and current and other emerging technologies, which can improve harm reduction outcomes in Tasmania. As part of this work, we will reform the Tasmanian Gambling Exclusion Scheme to connect with the current exclusion data system held by the government, in order to support more Tasmanians who need help with their gambling behaviour.

By developing these harm minimisation measures, we are confident we can target and assist this small number of Tasmanians sooner, in a practicable and cost-effective way. As I have said many times, we need to get the balance right, and clearly, a mandatory pre-commitment card is not currently practicable.

Consistent with my previous commitments, I have written to other states and will monitor the progress of other pre-commitment card systems in other jurisdictions. I note that the Victorian government recently announced that the trial of the mandatory pre-commitment system for Victorian gaming venues, scheduled for May–June 2025, is now postponed to enable the examination of nationwide best practices.

There have also been recent developments in New South Wales, with a trial proving unsuccessful.

Jeremy Rockliff MP | Liberal Member for Braddon, Premier of Tasmania

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📘 [JeremyRockliff](https://www.facebook.com/JeremyRockliff)

A re-elected Liberal Government will also introduce Gaming Care officers through the THA, to be funded by the CSL, such as those in South Australia, to minimise the potential harm caused by gambling. These officers will work collaboratively with venue staff through education and training regarding recognising indicators of gambling-related harm and assisting in accurately documenting patron behaviour.

Thanks for your ongoing support of one of Tasmania's most important sectors.

Yours sincerely

A handwritten signature in blue ink, appearing to read 'Jeremy Rockliff'.

Jeremy Rockliff MP
Premier

Minister for Health, Mental Health and Wellbeing
Minister for Ageing
Minister for Aboriginal Affairs

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Ref: MIN25/3143

30 November 2025

Helen Burnet MP
Chair
Estimates Committee A
ben.foxe@parliament.tas.gov.au

Dear Chair

Thank you for your letter of 18 November 2025 in relation to my appearance before Estimates Committee A on 17 November 2025. Please find below additional information as requested by the Committee:

Department of Health

1. Breakdown of State Secretary salaries for the last 5 years; has any other Department had a 54% increase?

The Department of Health does not hold information relating to Secretary salaries for other Departments.

2. How many FTE positions have been subject to vacancy control measures last financial year (2024-2025) and this financial year to date?

Year to date (10 November 2025), the vacancy management committee considered requests to fill 2,206.82 FTE. Of these, 8.5 FTE were declined (0.39 per cent).

For the 2024-25 financial year, the vacancy management committee considered requests to fill 3,958.90 FTE across the Department. Of these, 12.85 FTE were declined (0.32 per cent).

3. How many ambulances transfer care in under 45 minutes?

A response was provided to the Committee by the Secretary, Department of Health during the Hearing. Please see Hansard (page 47) for this information.

4. Regarding the Capital Investment Grant to The Bubble, and the No Interest Loans to the clinics at Legana and Latrobe, are there service level agreements that these clinics will have to report against or acquit? Or are they simply capital investment injections of funding without reporting requirements?

As stated during the Estimates hearing, the funding mechanism for The Bubble will be an infrastructure grant administered by the Department of Health. Because the allocation in the State Budget is infrastructure related, rather than services, a service level agreement with The Bubble is not appropriate. Instead, the infrastructure grant will include defined milestones linked to purchase and construction activities, which will trigger staged payments upon milestone delivery.

Furthermore, as stated during the Estimates hearing, the no interest loans for Legana and Latrobe are administered by the Department of State Growth. Advice on those agreements is a matter for that agency.

5. The Minister confirmed the \$250,000 grants to GP practices are an \$8M fund over 4 years. Is that in this year's budget or next May?

The GP Sustainability and Viability Initiative is a four-year, \$8 million commitment to General Practitioners (GPs) to offer extended hours of service within their local community, hire nurse practitioners, offer added incentives to attract new doctors, change a GP practice model or expand a GP practice with capital upgrades. This was a funding commitment in the 2024-25 State Budget, titled GP Partnership Grant Program. This funding continues in the 2025-26 Budget and Forward Estimates.

6. What is the waitlist target for elective surgery, with numbered and measurable figures, at the end of the four-year plan and at the end of each year during that period? - re: elective surgery waitlist?

Our Government is delivering more elective surgeries than ever before, with the first Statewide Elective Surgery Four-Year Plan 2021-2025 significantly improving elective surgical services for the Tasmanian community, including record levels of elective surgery activity.

For the third consecutive year, we've delivered record numbers of elective surgeries, with over 22,500 elective surgeries performed in 2024-25.

Our second Elective Surgery Four-Year Plan 2025-2029 focuses on maintaining these record levels of elective surgery while also investing in reforms that focus on driving efficiency and improving outcomes.

The success of the new Four-Year Plan 2025-29 will be monitored through the Key Performance Indicators (KPI) outlined in the Tasmanian Health Service Annual Service Plan each year, with the key focus on ensuring 95 per cent of elective surgery patients are seen within clinically recommended time frames, based on the patients' clinical need.

7. What direct funding requests has the Minister made to the Federal Government for:

- **Funding for our hospital systems?**
- **Aged care and NDIS placements?**

a) Will the Minister outline each request and table any correspondence?

Since commencing at the Minister for Health, Mental Health and Wellbeing in August 2025, I have written to the Commonwealth on two occasions regarding the current health and disability reform negotiations, which include efforts to address long stay aged care and NDIS patients in hospitals.

I wrote to the Federal Assistant Minister for Health and Aged Care, the Hon Rebecca White MP, in late September 2025 to highlight Tasmania's significant concerns with the current national hospital funding model under the National Health Reform Agreement (NHRA), and that the Commonwealth's most recent offer outlined in correspondence from the Prime Minister in early September 2025 would further entrench funding inequity.

The letter offered to provide Assistant Minister White with a briefing from Department of Health officials regarding Tasmania's concerns, and called on the Commonwealth to honour its previous commitments at the December 2023 National Cabinet meeting and ensure the future NHRA Addendum adequately reflects the real cost of health service delivery in a small jurisdiction like Tasmania.

In addition, I wrote to the Australian Government Minister for Health, Ageing and Disability, the Hon Mark Butler MP, in October 2025 to outline a range of priority health issues for Tasmania and request an opportunity to engage further with the Commonwealth to advance these initiatives.

This included acknowledging the shared intent to resolve the current health and disability reform negotiations with a fair and equitable funding outcome for Tasmania (including the provision of a small states' funding adjustment within the NHRA funding model) and requesting more work from the Commonwealth in adjacent care systems, particularly primary care but also aged care and the private health and hospital sectors.

In addition, through participation in the Health Ministers' Meeting (HMM), I joined other States and Territories calling on the Commonwealth to resolve these issues. At the September 2025 HMM held in Perth, Ministers discussed the NHRA and disability reform negotiations and aged care reform more broadly, with states and territories highlighting with the Commonwealth the importance of developing pathways to address the number of longer stay older people in public hospitals.

The Premier, the Hon Jeremy Rockliff MP, has also written separately to the Commonwealth around these important issues.

The relevant correspondence is attached (refer to Attachment 1 and 2).

- 8. How many vacant positions are there currently in HR in the Department?**
a) How many positions across the wider Department of Health are currently awaiting HR to sign off and/or complete processes in order to commence?

The People and Culture (P&C) division of the Department of Health includes the following teams:

- Workplace Relations
- People Services (Payroll; Recruitment; People Connect; and Reporting and Analytics); and
- People and Performance (Culture and Wellbeing; and HR Partnering).

The Recruitment team within People Services supports all recruitment processes across the Department. Other teams within P&C may provide advice to managers and employees regarding recruitment; however, they are not directly involved in the process.

As of 21 November 2025, there were 13.79 FTE vacant in the Recruitment team. In line with the Talent Acquisition Strategy, the Department is currently looking at ways to ensure a more efficient and effective recruitment process to support achievement of the 40-day time to hire commitment. This review includes adjusting recruitment processes and considering organisational structure change, subject to approval and consultation requirements. As a result, some vacancies are being held open temporarily to ensure the right roles and capabilities are built into the team in the future.

As of 21 November 2025, there were 307 positions that are awaiting recruitment team action/finalisation. These are made up of the following:

- 142 positions awaiting review of the job request from the hiring manager and ensuring subsequent alignment to *Employment Directions 1*.
- 165 positions were awaiting selection report review and for letters of offer to be generated and sent to applicants.

In addition, there are 60 positions in a “review period” under the *State Service Act Section 50*, which sits with the Tasmanian industrial Commission for 14 days before the recruitment process can conclude.

9. How many (raw number, not percentage) P0 and P1 calls were not assigned an ambulance within three minutes in each of 2023-24 and 2024-25?

Financial Year	Number of EMS P0-1 incidents attended by Ambulance Tasmania – assigned a resource within 3 minutes	Number of EMS P0-1 incidents attended by Ambulance Tasmania – not assigned a resource within 3 minutes
2023-24	P0 – 1076 P1 – 29,707	P0 – 156 P1 – 12,513
2024-25	P0 – 1077 P1 – 30,443	P0 – 150 P1 – 13,113

It's important to note this metric reflects not only dispatch speed, but also the time needed to confirm essential details and categorise the case correctly. The time is calculated from when the time of address and callback number is confirmed. After this, there are a number of questions to determine the categorisation of the case into a priority, which could take a number of minutes and can be influenced by the complexity of the situation and the clarity of information provided.

10. Regarding the 2 MRI machines at the RHH:

- How many scans have had to be outsourced to the private sector because there is insufficient capacity to conduct the scan at the RHH?**
- Regarding the MRI machine that is "out of date":**
 - When was it out of date?**

- II. How much Medicare revenue has been lost due to scans being conducted on it since it went out of date?
- III. Or/how many scans have been conducted on that machine since it went out of date?
- c) How many (and when) business cases were put up by the relevant business unit leading up to and since the machine went "out of date"?

- 10 (a) The Royal Hobart Hospital (RHH) does not track the number of scans that are referred to external providers from within the clinical setting. RHH administration processes and reconciles invoices from private imaging services for a wide range of imaging requests, including MRIs, to enable payment to be made to those providers.
- 10(b)(i) The term 'out of date' refers only to the fact that the MRI machine has reached capital sensitivity and is therefore not eligible for Australian Government rebates until it is replaced, or until the Federal Government rule changes come into effect on 1 July 2026 - whichever occurs first. One of the two MRI machines reached capital sensitivity on 11 July 2024. The status of the machine with respect to eligibility for rebates does not affect the diagnostic quality or reliability of the equipment.
- 10(b)(ii) No revenue has been lost as a result of the MRI machine reaching capital sensitivity. Machines that are eligible for the rebates are used for billable outpatients while machines that are not eligible are used for inpatients who are not billable meaning no potential revenue is forgone.
- 10(b)(iii) 1,926 since the machine was deemed to have reached capital sensitivity.
- 10(c) A business case was approved prior to the MRI machine reaching capital sensitivity but replacement is pending while contract negotiations are finalised.

11. In raw terms (not percentages), what was the total number of paramedic shifts that were worked in 2024-25, broken down by area?

Ambulance Tasmania (AT) cannot provide the precise number of paramedics shifts that were worked in 2024-25 due to current system limitations and reliance on paper-based shift documentation. AT is in the early stages of scoping rostering programs to capture this specific information in an automated manner.

Ambulance Tasmania has reviewed the approximate number of paramedic shifts they are required to roster over a 24 hour period across all paramedic classifications and models and provided approximate figures for a 24 hour period by region, with that figure multiplied by 365 to provide an approximate yearly figure.

Noting, these numbers are approximate based off a standard roster and includes all paramedic classifications and models rostered on road to respond to patients, including flight paramedics. Each shift is an individual person required. Figures do not include surge crews that are rostered for peak times or contracted events.

Approximate Paramedic Shifts to fill (per 24 hrs and per year)		
Region	/24 hrs	/365 days
NW	46	16 790

North	43	15 695
South	71	25 915
Statewide	160	58 400

12. How many single-response shifts were worked by paramedics in 2024-2025, including a breakdown of all roles that could be included as being a single-response shift?

Paramedics may be required to respond to emergency medical incidents as a single responder, to provide the most immediate response to a patient.

Ambulance Tasmania (AT) has a number of paramedic models, such as Extended Care Paramedics, Community Paramedics and Branch Station Officers (BSOs) where the roster format is a single rostered paramedic.

In some circumstances a paramedic may operate as a single responder for a shift, or they may provide a single response as required throughout a shift. For example, a BSO may commence a shift with a volunteer, but the volunteer may not be available for the entire shift, and the BSO may then be deployed as a single responder.

A similar situation may occur in urban settings when a paramedic calls in/goes home sick or requires a fatigue break, leaving the other member to potentially be deployed as a single responder.

AT cannot provide the number of incidents when a single paramedic has been deployed to an incident in 2024-25, due to system limitations and reliance on paper-based shift documentation.

AT is in the early stages of scoping rostering programs to capture this specific information in an automated manner.

13. How many employees does the Department of Health and Tasmanian Health Service have in dedicated sustainability roles? How many staff have been employed in sustainability roles since the Sustainability and Environmentally Responsible Service was declared a priority action?

The Department of Health is committed to addressing the effects that climate change can have on health and create a financially sustainable and environmentally responsible health system that recognises, acts upon and measures its impact on climate change and uses advances in technology and research to drive high value care.

Our Long-Term Plan for Healthcare in Tasmania 2040 includes three priority initiatives for environmentally sustainable healthcare, which are:

- A net zero health service by 2030
- A strategic approach to cleaner health services, which includes a commitment to develop and implement a comprehensive environmental sustainability strategy for the Department.
- And progressing the Global Green and Health Hospital Goals.

The Department has undertaken actions across multiple portfolio areas to understand, mitigate, and adapt to climate change, including the establishment of the Statewide Health Environmental Sustainability Committee, which provides input into the Department's sustainability goals and broader Department of Health and Cross-Agency sustainability initiatives.

The Statewide Health Environment Sustainability Committee is a subcommittee of the Department of Health Board and have the dedicated responsibility of sustainability. The Committee:

- o provides input into the Department's sustainability goals
- o provides advice and direction into the Project Commission Brief for a specialist environmental sustainability consultant/s
- o operates under a work plan approved and reported on to the Executive Governance Committee
- o leads the implementation and oversight of environmental sustainability systems across the department

The committee also provides input into the Department of Premier and Cabinet's Sustainable Development Vision and Strategy for Tasmania.

The purpose of the committee is to oversee environmental sustainability activities across the Agency and to provide advice to the Health Executive on future sustainability activities.

The committee is focused on four sustainability goals:

- o Goal 1 - Leadership: Prioritise environmental health
- o Goal 3 - Waste: Reduce, treat and safely dispose of healthcare waste
- o Goal 6 - Transportation: Improve the environmental performance of transportation for both patients and staff and
- o Goal 9 - Buildings: Support green and healthy hospital design and construction.

The Committee meets regularly and met:

- o 3 times in 2025 (with a fourth meeting scheduled for 5 December)
- o 4 times in 2024.

14. Which Burnie pool is being used for hydro-therapy?

A response was provided to the Committee by the Secretary, Department of Health during the Hearing. Please see Hansard page 96 for this information.

15. When will there be an increase in the number of mental health in the home beds outside of the Devonport region for young people?

North West Youth Mental Health Hospital in the Home (Y-HiTH) is a pilot program which commenced in a staged implementation in July 2024.

Y-HiTH has increased capacity from initially 3 beds, five days per week to 12 beds seven days per week since 1 October 2025. The model is now functional at full bed capacity to enable further understanding of the benefits for young people of this model of care.

Y-HiTH provides hospital like services to young people with significant and complex mental health needs in their home within a 40 km radius from Devonport.

The learnings from the implementation of this new service will be considered by Child Youth Mental Health Service to review its applicability to other parts of Tasmania in the future.

16. What is the readmission rate of general medical and mental health patients following discharge from hospital? And how long following discharge?

The 28-day unplanned readmission rate for all acute care patients, including general medical patients, following discharge from hospital was 0.74 per cent in 2024-25. This compares with 0.77 per cent in 2023-24.

The 28-day unplanned or unexpected readmission rate for mental health patients following discharge from an acute psychiatric inpatient unit was 15.6 per cent in 2024-25. This compares with 15.2 per cent in 2023-24.

Ageing:

1. Of the cost of living programs and measures given by the Government, how much reached older Tasmanians by postcode and program, and what was left unclaimed?

Cost-of-living programs and measures provided by the Tasmanian Government are broad reaching. Program level data is not available by postcode and program.

A high-level summary of some cost-of-living programs and measures available to older Tasmanians is provided in the table below, with greater detail on each program provided as background.

Table 1: Older Tasmanians concessions and cost of living initiatives by 2024-25		
Concession Type	Number of older Tasmanians taking up the initiative / program	% of program participants
Ticket to Wellbeing	4,498	All
Seniors Card	7,890	All
Low Income Loans Scheme	4,548	19%
Energy Efficiency Subsidies	272	37%
NILS4Vehicles	54	13%

Aboriginal Affairs:

1. What was the cost of the Pathway to Truth Telling and Treaty?

- \$358,117 was expended in 2021-22 to develop the Pathway to Truth-Telling and Treaty Report to Premier Peter Gutwein by Professor Kate Warner, Professor Tim McCormack and Ms Fauve Kurnadi.
- \$193,453 was expended over three years on the Aboriginal Advisory Group on Truth Telling and Treaty.

2. How many of the 24 Recs have been actioned?

Of the 24 recommendations of the Pathway to Truth Telling and Treaty Report:

- two have been implemented (recommendations 14,17)
- twelve partially implemented (recommendations 1,2,3,4,5,7,8,15,19,22,23,24)
- the remaining ten recommendations (6,9,10,11,12,13,16,18,20,21) face a range of complexities, including where they have been superseded or are being addressed as actions in *Tasmania's Plan for Closing the Gap 2025–2028*.

The Government received and considered the Pathway to Truth-telling and Treaty Report and consequently established the Aboriginal Advisory Group on Truth-telling and Treaty. Aligning with advice of the AAG, the Government is now focused on establishing an Aboriginal-led Truth-telling process as the priority. Alongside Truth-telling, the Government is also prioritising Closing the Gap priority reforms and actions, as outlined in *Tasmania's Plan for Closing the Gap 2025–2028*. This includes extensive engagement and reporting arrangements.

3. What percentage of the budget is allocated to specific Aboriginal programs and communities across Tasmania?

As this question was specifically related to the Department of Premier and Cabinet's Output group 1.6 Aboriginal Affairs, I can advise the total allocation is \$2.8 million, which is 0.6 per cent of the DPAC's total budget.

However, it should be noted that each Government agency has specific responsibilities under Closing the Gap, with significant funding (not included in DPAC's budget) invested across agencies each year on actions that will assist in closing the gap and ensure better life outcomes for Tasmanian Aboriginal people

4. Is the money allocated to skills/training recruitment/retention through the bilateral agreement for this FY or over a number of years?

This question would need to be referred to the Department of State Growth.

5. Update on progress towards implementation on COI recommendation 9.15?

This question would need to be referred to the Department of Education, Children and Young people.

Yours sincerely



Hon Bridget Archer MP
Minister for Health, Mental Health and Wellbeing

Attachments

- 1 Letter from Hon Bridget Archer MP to Assistant Minister Rebecca White - NHRA Addendum(2)
- 2 Letter from Hon Bridget Archer MP to Hon Mark Butler MP(2)

Minister for Health, Mental Health and Wellbeing
Minister for Ageing
Minister for Aboriginal Affairs

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Ref: MIN25/2341

25 SEP 2025

Hon Rebecca White MP
Assistant Minister for Health and Aged Care
Assistant Minister for Indigenous Health
Assistant Minister for Women
Assistant.Minister.White@health.gov.au

Dear Assistant Minister White,

I am writing to highlight Tasmania's significant concern with the national funding model in the current National Health Reform Agreement, and how existing issues with the model risk being further embedded into the next long-term Addendum. I note your recent comments in the media regarding your understanding of the Commonwealth's contribution, and I would be very pleased to offer you a detailed briefing from Tasmanian Department of Health officials on these matters to clarify the situation for you.

Tasmania continues to invest heavily in our health system, but the current model does not adequately reflect the Commonwealth's committed pathway to a 45 per cent contribution to public hospital costs. In practice, the Commonwealth's share is forecast to fall to 38 per cent in 2025-26, placing increasing pressure on Tasmania's budget and limiting our ability to deliver the services our community needs.

Over the past decade, Tasmania has been underfunded by an estimated \$476 million due to this shortfall. If the model continues unchanged, we face a further \$1.23 billion gap over the next five years. This funding is equivalent to one and a half times the cost of operating the Mersey Community Hospital over the next five years.

There is a commitment from your Government to change this, and in December 2023, National Cabinet agreed to an increase to the Commonwealth Contribution Rate (CCR) for National Health Reform funding to 45 per cent. This commitment was over a maximum 10-year glide path from 1 July 2025, with an achievement of 42.5 per cent before 2030, alongside a more generous funding cap.

However, on 4 September 2025, the Prime Minister, the Hon Anthony Albanese MP, made an offer on health and disability reform negotiations to Tasmania's Premier, and the First Ministers of all states and territories, that will further entrench funding inequity.

I am concerned this offer delays the commencement of the CCR glide path by a year and retains a funding cap. This means Tasmania's CCR is expected to fall to 35.7 per cent by 2030-31.

I am also concerned the Commonwealth's proposed approach to increasing its share of hospital funding requires states and territories to suppress hospital activity and cost

growth, which undermines our mutual responsibility to ensure Australians can access health services when and where they need them. To be able to achieve 42.5 per cent CCR by 2030-31 by limiting hospital activity, we estimate this is the equivalent of Tasmania not providing 128,000 elective surgeries over these five years or refusing 1.2 million emergency department presentations. This is not a viable or responsible path forward and as elected Tasmanian Members of the State and Federal Parliaments, it is incumbent on all of us to stand up for Tasmania and do all we can to ensure we receive our fair share.

Tasmania also faces unique challenges as a small jurisdiction that result in further underfunding through the current national model. This is due to limited economies of scale, higher fixed costs, higher staffing costs and a lower level of competition in the private sector. The independently led NHRA Mid-Term Review identified these particular funding challenges faced by smaller jurisdictions.

This is a highly material issue for Tasmania, resulting in an estimated \$185 million of underfunding in 2024-25 alone. Tasmania welcomes work led by the Independent Health and Aged Care Pricing Authority to review small state cost pressures, but given the magnitude of this issue, an immediate funding adjustment is needed to prevent Tasmania falling further behind.

In December 2023, National Cabinet also agreed a suite of disability reforms, including changes to NDIS rules, increased State contributions to the NDIS, and the joint design and funding of Foundational Supports. This includes a commitment that States would be 'better off overall' across the Commonwealth's increased funding contributions under the NHRA and States' increased contributions for Foundational Supports. This commitment needs to continue to be recognised through the new National Health Reform Agreement Addendum.

In closing, Tasmania is seeking that your Government reaffirms and adheres to its funding commitment as agreed by National Cabinet, and that the future NHRA adequately reflects the real cost of service delivery in smaller states like Tasmania.

Senior officials from my Department would welcome the opportunity to brief you further on these key issues for Tasmania in the upcoming negotiations. Kyle Lowe, A/Deputy Secretary, System Management and Reform can be contacted on (03) 6166 1074 or smr@health.tas.gov.au to arrange a time convenient for you.

Thank you for your consideration of these important matters.

Yours sincerely



Hon Bridget Archer MP
Minister for Health, Mental Health and Wellbeing
Minister for Ageing

cc: Hon Jo Palmer MLC

Minister for Health, Mental Health and Wellbeing
Minister for Ageing
Minister for Aboriginal Affairs

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Ref: MIN25/2151

30 October 2025

Hon Mark Butler MP
Minister for Health and Ageing
Minister for Disability and the National Disability Insurance Scheme
minister.butler@health.gov.au

Dear Minister Butler

Thank you for your response to correspondence from my predecessors, the Hon Jacquie Petrusma MP and the Hon Roger Jaensch MP, who held the portfolios of Minister for Health and Minister for Mental Health and Wellbeing, respectively.

I appreciate your update on the Commonwealth's recent investments in Tasmania, and your commitment to achieving a timely and equitable outcome for health and disability reform negotiations underway.

I am committed to working with you and my state and territory counterparts to finalise negotiations for the next five-year National Health Reform Agreement (NHRA) Addendum and associated national disability reforms, including development of the new Thriving Kids Program, to ensure a fair outcome for Tasmania.

A key component of a fair outcome for Tasmania is ensuring the NHRA funding model reflects the true cost of service delivery in a smaller jurisdiction through the inclusion of a small state pricing adjustment to offset the unavoidable higher costs we face in providing health care. While I acknowledge the Independent Health and Aged Care Pricing Authority has commenced a review of weightings, an interim loading should be applied while this review is underway to avoid exacerbating inequitable health outcomes in Tasmania and continuing to embed existing inequities for smaller jurisdictions in the NHRA funding model.

I appreciate your willingness to consider further co-investment to deliver priority health infrastructure projects in Tasmania. I note in your response to Ms Petrusma, you requested further information about these infrastructure projects to support decision making.

To help progress this important matter, I am seeking your agreement for officials from our respective departments to work together to consider proposals for a potential Commonwealth co-investment with the Tasmanian Government to deliver:

- Critical components of the Launceston General Hospital Masterplan,

- Stage 1 of the North West Regional Hospital Masterplan; and
- Stage 2 of the Kings Meadows Community Health Centre redevelopment.

In addition to progressing these key health infrastructure projects, there are several other priority areas across our shared portfolios that I would welcome the opportunity to meet with you to discuss further, as set out below.

Sustainable funding for oral health services

I reiterate that the establishment of long-term sustainable funding arrangements for the provision of adult public dental services is a priority for Tasmania. I appreciate the complexity of this work and note the recent work to progress and agree another one-year roll over of the Public Dental Services for Adults Federation Funding Agreement.

However, this is the latest in a series of short-term agreements which are not indexed, which makes the long-term planning and sustainability of these services increasingly difficult. Patient access to dental services is of critical importance when considering the life-long impacts of poor oral health, so it is disappointing to reflect on the lack of progress to develop long-term arrangements for these services, despite the willingness of states and territories to engage in this work. I urge you to prioritise this work, noting this will support positive long-term dental outcomes for Tasmanians and indeed all Australians.

Viability of other care sectors

As you may know, through the recent State Election, the Tasmanian Government made several commitments to improve primary care services and access. We know that the accessibility of primary care is a challenge in Tasmania, with Tasmanians paying more to visit a GP, and with much lower rates of accessible bulk-billing primary healthcare services compared with other parts of Australia.

Some of these Tasmanian Government commitments include:

- Opening five new General Practitioner (GP) bulk billing clinics,
- Supporting the establishment of the Legana Health Hub, including urgent care,
- Partnering with Health Nexus to establish the Latrobe Health and Wellbeing Precinct,
- Offering support for capital works to expand the Bicheno Medical Centre; and
- Delivering a new medical precinct for the Huon Valley, including a Mental Health Hub and one of the five new GP bulk billing clinics.

As part of our First 100 Days commitments, a short Expression of Interest (EOI) process will be launched for the remaining four new bulk-billed clinics which will be established in local communities, based on evidence of need.

Noting the Commonwealth's responsibility for system management, support, policy and funding for GP and primary health care services, I welcome working with you on the implementation of these bulk billing clinics, including to ensure any interaction with Commonwealth rules and regulations are appropriately managed.

I would also welcome further assistance from the Commonwealth in thin and failing markets, particularly in primary care as outlined above, but also in aged care and the private health and hospitals sector.

As flagged in Minister Petrusma's correspondence, Tasmania has a small private sector, which means it is critical that the Commonwealth provides stewardship and support for this sector in our State, acknowledging the work to date to consider private hospital viability, particularly Healthscope's sale process and the material increase in the benefits ratio so the private hospital system can maintain its service provision, avoiding increased pressure on our public hospital services.

I also wish to thank the Commonwealth for the support it has provided to date to support the expected increase in demand for maternity services across the public and private system following the cessation of the delivery of these services at the Hobart Private Hospital.

Gidget House

I recognise the importance of delivering more support for Tasmanian families, and I am aware of the great success of Gidget House in the South (Hobart) and North (Launceston) of the State, which provide free, specialist perinatal face-to-face and telehealth counselling services for expectant and new parents, and support for women and their partners who have experienced birth trauma, pregnancy related loss, or are going through assisted reproduction. I am interested in exploring a partnership between our governments to support the establishment of Gidget House in Tasmania's North West.

As committed during the recent State Election, the Tasmanian Government is delivering a four-year program for graduate positions in Perinatal Mental Health at Gidget House services in Tasmania. This investment will support eight graduate positions per year to work under supervision, increasing the support available in Tasmania and reducing wait times for families in Hobart and Launceston.

Noting your support of Gidget House, I would like to engage with you and your department to ensure a smooth integration of this work with existing operations, including in any additional Gidget House service that may be established in the North West.

I would welcome the opportunity to meet with you to discuss these priorities further and how our governments can work together to achieve better health outcomes for all Tasmanians.

Yours sincerely



Hon Bridget Archer MP
Minister for Health, Mental Health and Wellbeing

Treasurer
Minister for Macquarie Point Urban Renewal
Leader of the House

Level 10, Executive Building, 15 Murray Street, Hobart TAS 7000
GPO Box 123, Hobart TAS 7001
Phone: 03 6165 9405 | Email: minister.abetz@dpac.tas.gov.au



Ms Helen Burnet MP
Chair
House of Assembly
Estimates Committee 'A'

Via: ben.foxe@parliament.tas.gov.au

Dear Ms Burnet

APPROPRIATION BILL (No. 1) 2025

Thank you for your letter dated 17 November 2025, requesting additional information following examination of my portfolio by the House of Assembly Estimates Committee 'A'. Please find the requested information below for noting.

Treasurer

1. Is Hellyer gold mine being investigated by the SRO in relation to taxes owed or activities not properly disclosed?

Answer:

The Commissioner for State Revenue is an independent statutory officer responsible for the administration of taxation, which he must do in accordance with the legislation enacted by Parliament.

Strict privacy provisions within the *Taxation Administration Act 1997* means the Commissioner is not able to disclose taxpayer information obtained under or in relation to the administration or execution of a taxation law.

2. Do any major industrials have formal arrangements for taxation deferral or relief?

Answer:

As per (1)

3. Is any taxation owed by any of the four major industrials?

Answer:

As per (1)

4. Can the Treasurer provide to MLCs advice received from Treasury on the stadium, such as but not limited to, Ministerial briefings and minutes of oversight committee, ahead of its vote on the Mac Point Stadium?

Answer:

Treasury has provided a briefing to the Legislative Council on 31 October 2025, ahead of the Council's consideration of the *State Policies and Projects (Macquarie Point Precinct) Order 2025*.

5. Provide the annual cost estimation of servicing the \$375m equity contribution to be borrowed by the Tasmanian Government?

Answer:

Borrowings at the General Government Sector (GGS) level is managed in aggregate, not at a project or individual expenditure level. The provision of advice regarding the debt servicing costs for an individual project is therefore extremely complex and challenging to provide.

The annual debt servicing costs to the date of expected project completion in 2031-32 have been modelled on the policy rationale that only a proportion of the equity contribution is borrowed, based on the average Public Account borrowing requirement in any given year.

It assumes that borrowings apply to all Public Account expenditure proportionally, as debt is not allocated to specific items of expenditure.

The borrowing requirement ranges from a peak of 25 per cent in 2025-26 to a low of 9 per cent in 2028-29 (and held constant in following periods) based on the forecast Public Account deficit over the 2025-26 Budget and Forward Estimates.

The Borrowing rates underlying the estimates are based on the 2025-26 Budget papers and held constant beyond the Forward Estimates at the 2028-29 rate. The rates are subject to change.

	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Debt servicing cost estimate on Equity Transfer State Funding	113	361	658	1 183	2 222	2 983	3 152	3 321

6. When was the Treasurer given a copy of the TasInsure Bill that was released for public comment on 14 November?

Answer:

The Treasurer was provided with a copy of the TasInsure Bill prior to its release on 14 November.

7. Who are the members of the Efficiency and Productivity Unit?

Answer:

The Efficiency and Productivity Unit is part of the Department of Premier and Cabinet's Whole-of-Government Capability and Partnerships team within the Premier's Implementation and Delivery Group.

The Unit currently comprises 3 FTEs who report to the Deputy Secretary, Strategy and Delivery.

8. What has been the net impact on the budget of the 2021 Future Gaming Markets reforms?

Answer:

Based on 2024-25 financial year data, Treasury has calculated the Future Gaming Markets reforms have increased gaming tax revenue by \$7.807 million when compared to the outcome based on tax rates prior to the 2021 reforms.

9. Would you like to see a review conducted by the Audit Office of executive appointment, contracts, performance, remuneration and termination, with the objective of addressing the questions raised in their recent Audit of State Entities analysis? And would you like that analysis extended to cover government agency executives?

Answer:

The Auditor-General has an important role in Tasmania, providing independent audits of the public sector and related entities. This role is mandated through the *Audit Act 2008* (the Act).

Whilst I regularly meet with the Auditor-General, it is not appropriate that I direct him to undertake any particular review or investigation. This in accordance with section 10 of the Act, which states:

- (1) *The Auditor-General is authorised and required to act independently in relation to the performance of the functions of the Auditor-General and, subject to this Act and other written laws, has complete discretion in the performance of those functions.*
- (2) *In particular, the Auditor-General is not subject to direction from anyone in relation to –*
 - (a) *whether or not a particular audit is to be conducted; or*
 - (b) *the way in which a particular audit is to be conducted; or*

- (c) whether or not a particular report is to be made; or*
- (d) what is to be included in a particular report; or*
- (e) the priority to be given to any particular matter.*

Minister for Macquarie Point Urban Renewal

1. Is the redevelopment of the TasPorts site factored into any repayments of the \$490.7 M borrowings incurred by MPDC?

Answer:

No. The borrowings outlined by the Treasurer are for the stadium development.

2. Please table the MPDC 'procurement methodology' (strategy) as identified in Direction 6 of the 9 June 2025 Ministerial Direction.

Answer:

The Procurement Strategy includes commercial in confidence information and is not attached. However, the following summary is provided:

- Numerous procurement models, and variants of, were considered, including Construct Only (CO), Design and Construct (D&C) and associated variants, Managing Contractor (MC), Construction Management (CM), Early Contractor Involvement (ECI), Alliances, and Public Private Partnerships (PPP).
- A Design Development and Construction (DD&C, which is a form of D&C) model was recommended as it scored the highest in the analysis offering the best competitive pricing, access to market and value for money. The analysis considered the unique characteristics of the stadium project, including the benefit from retained control of the design process and design changes, particularly as the functional scope and requirements were tested and co-designed with users and the operator.

3. Will you table any correspondence to the AFL regarding the renegotiation of the contract?

Answer:

Since the Club Funding and Development Agreement was entered into on 3 May 2023, the State, AFL and Club (the parties) have agreed to several minor variations. Correspondence relating to the variations is subject to legal privilege however the Government can provide the Committee with revised copies of the following schedules which have been updated (see Attachment 1):

- Schedule 2 – the original Club Funding and Development Agreement included a place holder constitution for the Club. This was replaced with the actual constitution of the Club following the incorporation and formal registration of the Tasmania Devils (as the TFC AFL Limited)
- Schedule 11 – updated to simplify project governance arrangements for the Training and Administration Facility (TA Facility).
- Schedule 12 – minor variations to statutory approval milestones for the Macquarie Point Multipurpose Stadium and TA facility. Noting the current

Parliamentary schedule, a further variation is currently being finalised to ensure that the State can meet planning and budget related milestones.

4. Please respond with the Government justification for the fact that '3.3 Commercial activities' and the subsequent points i, ii and iii, were in an earlier Ministerial Statement of expectations (2022), but not in either the 2023 or 2025 Ministerial Statement of expectations?

Answer:

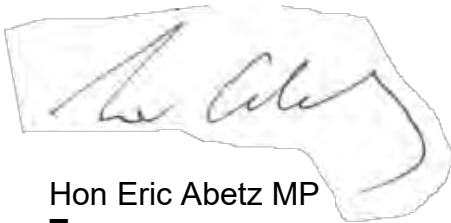
The *Macquarie Point Development Corporation Act 2012* states that the Minister may provide the Board with a Statement of Ministerial Expectations for a financial year. It is at the Minister's discretion as to whether a Statement of Ministerial Expectations is issued. The Minister is to have regard to the Corporation's objectives and functions in preparing a Statement of Ministerial Expectations.

In this context, the Minister reviews the Statement of Ministerial Expectations for the Macquarie Point Development Corporation and makes changes as required to ensure that the document sets out the Tasmanian Government's broad policy expectations and requirements of the Corporation.

The 2022-23 Statement of Ministerial Expectations contained a section titled "commercial activities". However, this section was removed from later Statements given the Corporation's activities relating to site remediation and planning.

The 2025-26 Statement of Ministerial Expectations states that the Corporation is to "use the allocated capital and operational funding, and any self-generated revenue, to complete its work in line with the strategic expectations and performance expectations...".

The Statement of Ministerial Expectations should also be read in conjunction with the expectations set by the Ministerial Direction dated 9 June 2025.



Hon Eric Abetz MP

Treasurer

Minister for Macquarie Point Urban Renewal

Attachments

1. Club Funding and Development Agreement: Updated Schedules 2, 11 and 12.

Schedule 2. Constitution

Constitution of TFC AFL Limited

ACN 667 652 333

Corporations Act 2001

A public company limited by guarantee

Constitution of TFC AFL Limited

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Constitution of TFC AFL Limited

Corporations Act 2001

A public company limited by guarantee

TFC AFL Limited

Part 1 - Preliminary

1 Definitions and interpretation

1.1 Definitions

In this constitution, unless the contrary intention appears:

AFL means the Australian Football League ACN 004 155 211 and its successors or lawful assigns.

AFL Licence Agreement means the licence agreement between the AFL and the Club in respect of the participation of the Club in the AFL Men's Competition, which is subject to the satisfaction or waiver by the AFL of the Competition Commencement Conditions.

AFL Commission means the board of commissioners of the AFL.

AFL Director has the meaning given to that term in clause 25.1(b)(ii).

AFL Member Circulating Resolution has the meaning given in clause 13(b).

AFL Men's Competition means the premier men's Australian football competition conducted by the AFL (including any pre-season and finals fixtures conducted as part of that competition).

AFL Tasmanian Club Support Member means a person who has purchased an AFL membership and has nominated the Club as that person's club of support.

AFLW Licence Agreement means the licence agreement that may be entered into between the AFL and the Club in respect of the participation of the Club in the AFL Women's Competition.

AFL Women's Competition means the premier Women's football competition conducted by the AFL (including any pre-season and final fixtures conducted as part of that competition).

Australian Football League means the Australian Football competitions conducted and administered by the AFL throughout Australia, and which includes:

- (a) both the AFL Men's Competition and AFL Women's Competition; and
- (b) other events and things connected with the official football seasons.

Board means the Board of Directors of the Club as constituted from time to time.

Business Day means any day except a Saturday or Sunday or public holiday in Tasmania.

Chair means the person appointed by the AFL to the office of chair of the Board in accordance with clause 37(a).

Chief Executive Officer means the person appointed by the Board in accordance with clause 28.1 to serve as chief executive officer of the Club.

Club means TFC AFL Limited.

Competition Commencement has the meaning given to that term in clause 8.4.

Competition Commencement Date has the meaning given to that term in clause 8.4.

Competition Commencement Conditions means each of the licence conditions as set out at clause 4 of the AFL Licence Agreement that must be satisfied or waived for the Club to have a right to field a team in the AFL Men's Competition.

Corporations Act means the *Corporations Act 2001* (Cth).

Director means a director of the Club.

Establishment Phase means the period from the date of adoption of this constitution by the Club up to but excluding the Competition Commencement Date.

Executive Director means the person appointed as the executive Director of the Club under clause 28.

Financial Year means the 12 months commencing on 1 November and ending on 31 October (or any other dates as the Board approves).

Foundation Member has the meaning given to that term in clause 8.3(a)(iii).

Foundation Member Transition Period has the meaning given to that term in clause 8.3(a)(iii)(C).

Funding and Development Agreement means the agreement entitled "Club Funding and Development Agreement" entered into by the AFL and the Tasmanian Government dated [#insert date#] which the Club has acceded to pursuant to a deed of accession dated on or around the date of the commencement of this constitution.

Home Ground means the playing arena/s where the Club plays its home games in the Australian Football League, as determined in accordance with clause 4.

Initial Directors has the meaning given in clause 62(a).

Junior Member has the meaning given to that term in clause 8.6(c).

Licence Agreement means each of the AFL Licence Agreement and the AFLW Licence Agreement or either of them (as the context may require).

Licensed Operations means all matters of and incidental to the fielding of one or more teams by the Club in the Australian Football League pursuant to the Licence Agreement.

Life Member has the meaning given to that term in clause 8.6(a).

Member means a person entered in the Register of Members as a member of the Club under clause 49.

Membership Application means the application form approved by the Board from time to time for the specific purpose of becoming a Member of the Club or renewing an existing membership.

Membership Fees means the Membership Fees determined in accordance with this constitution, as payable by a Member (other than the AFL and the Tasmanian Government):

- (a) in respect of each year they are or apply to become a Member of the Club; or
- (b) in the case of a Foundation Member during the Establishment Phase and the Foundation Member Transition Period, the fees determined by the Board,

including fines and penalties whether for late payment of fees or for any other matter in respect of which the Board considers fines or penalties should be imposed.

Non-Paying Member has the meaning given to that term in clause 8.6(f).

Non-Voting Member has the meaning given to that term in clause 8.6(e).

Officer has the meaning given to that term in Section 9 of the Corporations Act in relation to 'officers of a corporation'.

Ordinary Member has the meaning given to that term in clause 8.6(b), and, after the end of the Foundation Member Transition Period, includes all persons who are Foundation Members in accordance with clause 8.6(d).

Past Member means any person who was a Member at any time during the 12 months immediately preceding the commencement of the winding up of the Club in accordance with clause 7.

Register of Members means the register required under clause 49, and which contains the details of all current and past Members of the Club and such other details as are required by clause 49.

Returning Officer means the person or organisation serving as returning officer of the Club in accordance with clause 48.

Secretary means the person appointed in accordance with clause 45.

Stadium means the stadium that will be the home stadium of the Club.

Tasmanian Government means the Crown in Right of Tasmania acting through the Department of State Growth.

TG Director has the meaning given to that term in clause 25.1(b)(i).

TG Member Circulating Resolution has the meaning given in clause 13(e).

Training and Administration Base means the training and administrative base used by the Club in connection with the Licensed Operations.

Virtual Meeting Technology means any technology that allows a person to participate in a meeting without being physically present at the meeting.

Voting Member means:

- (a) before the end of the first AGM after the Competition Commencement Date, the AFL;
- (b) from the end of the first AGM after the Competition Commencement Date, a Member other than a Non-Voting Member.

1.2 Interpretation

- (a) In this constitution unless the contrary intention appears:
 - (i) person includes a firm, a body corporate, a partnership, a joint venture, an unincorporated body or association or an authority;
 - (ii) the singular includes the plural and vice versa;
 - (iii) the meaning of general words is not limited by specific examples introduced by 'includes', 'including', 'for example', 'such as' or similar expressions;
 - (iv) writing and written includes printing, typing and other modes of reproducing words in a visible form including, but not limited to, any representation of words in a physical document or in an electronic communication or form or otherwise;
 - (v) a reference to an agreement, document or instrument, including this constitution, includes all of its clauses, paragraphs, recitals, parts, schedules and annexures and includes the agreement, document or instrument as amended, varied, modified, novated, supplemented or replaced from time to time; and
 - (vi) a reference to an act includes every amendment, re-enactment or replacement of that act and any subordinate legislation made under that act, such as regulations, together with any statutory rectification, amendment or re-enactment in force, and a reference to any section, part or division is to that section, part or division as so defined, amended or re-enacted.
- (b) Subject to clause 1.2(c), this constitution is subject to the Corporations Act and where there is any inconsistency between a clause of this constitution and the Corporations Act, the Corporations Act prevails to the extent of the inconsistency.
- (c) To the maximum extent permitted by the Corporations Act, the provisions of the Corporations Act that apply as replaceable rules do not apply to the Club.

2 Name

The company the subject of this constitution is named TFC AFL Limited. The Club may change its name or adopt another name from time to time in accordance with the requirements of the Corporations Act.

3 Status of the Club and this constitution

- (a) The Club is a public company limited by guarantee that has been granted the status of a 'Club' under the constitution of the AFL and in accordance with (and subject to) the AFL Licence Agreement.
- (b) The Club acknowledges the traditional owners of the country that the Club will operate on and recognise Aboriginal people's continuing connection to land, sea, waterways, sky and culture.
- (c) This constitution has the effect as a binding contract:
 - (i) between the Club and each Member;
 - (ii) between the Club and each Director, Secretary and other Officer of the Club; and
 - (iii) between each Member and each other Member.
- (d) The completion of a Membership Application by a Member constitutes the Member's agreement to be bound by this constitution and the policies and procedures of the Club so far as they relate to Members in accordance with clause 11(c).
- (e) For the avoidance of doubt, the AFL and Tasmanian Government are not required to complete a Membership Application at any time, but are deemed to have agreed at the time of adoption of this constitution by the Club to be bound by this constitution and the policies and procedures of the Club so far as they are applicable.

4 Home Ground

Subject always to clause 4(b) and applicable restrictions set out in the Licence Agreement (which includes the requirement that the AFL must approve any change to the Training and Administration Base and/or the Home Ground), the Board may:

- (a) from time to time determine:
 - (i) the Club's Home Ground and Training and Administration Base; and
 - (ii) that the Club will concurrently have more than one Home Ground for the purposes of conducting the Licensed Operations and participating in the Australian Football League; and
- (b) only change the Training and Administration Base and / or the Home Ground(s) of the Club with the approval of not less than 75% of the Board.

5 Objects and Powers of the Club

The objects and powers for which the Club is established are:

(a) **Football and sporting**

- (i) To develop, maintain and foster the ideals of the Club.
- (ii) To promote the playing of Australian Football throughout Australia, with a specific focus on developing and growing the game of Australian Football in the state of Tasmania.
- (iii) To conduct the Licensed Operations, including by maintaining, providing, supporting and controlling a team or teams of footballers in the Australian Football League and in any other Australian Football competition within Australia and, if considered appropriate by the Board and the AFL, in countries other than Australia.
- (iv) To enter into, manage and terminate (if necessary) employment contracts and relationships with applicable football personnel, including professional:
 - (A) footballers, to play in the Club's teams: and
 - (B) staff in relation to the Club's teams.
- (v) Subject to clause 4, to establish, rent, hire, acquire, own or enter into arrangements in relation to the use of grounds, equipment and other facilities necessary for the efficient and successful conduct of the Licensed Operations (including the Training and Administration Base and the Home Ground).
- (vi) To establish, promote or assist in establishing or promoting or to subscribe to or become a member of or amalgamate with:
 - (A) any club or association or league with objects similar either in whole or in part to those of the Club: or
 - (B) any club or association or league which may be beneficial to the Club,

provided that any amalgamation may only be made with a club, association or league that:

 - (C) restricts the distribution of income and property to the same, or to a greater extent, as the Club; and
 - (D) is not a club or team that competes in the Australian Football League, unless otherwise approved by the AFL in its discretion.
- (vii) To join and subscribe to the AFL and/or any other body having similar objectives.
- (viii) To co-operate with and otherwise assist the AFL (and/or any other body having similar objects) with a view to conducting the Licensed Operations and developing and growing the game of Australian Football.

(b) **Social and facilities**

- (i) To purchase, lease or otherwise acquire from time to time such land, premises, buildings, part of a building or any personal or other property that the Club considers necessary for the conduct of the Licensed Operations and to construct, alter, add to or maintain that land, premises, buildings or other property for that same purpose.
- (ii) To sell, transfer, let, sub-let, mortgage, charge, pledge, dispose of or otherwise deal with (**Dispose**) the whole or any part of land, premises, building, part of a buildings or personal or other property that the Club has the legal right to Dispose of.
- (iii) To obtain and maintain any permits, licenses or other approvals that are required by law to enable the Club to:
 - (A) conduct the Licensed Operations; or
 - (B) develop, produce, store, sell, promote and advertise goods or services provided or distributed by the Club.
- (iv) To conduct such other business, undertaking or enterprise which is considered to directly or indirectly advance the interests of the Club, the Members, the conduct of the Licensed Operations and/or the game of Australian Football.

(c) **Administration**

- (i) To:
 - (A) enter into employment contracts and relationships with;
 - (B) dismiss and discipline; and
 - (C) pay, salaries, wages, bonuses, gratuities and pensions to,administrative personnel (including staff, secretaries or managers and other persons considered necessary or desirable for administering and managing the business of the Club and the Licensed Operations) in accordance with all applicable laws relating to the employment of persons.
- (ii) To:
 - (A) invest and generally deal with the moneys of the Club;
 - (B) lease, sell or otherwise deal with the assets (including real or personal property) of the Club;
 - (C) borrow or raise or secure the payment of money and finance for the Club;
 - (D) draw, make, accept, endorse, execute, discount and issue promissory notes, bills of exchange, debentures and other negotiable or transferable instruments; and

- (E) give any guarantee for the payment of money or the performance of any obligation or undertaking and on behalf of the Club to give security over the property of the Club,

(together, **Financial Dealings**) in such a manner and in accordance with procedures and policies determined by the Board from time to time, provided that the Financial Dealings do not compromise the cash-flow or solvency of the Club or the efficient, proper and lawful conduct of the Licensed Operations.

- (iii) To:

- (A) insure against risks, liabilities and eventualities that a prudent professional organisation engaged in the activities of the same kind as the Licensed Operations would insure against; and
- (B) apply the proceeds of any claim under any insurance policy in such manner and for such purpose as the Board from time to time considers appropriate in the circumstances.

(d) **Community**

To support any charitable or public institution, society, association or any other movement as approved from time to time by the Board.

(e) **Other general objects and powers**

- (i) To accept any gift, loan or bequest of any real or personal property and apply that property to the conduct of the Club's operations (including the Licensed Operations).
- (ii) To pursue any other objects which are considered to directly or indirectly advance the interests of the Club, the Members, the conduct of the Licensed Operations and/or the game of Australian Football.
- (iii) To do other lawful things as are incidental or conducive to the attainment of the objects described in this clause 5.

6 No distribution to Members

- (a) The Club's income and assets must be used solely to promote the Club's objects stated in clause 5.
- (b) The Club must not in any circumstance pay or distribute, whether directly or indirectly, any profits, income, dividend or assets to the Members.
- (c) The restrictions in clauses 6(a) and 6(b) do not prevent the Club from, in good faith and in the ordinary course of business:
 - (i) entering into the Licence Agreement, the Funding and Development Agreement and commercial arrangements with the Tasmanian Government in respect of the use of a Training and Administration Base and the Stadium;

-
- (ii) entering commercial arrangements with Members to acquire goods or services from a Member on reasonable commercial terms normally applicable to the provision of such goods or services (including the acquisition of personal or commercial services, bona fide loan or financing arrangements, and leases or licences of premises or other property); or
 - (iii) reimbursing out-of-pocket expenses incurred by a Member on behalf of the Club or in connection with the Licensed Operations.

7 Limited liability

- (a) The liability of Members is limited.
- (b) Subject always to clause 7(c), in the event the Club is wound up, present Members (being persons who are Members at the date the Club commences to be wound up) and Past Members must contribute to the Club's property such monies and other assets necessary to:
 - (i) discharge the Club's debts and liabilities at the date the Club is wound up and costs, charges and expenses properly incurred in connection with the winding up; and
 - (ii) adjust the rights of the contributories among themselves.
- (c) Notwithstanding any other provision of this constitution, no present Member or Past Member need contribute more than an aggregate of \$2.00 to the winding up of the Club.
- (d) On a winding up, any monies or other assets of the Club that remain as a surplus must be given to an institution:
 - (i) which has objects similar to the Club's objects;
 - (ii) which cannot distribute its income and assets to its Members; and
 - (iii) is determined by the Board at or before the time of winding up.

If the Board does not determine an appropriate institution, the Supreme Court of Tasmania may do so.

Part 2 - Membership

8 Members

8.1 Number of Members and initial Members

- (a) There must at all times be at least one Member.
- (b) The Board may set a limit on the maximum number of Members, or the maximum number of Members in any particular class.

-
- (c) The AFL and the Tasmanian Government are the initial Members of the Club at the time of adoption by the Club of this constitution.

8.2 Classes of Members

Without limiting anything else in this clause 8, the Board may:

- (a) establish different classes of Members;
- (b) prescribe the qualifications, rights (including voting rights), privileges and obligations of persons to become a Member of a class;
- (c) change the membership class of a Member (other than the AFL or Tasmanian Government); or
- (d) vary or cancel the rights attaching to any class of Members only if the variation or cancellation is permitted by the Corporations Act and approved by special resolution of each of:
 - (i) the Members of all classes voting as a single class; and
 - (ii) the Members of the relevant class.

The Board must give written notice of the variation or cancellation to the Members of the relevant class within seven days of the variation or cancellation.

8.3 Composition of Members

- (a) The Club will be comprised of the following classes of membership from the date of the commencement of this constitution to the Competition Commencement Date, which is the Establishment Phase:
 - (i) AFL;
 - (ii) Tasmanian Government; and
 - (iii) Foundation Members, consisting of the following:
 - (A) For the purpose of fostering community support for the Club during the Establishment Phase, the Board may designate certain persons, or certain classes of persons, to be Foundation Members of the Club.
 - (B) For the avoidance of doubt, the Board may designate more than one class of Members as Foundation Members of the Club, and prescribe the qualifications, rights (including, subject to clause 8.3(b), voting rights), privileges and obligations of persons to become a Member of any such class of Foundation Members.
 - (C) Such persons so recognised under this clause 8.3(a)(iii) during the Establishment Phase, and for 180 days after the Competition Commencement Date, or such other period as is determined by the Board (**Foundation Member Transition Period**), will be entitled, during the Foundation Member Transition Period, to, on such terms and conditions determined by the Board, make an

application to continue their membership as a Foundation Member in accordance with clause 8.6(d), with that subsequent membership deemed to commence at the end of the Foundation Member Transition Period.

- (b) During the Establishment Phase, the AFL is the only Voting Member, and in that capacity is the only Member that is entitled to do any of the following:
 - (i) vote at any general meeting of the Club;
 - (ii) vote on any ballot;
 - (iii) vote on any matter that is required under the Corporations Act to be passed by an ordinary resolution or a special resolution of the Club; or
 - (iv) pass an AFL Member Circulating Resolution in accordance with clause 13.

8.4 Management of Competition Commencement

Notwithstanding any other provision of this constitution, from the date (**Competition Commencement Date**) on which the Club first participates in an official football season of the Australian Football League (**Competition Commencement**):

- (a) the AFL, Tasmanian Government and Foundation Members will cease to be the only Members of the Club;
- (b) the rights and obligations of the AFL, the Tasmanian Government and the Foundation Members will change as provided in clause 9(b); and
- (c) the Club's membership will thereafter be comprised of:
 - (i) the AFL;
 - (ii) the Tasmanian Government;
 - (iii) the Foundation Members (subject to clause 8.6(d)); and
 - (iv) such additional persons who attain membership in accordance with this constitution,

provided that the following conditions have been satisfied:

- (d) the AFL has approved the Competition Commencement in accordance with clause 8.5(a); and
- (e) the Board:
 - (i) prepares, or causes to be prepared, a report (**Competition Commencement Report**) that:
 - (A) describes the Club's readiness for becoming a member-based organisation and the systems that the Club has developed for becoming a member-based organisation, including the processes and procedures the Club proposes to use for managing and

evaluating Membership Applications and establishing a Registry of Members;

- (B) without limiting 8.4(e)(i)(A), provides evidence that the Competition Commencement Conditions as specified in the Funding and Development Agreement have been satisfied or waived as notified to the Club by the AFL;
 - (C) sets out the Competition Commencement Date as notified to the Club by the AFL as specified in the Funding and Development Agreement; and
 - (D) submits the Competition Commencement Report to the AFL;
- (ii) calls a meeting of the Board; and
 - (iii) resolves to notify the AFL that the Club is ready and able to engage in the Competition Commencement.

8.5 Competition Commencement Timing

- (a) The AFL will approve the Competition Commencement when it is satisfied that the Competition Commencement Conditions as specified in the AFL Licence Agreement have been satisfied or waived as notified to the Club by the AFL.
- (b) On the Competition Commencement Date, the AFL, Tasmanian Government and Foundation Members will cease to be the only Members of the Club and the Club's membership will be in accordance with clauses 8.4 and 8.6.
- (c) The Club must not exercise its right to nominate a person for membership of the AFL as an Appointee (as defined in the AFL Constitution) until the Competition Entry Date (as defined in the Funding and Development Agreement) and provided that the Competition Commencement Conditions have been satisfied or waived by the AFL by the Licence Conditions Sunset Date (as defined in the Funding and Development Agreement).

8.6 Classes of Membership after the Competition Commencement Date

From the Competition Commencement Date the Club will consist of the following classes of Members:

- (a) **Life Members**
 - (i) The Board may from time to time and in its absolute discretion nominate a person to become a life member of the Club. A person who agrees to become a Life Member:
 - (A) is not required to annually complete a Membership Application or otherwise renew their membership or pay any Membership Fee whatsoever; and
 - (B) remains a Life Member for the duration of their natural life.
 - (ii) A player will qualify for consideration by the Board as a Life Member of the Club if:

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- (A) the player plays at least 150 senior games with the Club in the AFL Men's Competition, or such other threshold as is determined by the Board;
 - (B) the player plays at least 75 senior games with the Club in the AFL Women's Competition, or such other threshold as is determined by the Board;
 - (C) for a player who is on the Club's inaugural playing list for the AFL Men's Competition, plays at least 100 senior Australian Football League games with the Club and has played at least 50 senior Australian Football League games with another AFL club prior to joining the Club or such other threshold as is determined by the Board; or
 - (D) for a player who is on the Club's inaugural playing list for the AFL Women's Competition, plays a minimum number of senior Australian Football League games with the Club to be determined in the discretion of the Board and has played at least 25 senior Australian Football League games with another AFL club prior to joining the Club or such other threshold as is determined by the Board,

and during their playing career with the Club they consistently demonstrated, in the opinion of the Board, an adherence to the Club's values.

(b) **Ordinary Members**

In each year that the Club exists as an entity, a person who:

- (i) will be 18 years of age or older as at the date of completing the Membership Application;
- (ii) has completed and submitted the current Membership Application and complied with all other applicable application and renewal procedures required by the Club from time to time;
- (iii) undertakes to, or in the case of an existing Member affirms its undertaking to, contribute to the Club's property in the manner further described in clause 7 and otherwise in accordance with the Corporations Act; and
- (iv) has paid the applicable Membership Fee in respect of:
 - (A) the year to which the membership relates; and
 - (B) the type of membership they are renewing or the Membership Class for which they are applying (being the Classes which are further described in this clause 8.6),

is an ordinary member of the Club (**Ordinary Member**).

Unless the Board determines to the contrary:

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- (v) AFL Tasmanian Club Support Members will be Ordinary Members without any requirement to pay any Membership Fee in addition to any fee that they pay as an AFL member; and
 - (vi) for the avoidance of doubt, a Foundation Member under clause 8.6(d) will be an Ordinary Member (and the Foundation Members will be a separate class of Ordinary Members) for the purposes of this constitution on and from the end of the Foundation Member Transition Period.

(c) **Junior Members**

In each year that the Club exists as an entity, a person who:

- (i) is under the age of 18 years as at the date of completing the membership application;
- (ii) has completed and submitted the current Membership Application and complied with all other applicable application and renewal procedures required by the Club from time to time;
- (iii) has been accepted by the Club as a Junior Member; and
- (iv) has paid the appropriate Membership Fee for a junior member prior to 31 August for the relevant membership year,

is a junior member of the club (**Junior Member**).

(d) **Foundation Members**

In each year that the Club exists as an entity, a person who:

- (i) was a Foundation Member during the Establishment Phase and who makes an application during the Foundation Member Transition Period to continue as a Foundation Member after the end of the Foundation Member Transition Period in accordance with clause 8.3(a)(iii)(C); and
- (ii) from the end of the Foundation Member Transition Period, meets the criteria set out in clauses 8.6(b)(i) through 8.6(b)(iv) (inclusive),

will continue to be a Foundation Member after the end of the Foundation Member Transition Period. However, if a person who was a Foundation Member during the Establishment Phase does not make an application during the Foundation Member Transition Period in accordance with clause 8.3(a)(iii)(C), they will:

- (iii) cease to be a Foundation Member; and
- (iv) if the person fails to meet the criteria for any other class of Membership set out in this clause 8.6, cease to be a Member of the Club.

(e) **Non-Voting Members**

- (i) In each year that the Club exists as an entity, a Member who:

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- (A) complies with all criteria for an Ordinary Member other than clause 8.6(b)(iv) (regarding payment of the applicable Membership Fee); or
 - (B) is not an Ordinary Member, a Non-Paying Member or a Life Member,

is a Non-Voting Member of the Club (**Non-Voting Member**). Except to the extent expressly provided in this constitution, Non-Voting Members are not entitled to attend, speak and vote at any general meeting of the Club or to vote on any ballot.

(ii) For the avoidance of doubt:

- (A) a Non-Voting Member does not need to be a natural person, and may be a firm, a body corporate, a partnership, a joint venture, an unincorporated body or association or an authority;
- (B) notwithstanding its entitlement to vote on the matters referred to in clause 20(d) and its entitlement to appoint the AFL Directors in accordance with clauses 25.1 and 25.2 and the Chair in accordance with clause 37, the AFL will be a Non-Voting Member of the Club from (and including) the Competition Commencement Date; and
- (C) notwithstanding its entitlement to appoint TG Directors in accordance with clauses 25.1 and 25.2, the Tasmanian Government is a Non-Voting Member of the Club.

(f) **Non-Paying Members**

In each year that the Club exists as an entity:

- (i) a person who prior to the end of the relevant Financial Year:
 - (A) is a player, Officer or full-time employee of the Club; and
 - (B) has completed the current Membership Application and complied with all other applicable application and renewal procedures required from time to time by the Club in respect of that person (including by undertaking to, or in the case of an existing Member affirming its undertaking to, contribute to the Club's property in the manner further described in clause 7 and otherwise in accordance with the Corporations Act),is a Member of the Club for that year (**Non-Paying Member**).
- (ii) Non-Paying Members are not required to pay any Membership Fees in respect of each year that they are a Non-Paying Member.
- (iii) in accordance with clause 9(b), Non-Paying Members are entitled to attend, speak and vote at any general meeting and to vote on any ballot of the Club.

(g) **Payment of Membership Fee**

- (i) For the purposes of this clause 8.6, a Membership Fee will be deemed to have been paid by a Member in respect of a particular year if the relevant Member:
 - (A) has paid the Membership Fee for the current membership year prior to 31 August of that year; or
 - (B) is paying the current Membership Fee under an instalment payment plan approved by the Board and all payments under that plan are up to date.
 - (ii) The payment by any Member of their Membership Fee (or in the case of AFL Tasmanian Club Support Members, subscription to a relevant AFL membership package) will confirm their agreement to be bound by this constitution and the policies and procedures of the Club that apply to Members.
- (h) The Board may, for the purpose of fostering a membership and public support base for the Club prior to the Competition Commencement Date, recognise certain members of the public to be honorary members of the Club in accordance with procedures and restrictions for honorary membership established by the Board from time to time and in its discretion, provided always that such persons will not have a right to vote at any meeting of the Club or to vote on any ballot.

9 Membership Rights

- (a) On and from the date that this constitution is adopted, up to the end of the first annual general meeting after the Competition Commencement Date:
 - (i) the AFL:
 - (A) will be entitled to attend, speak and vote at any general meeting of the Club and to vote on any ballot; and
 - (B) during the Establishment Phase, may pass an AFL Member Circulating Resolution in accordance with clause 13;
 - (ii) subject to clause 12(a)(vii), the Tasmanian Government will be entitled to attend and speak at any general meeting of the Club, but will not be entitled to vote at any general meeting or on any ballot; and
 - (iii) Foundation Members recognised under clause 8.3(a)(iii) will not be entitled to:
 - (A) attend, speak or vote at any general meeting of the Club; or
 - (B) vote on any ballot of the Club.
- (b) From the end of the first annual general meeting after the Competition Commencement Date, subject to clause 9(c):

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- (i) Ordinary Members (including Foundation Members), Non-Paying Members and Life Members will be entitled to:
 - (A) attend, speak and vote at any general meeting of the Club; and
 - (B) vote on any ballot of the Club; and
 - (ii) Non-Voting Members and Junior Members are not entitled to:
 - (A) attend general meetings of the Club; or
 - (B) vote on any ballot of the Club.
 - (c) For the avoidance of doubt, and notwithstanding anything else in this constitution:
 - (i) no Member (other than the AFL and the Tasmanian Government, to the extent provided for under this constitution) will be entitled to vote at any general meeting of the Club, or on any ballot of the Club, on resolutions in respect of the election or removal of any person as a Director;
 - (ii) the AFL and the Tasmanian Government are the only Members that are entitled to:
 - (A) appoint Directors, subject to and in accordance with clauses 25 and 26; and
 - (B) vote at a general meeting on a resolution to remove a Director, subject to and in accordance with clause 29; and
 - (iii) notwithstanding that the AFL, from the end of the first annual general meeting after the Competition Commencement Date, will be a Non-Voting Member, the AFL is the only Member (whether before or after the Competition Commencement Date) that is entitled to vote on a resolution concerning any amendment, modification, variation, repeal or replacement of this constitution.

10 Membership Application and Fees

- (a) Subject to directions given by the AFL from time to time, up to but excluding the Competition Commencement Date, the Board has the power to determine the Membership Fees (including fines or sanctions whether for late payment of fees or for any other matter in respect of which the Board considers fines or sanctions should be imposed) and other terms and conditions that apply to each class of membership and to determine any period of grace for late payment.
- (b) For the purpose of determining whether a Membership Fee (either in whole or in part under an instalment payment plan) has been paid when due, the due date is subject to any grace period determined by the Board from time to time.
- (c) The Secretary must:
 - (i) retain all signed Membership Applications together with any records received from the AFL in respect of AFL Tasmanian Club Support

Members until the close of the annual general meeting for that year to which the membership relates; and

- (ii) on request, produce such applications and records to the Board or the Returning Officer (as applicable).

Upon approval of each Membership Application, the Secretary must cause the details of each Member to be entered into the Register of Members that is maintained under, and in accordance with the requirements of, clause 49.

- (d) Subject to clause 10(e), membership of the Club will be for one year (or part thereof). A Member's membership will commence on the later of:

- (i) payment of the Membership Fee for that year; and
- (ii) the close of the annual general meeting for the previous year;

and such membership will cease immediately after the close of the annual general meeting for that year.

- (e) Membership of the Club will be:

- (i) in case of the AFL, perpetual;
- (ii) in the case of the Tasmanian Government, perpetual (subject to clause 12(a)(vii)); and
- (iii) in the case of any Foundation Member, continuous from the date that the person became a Foundation Member until the end of the Foundation Member Transition Period, and from the end of the Foundation Member Transition Period, will be in accordance with clause 10(d).

- (f) The Club:

- (i) has the absolute right to refuse any Membership Application;
- (ii) must not accept more than one Membership Application from any person; and
- (iii) must not accept any Membership Applications made by a body corporate or other entity, a nominee or by a person acting as trustee for another person other than from the AFL or the Tasmanian Government.

- (g) In the event that a person pays more than the Membership Fee or makes a donation to the Club in respect of a particular year, the Board may at its sole discretion reduce the Membership Fee for the following year by an amount equivalent to the relevant overpayment or donation.

11 Discipline

- (a) This clause 11 does not apply to the AFL or the Tasmanian Government.
- (b) Members must not remove, replace, modify, adapt or damage any Club property without the express written permission of the Board. The Board may require any

Member that causes damage to or loss of the Club's property to immediately replace or reimburse the costs of replacing or repairing the relevant property, and that amount will be a debt due and payable by the Member to the Club.

- (c) The Board, acting reasonably, may from time to time establish codes of conduct, policies or procedures and/or disciplinary procedures applicable to Members pertaining to the development, maintenance and protection of the Club's image, reputation, property and culture, and each Member must comply with these codes, policies and procedures. The Board must make any codes, policies or procedures established under this clause 11(c) available for inspection at a place accessible to Members.
 - (d) If the conduct of a Member infringes any applicable code of conduct in place at the time of the breach:
 - (i) any Director or the Chief Executive Officer may suspend the membership of that Member until the next occurring Board meeting by providing written notice to the relevant Member within 72 hours of the time to the suspension is to take effect (such notice must include the reasons for the suspension and details of the next occurring Board meeting (if known)) (**Suspension**);
 - (ii) the Board must consider the Suspension at the Board meeting immediately following that Suspension, and has the power to:
 - (A) caution and/or reprimand the Member;
 - (B) fine the Member any reasonable sum determined by the Board;
 - (C) suspend the Member from Club and/or membership privileges for any period, including for life;
 - (D) request the Member to resign their membership; and
 - (E) if a Member does not resign within seven days of being requested by the Board pursuant to clause 11(d)(ii)(D), expel the Member from membership of the Club.
- The Board may not expel or suspend a Member under this clause 11(d)(ii) without giving that Member a reasonable prior opportunity to be heard, however despite any other provision of this constitution or otherwise, the Board is not required to act in accordance with principles of procedural fairness when expelling or suspending a Member under this clause 11(d)(ii).
- (e) Persons expelled from membership will not be eligible for membership at any time, except with the consent of the Board.

12 Cessation of membership

- (a) A Member ceases to be a Member if:
 - (i) the Member resigns under clause 11(d)(ii);

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- (ii) the Member, being a natural person, dies, becomes bankrupt, makes a composition with or assigns the member's estate for the benefit of the member's creditors;
 - (iii) the Member, being a corporation or other entity, becomes insolvent, has a receiver, receiver and manager, administrator or liquidator appointed, or is wound up (except for the purposes of reconstruction or amalgamation);
 - (iv) except in the case of the AFL and the Tasmanian Government, the Member ceases to satisfy, where applicable, the criteria for admission to membership of the Club;
 - (v) the Member's membership was for a term or period of time (for example, in accordance with clause 10(d)) and that term of period expires without being renewed or extended;
 - (vi) their membership is terminated in accordance with the provisions of clause 11; or
 - (vii) in the case of the Tasmanian Government, the Funding and Development Agreement expires, is terminated, or ceases to be in effect for any reason.
- (b) If a Member ceases to be a Member, the Directors must cause the Club without delay to make the necessary entry in the Register of Members.
 - (c) If a Member ceases to be a Member, that Member remains liable to pay to the Club any money which that Member owes to the Club and any amount which that Member has guaranteed under clause 7(c).

Part 3 - Proceedings of Members

13 Member Circulating Resolutions

- (a) This clause 13 applies:
 - (i) to all resolutions of Members that are required or permitted to be passed by a general meeting, other than, subject to clauses 13(e) and 13(f), a resolution to remove a Director or an auditor of the Club; and
 - (ii) subject to clauses 13(e) and 13(f), only during the Establishment Phase.
- (b) During the Establishment Phase, the AFL (being the sole Member entitled to vote on any matters during that period) may pass a resolution without a general meeting being held by signing a document containing a statement that it is in favour of the resolution set out in the document (**AFL Member Circulating Resolution**). For the avoidance of doubt, the document may be signed by the appointed corporate representative acting on behalf of the AFL.
- (c) An AFL Member Circulating Resolution is passed when the resolution is signed by the AFL.

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- (d) When the AFL considers, or is asked to consider, a resolution under clause 13(b), the Club satisfies any requirement of the Corporations Act:
- (i) to give the AFL information or a document relating to the resolution, by giving AFL that information or document with the document to be signed;
 - (ii) to lodge with ASIC a copy of the notice of meeting to consider the resolution, by lodging a copy of the document to be signed by the AFL; and
 - (iii) to lodge a copy of a document that accompanies a notice of meeting to consider the resolution, by lodging a copy of the information or documents referred to in clause 13(d)(i).
- (e) Notwithstanding clause 13(a)(i), the AFL may pass an AFL Member Circulating Resolution, without a general meeting being held, to remove an AFL Director pursuant to clause 25.2(b), provided that the AFL has given the Club and the applicable AFL Director at least 2 months' notice of the intention to remove the AFL Director by such AFL Member Circulating Resolution and the other requirements of the Corporations Act in respect of the removal of a director of a public company (other than the calling and holding of a general meeting) have been complied with.
- (f) The Tasmanian Government may pass a resolution, without a general meeting being held, by signing a document containing a statement that it is in favour of the resolution set out in the document (**TG Member Circulating Resolution**), provided that a TG Member Circulating Resolution may only be passed for the following purposes:
- (i) together with an AFL Member Circulating Resolution on the same terms, to approve an increase in the number of Directors during the Establishment Phase pursuant to clause 25.1(c); and
 - (ii) notwithstanding clause 13(a)(i), to remove a TG Director pursuant to clause 25.2(a), provided that the Tasmanian Government has given the Club and the applicable TG Director at least 2 months' notice of the intention to remove the TG Director by such TG Member Circulating Resolution and the other requirements of the Corporations Act in respect of the removal of a director of a public company (other than the calling and holding of a general meeting) have been complied with.

For the avoidance of doubt, a TG Member Circulating Resolution may be signed by an appointed corporate representative acting on behalf of the Tasmanian Government.

- (g) A TG Member Circulating Resolution is passed when the resolution is signed by the Tasmanian Government.
- (h) When the Tasmanian Government considers a resolution under clause 13(f), the Club satisfies any requirement of the Corporations Act:
- (i) to give the Tasmanian Government information or a document relating to the resolution, by giving the Tasmanian Government that information or document with the document to be signed;

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- (ii) to lodge with ASIC a copy of the notice of meeting to consider the resolution, by lodging a copy of the document to be signed by the Tasmanian Government; and
 - (iii) to lodge a copy of a document that accompanies a notice of meeting to consider the resolution, by lodging a copy of the information or documents referred to in clause 13(h)(i).

14 Who may call meetings of Members

- (a) Subject always to clause 14(b), and to the rights and obligations of Members and the Board as set out in the Corporations Act:
 - (i) the Board may call a meeting of Members, when and where the Board decides;
 - (ii) the Board must call a meeting of Members when requested by the Members in circumstances where Members are entitled under the Corporations Act to call a meeting; and
 - (iii) Members who are entitled to do so under the Corporations Act may call a meeting of Members in the circumstances and subject to the terms provided for in the Corporations Act.
- (b) Despite anything in clause 14(a) or otherwise in this constitution, and to the extent permitted by law:
 - (i) because only the AFL is entitled to vote on the following matters, only the AFL, or the Board at the request of the AFL, may call a general meeting to consider:
 - (A) the appointment of one or more AFL Directors;
 - (B) the appointment of the Chair;
 - (C) the removal of one or more AFL Directors or the Chair; or
 - (D) any amendment, modification, variation, repeal or replacement of this constitution; and
 - (ii) because only the Tasmanian Government is entitled to vote on the following matters, only the Tasmanian Government, or the Board at the request of the Tasmanian Government, may call a general meeting to consider:
 - (A) the appointment of one or more TG Directors; or
 - (B) the removal of one or more TG Directors.

15 Annual General Meetings

The Club must hold an annual general meeting on a date nominated by the Board and in accordance with the Corporations Act.

16 Calling meetings of Members

- (a) At least 21 days' notice must be given of a general meeting. However, unless prohibited by the Corporations Act, the Club may call on shorter notice:
 - (i) an annual general meeting, if all Voting Members agree beforehand; and
 - (ii) any other general meeting, if 95% of the Members entitled to vote on the resolutions to be considered at the general meeting agree beforehand.
- (b) Notice of a general meeting must be given to all Members entitled to vote on the resolutions to be considered at the meeting, all Directors and the Club's auditor.
- (c) Any notice of a general meeting must be given in accordance with the Corporations Act and:
 - (i) set out the place, date and time for the meeting (and if the general meeting is to be held in two or more places or virtually, the Virtual Meeting Technology that will be used to facilitate the general meeting);
 - (ii) state the general nature of the meeting's business;
 - (iii) if a special resolution is to be proposed at the meeting, set out an intention to propose the special resolution and state the resolution;
 - (iv) contain a statement setting out the following information:
 - (A) that the Member has the right to appoint a proxy; and
 - (B) that the proxy must be a Member of the Club or otherwise approved in writing by the Board; and
 - (v) contain anything else required by the Corporations Act.
- (d) The business of the annual general meeting may include any of the following, even if not referred to in the notice of meeting:
 - (i) the consideration of the annual financial report, Directors' report and auditor's report;
 - (ii) the appointment of the auditor; and
 - (iii) the fixing of the auditor's remuneration.
- (e) Non receipt of notice of a general meeting, or failure to give proper notice of a general meeting to a person entitled to receive it, does not invalidate anything done at the general meeting if:

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- (i) the failure was not as a result of the malice of the Secretary or any other person designated to call the meeting;
 - (ii) the person gives notice to the Club that the person waives proper notice or agrees to the thing done at the meeting; or
 - (iii) the person attends the meeting and:
 - (A) does not object at the start of the meeting to the holding of the meeting; or
 - (B) if the notice omitted an item of business, does not object to the consideration of the business when it is presented to the meeting.

17 Membership at a specified time

For the purpose of a particular general meeting, a person will be regarded as a Member of the Club if they are a Member in accordance with clause 8.6 at the time that notice of the relevant general meeting is given under clause 16. In the event of a dispute or ambiguity regarding a person's membership status, the Chair of the Board may determine whether that person is a Member and the Chair's decision will be final and binding.

18 Conduct of general meeting

18.1 Time and place for general meetings

A general meeting must be held at a reasonable time and place.

18.2 Technology

- (a) A general meeting may be held at two or more venues (including entirely virtually) using any Virtual Meeting Technology that gives the Members as a whole a reasonable opportunity to participate in the general meeting.
- (b) In circumstances where a general meeting is conducted entirely using Virtual Meeting Technology, the place of the general meeting will be the registered office of the Club.
- (c) A Member is regarded as present at a general meeting conducted using Virtual Meeting Technology (whether in whole or in part) if the Member is:
 - (i) afforded a reasonable opportunity to participate in the general meeting; and
 - (ii) enabled to vote on all polls held during the general meeting.

18.3 Quorum

- (a) Prior to the end of the first annual general meeting after the Competition Commencement Date:

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- (i) a quorum at any general meeting of the Club will only be constituted where the AFL and, subject to clauses 25.4 and 18.3(a)(ii), a representative of the Tasmanian Government is present;
 - (ii) where the Tasmanian Government has been provided with notice of a general meeting in accordance with this Constitution and a representative of the Tasmanian Government does not attend that general meeting, the requirement in clause 18.3(a)(i) for a representative of the Tasmanian Government to be present to constitute a quorum will not be applicable;
 - (iii) no decisions or resolutions will be made or passed (as applicable), and no other business will be in any way conducted or transacted, at any general meetings unless and until a quorum exists at the commencement of the meeting; and
 - (iv) for the avoidance of doubt, the AFL and the Tasmanian Government (subject to clause 12(a)(vii)) are able to attend and, in the case of the AFL, vote, by appointing a representative or representatives for that purpose.
- (b) On and from the end of the first annual general meeting after the Competition Commencement Date:
- (i) a quorum at any general meeting of the Club will only be constituted where 10 Members entitled to vote on the resolutions being considered at the general meeting are present at the meeting, provided that if fewer than 10 Members are entitled to vote on the resolutions being considered at the general meeting, a quorum will be constituted by half of the Members so entitled to vote or, if only 1 Member is entitled to vote, by that Member;
 - (ii) no decisions or resolutions will be made or passed (as applicable), and no other business will be in any way conducted or transacted, at any general meetings unless and until a quorum exists at the commencement of the meeting; and
 - (iii) in determining whether a quorum is present, the Chair must count Members entitled to vote, proxies, attorneys and any other persons entitled to vote. If an individual is attending both as a voting Member and as a proxy, attorney or in any other capacity, the Chair must count the individual only once.

18.4 Calculation of quorum

For the purpose of ascertaining a quorum at a general meeting of the Club convened in accordance with this constitution, a Member (including a Voting Member) will be deemed to be present where that Member's Membership Fees (if any) are not in arrears, and they are present:

- (a) physically at the place where the general meeting is held;
- (b) by proxy; or
- (c) by such Virtual Meeting Technology determined by the Board.

18.5 Determination of quorum at general meeting

In respect of any general meeting (whether held before or after the end of the first annual general meeting after the Competition Commencement Date), if there is no quorum present within 30 minutes after the time set out in the notice of meeting then the meeting is adjourned to any day, time and place the Chair reasonably decides. Any Members entitled to vote and in attendance at that adjourned meeting will constitute a quorum.

18.6 Chair

- (a) The Chair of the Board shall chair all general meetings of Members.
- (b) In the event that:
 - (i) there is no Chair of the Board, or if the Chair is not present within 30 minutes after the time set out in the notice of meeting or is unable or unwilling to act, the Directors present may elect one of the AFL Directors to chair the meeting;
 - (ii) the Directors present do not elect a chair of the meeting in accordance with clause 18.6(b)(i), the Directors present may elect one of the TG Directors to chair the meeting;
 - (iii) the Directors present do not elect a chair of the meeting in accordance with clause 18.6(b)(ii), the Members present and entitled to vote may elect a person to chair the meeting; or
 - (iv) the Members present and entitled to vote do not elect a person to chair the meeting in accordance with clause 18.6(b)(iii), the meeting is dissolved.
- (c) The Chair:
 - (i) is responsible for:
 - (A) the proper conduct of a meeting of Members; and
 - (B) the procedures of a meeting of Members; and
 - (ii) may act under clause 18.6(c)(i) in any way that is not inconsistent with this constitution or the Corporations Act.
- (d) When questions of order or procedure arise at general meetings, the ruling of the Chair of the meeting will be accepted as the final determination of such questions.
- (e) The Chair of the meeting may exclude any person from a meeting, or cause that person to be ejected or removed from a meeting, if that person:
 - (i) in the opinion of the Chair:
 - (A) is not complying with the reasonable directions of the Chair; or
 - (B) is unduly disrupting or annoying other Members or the conduct of the meeting;
 - (ii) has any audio or visual recording device;

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- (iii) has a placard or banner;
 - (iv) has an article or other thing the Chair considers to be dangerous, offensive or liable to cause destruction, disruption or offence;
 - (v) refuses to comply with security measures imposed by the Club at the meeting;
 - (vi) behaves or threatens to behave in a dangerous, offensive or disruptive manner, or is endangering the health or safety of any person; or
 - (vii) is not:
 - (A) a Member entitled to vote at the meeting;
 - (B) a Non-Voting Member entitled to attend the meeting;
 - (C) a proxy, attorney or representative of a Member entitled to vote at the meeting; or
 - (D) the auditor.

19 Adjournment

- (a) Where the Chair considers it reasonable and necessary in the circumstances, the Chair may adjourn a general meeting of Members to a day, time and place (and if the general meeting is to be held in two or more places or entirely virtually, using any Virtual Meeting Technology) reasonably determined by the Chair.
- (b) The Chair must adjourn a meeting of Members if a majority of Members present and entitled to vote at the meeting and the AFL agree or direct the Chair to do so. The Chair may adjourn the meeting to any day, time and place reasonably determined by the Chair having regard to the circumstances surrounding the relevant adjournment.
- (c) When a meeting is adjourned for a period of one month or more, a new notice of the resumed meeting must be given in accordance with this constitution and the Corporations Act.
- (d) Only unfinished business may be dealt with at a meeting resumed after an adjournment.

20 How Members make decisions at meetings

- (a) A meeting of Members may only make a decision by passing a resolution in accordance with this clause 20.
- (b) Subject to clause 20(c), a resolution is only passed when more than 50% of the votes cast by Members attending that meeting (whether in person, by proxy or by attorney) and entitled to vote on the resolution are in favour of the resolution.

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- (c) Where the Corporations Act or other law provides that a matter may only be approved by a special resolution of a meeting of Members, subject to clause 20(d)(i) a special resolution will only be deemed to have been passed where:
 - (i) notice has been given of that special resolution in accordance with the Corporations Act and that notice states the resolution and sets out an intention to propose the special resolution; and
 - (ii) at least 75% of the votes cast by Members attending that meeting and entitled to vote on that resolution are in favour of the resolution.
 - (d) For the avoidance of doubt, no Member other than:
 - (i) the AFL is entitled to vote on any special resolution concerning any amendment, modification, variation, repeal or replacement of this constitution; or
 - (ii) the AFL and the Tasmanian Government are entitled to vote on any ordinary resolution concerning the removal of a person as a Director (subject to and in accordance with clause 29).
 - (e) A challenge to a right to vote at a meeting of Members:
 - (i) may only be made in accordance with the Corporations Act; and
 - (ii) must be promptly determined by the Chair of the meeting, and that decision is final and conclusive.

21 How voting is carried out

- (a) A resolution put to the vote at a general meeting must be decided on a show of hands, unless a poll is properly requested in accordance with clauses 21(c) and 21(d).
- (b) A declaration by the Chair that a resolution is passed, or passed by a particular majority, or lost, and an entry to that effect in the minutes, is sufficient evidence of that fact, unless proved incorrect.
- (c) A poll may be requested by:
 - (i) at least five Members entitled to vote on the poll or, if fewer than five Members are entitled to vote, at least half of the Members entitled to vote;
 - (ii) Members with at least 5% of the votes that may be cast on the resolution on a poll; or
 - (iii) the Chair of the meeting.
- (d) The poll may be requested:
 - (i) before a vote is taken;
 - (ii) before the voting results on a show of hands are declared; or

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- (iii) immediately after the voting results on a show of hands are declared.
 - (e) A request for a poll may be withdrawn.
 - (f) A poll requested on a matter other than the election of a Chair of the meeting or the question of an adjournment must be taken when and in the manner the Chair directs.
 - (g) A poll on the election of a Chair of the meeting or the question of an adjournment must be taken immediately.
 - (h) A request for a poll does not prevent the meeting dealing with other business.
 - (i) If a poll is properly requested, the result of the poll is the resolution of the meeting of that matter.

22 How many votes a Member has

- (a) At a meeting of the Club (whether before or after the Competition Commencement Date) each Member present in person, or by proxy, attorney or representative, and entitled to vote, has one vote, both on a show of hands or on a poll.
- (b) If a person represents two or more Members entitled to vote, that person has only one vote on a show of hands.
- (c) Notwithstanding any other provision of this constitution, a Member is not entitled to vote if that Member or their appointees owes any money to the Club (excluding money owed to the Club by a Member within the Club's ordinary commercial trading terms) or has not paid the relevant Membership Fees in accordance with clauses 8 and 10.
- (d) The Chair does not have a casting vote in addition to their vote as a Member (if applicable).
- (e) A Life Member who has also a second form of membership will be treated as one Member with one vote in all situations.

23 Meetings of a class of Members

23.1 Calculation of quorum and determination of voting rights

For the purpose of ascertaining:

- (a) a quorum at a meetings of any class of Members convened in accordance with this constitution; and
- (b) the Members entitled to vote at a meeting of any class of Members or in a poll, or to join in demanding a poll,

a Member will be deemed to be present where that Member's Membership Fees (if any) are not in arrears, and they are present:

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- (c) physically at the place where the general meeting is held;
 - (d) by proxy; or
 - (e) by Virtual Meeting Technology.

23.2 General meeting provisions apply

The provisions of this constitution relating to general meetings apply so far as they are capable of application and with any necessary changes to every separate meeting of a class of Members (if applicable) except that:

- (a) a quorum is constituted by at least two persons who, between them, hold or represent one-quarter of the Members of the class (unless only one person is a Member of the class, in which case that person constitutes a quorum);
- (b) any Member of the class, present in person or by proxy or by representative, may demand a poll;
- (c) each Member within a particular class, has one vote at a meeting of that class (whether or not they are a Voting Member), both on a show of hands or on a poll; and
- (d) the auditors of the Club are not entitled to notice of the meeting or to attend or speak at the meeting.

23.3 Director entitled to notice of class meetings

Each Director is entitled to receive notice of and to attend all separate meetings of any class of Members and is entitled to speak at those meetings.

24 Proxies, attorneys and representatives

- (a) A Member who is entitled to vote at a meeting of Members may vote on a show of hands and on a poll:
 - (i) personally;
 - (ii) by one proxy;
 - (iii) by one attorney; or
 - (iv) by one representative.
- (b) A proxy or attorney must be a Member of the Club or otherwise be approved in writing by the Board.
- (c) An appointment of a proxy, attorney or representative must be in a form approved by the Board.
- (d) An appointment of a proxy is valid if it:

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- (i) is signed or authenticated by the Member making the appointment in accordance with the Corporations Act; and
 - (ii) it contains the following information:
 - (A) the Member's name and address;
 - (B) the Club's name;
 - (C) the proxy's name or the name of the office held by the proxy; and
 - (D) the meetings at which the appointment may be used; and
 - (iii) otherwise complies with the Corporations Act.

The Board may decide to accept a proxy even if it contains only some of the required information or is otherwise incomplete.

- (e) A later appointment of a proxy, attorney or representative revokes an earlier one if both appointments could not be validly exercised at the meeting.
- (f) An appointment may specify the way a proxy, attorney or representative is to vote on a particular resolution, in which case the proxy, attorney or representative may vote only as directed. The proxy, attorney or representative must vote and otherwise conduct themselves in accordance with the Corporations Act. Unless otherwise specified in the appointment, the proxy, attorney or representative may:
 - (i) agree to short notice for the meeting;
 - (ii) even if the appointment directs how to vote on a particular resolution:
 - (A) vote on an amendment to the particular resolution, a motion not to put the particular resolution or any similar motion; or
 - (B) vote on a procedural motion, including a motion to elect the Chair, to vacate the chair or adjourn the meeting;
 - (iii) speak at the meeting;
 - (iv) vote (but only to the extent allowed by the appointment); and
 - (v) request or join in a request for a poll.
- (g) An appointment of a proxy is effective only if the Club receives the appointment (and any authority under which the appointment was signed or certified copy of the authority) at least 48 hours before the meeting or resumed meeting. The Board may reduce the period for receipt of a proxy in the notice of meeting to which that proxy relates. The Club receives an appointment or authority when it is received at any one of the following:
 - (i) the Club's registered office; or
 - (ii) a place or electronic address specified for the purpose in the notice of meeting.

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- (h) Subject to the Corporations Act, the requirements of clause 24(g) also apply to the appointment of an attorney or representative. A power of attorney or appointment of a representative may be lodged for more than one meeting and may apply to all meetings held until a specified date or until the power or appointment is revoked.

Part 4 - The Board of Directors

25 Composition of the Board

25.1 Establishment Phase Directors

During the Establishment Phase, the Board will consist of:

- (a) from the commencement of this constitution until such time as the appointments contemplated in clause 25.1(b)(i) have been made, the Initial Directors;
- (b) at all other times during the Establishment Phase, at least three Directors and up to five Directors, comprising (subject to clauses 25.1(c) and 25.4):
 - (i) up to two Directors, each to be appointed by the Tasmanian Government (**TG Directors**);
 - (ii) up to two Directors, each to be appointed by the AFL (**AFL Directors**); and
 - (iii) the Chair appointed in accordance with clause 37,

with such appointments after the commencement of this constitution to be made in accordance with clause 25.3; and

- (c) If resolved by the Board and approved by the AFL by AFL Member Circulating Resolution and (subject to clause 25.4(b)) the Tasmanian Government by TG Member Circulating Resolution:
 - (i) the maximum number of Directors contemplated in clause 25.1(b) may be increased from five to seven, in which case:
 - (A) the Tasmanian Government may appoint an additional TG Director so that the maximum number of TG Directors will be three; and
 - (B) the AFL may appoint an additional AFL Director so that the maximum number of AFL Directors will be three,during the Establishment Phase; and/or
 - (ii) the maximum number of Directors provided for in clause 25.1(b) may be increased from five (or from seven if the maximum number has previously been increased to seven pursuant to clause 25.1(c)(i)) to nine, in which case:
 - (A) the Tasmanian Government may appoint two additional TG Directors (or one additional TG Director if the Tasmanian Government has already appointed an additional TG Director

pursuant to clause 25.1(c)(i)(A)) so that the maximum number of TG Directors will be four; and

- (B) the AFL may appoint two additional AFL Directors (or one additional AFL Director if the AFL has already appointed an additional AFL Director pursuant to clause 25.1(c)(i)(B)) so that the maximum number of AFL Directors will be four during the Establishment Phase,

with any such additional appointments to be made in accordance with clause 25.3.

25.2 Post Competition Commencement

From the Competition Commencement Date, the Board will consist of at least three Directors and up to seven Directors, comprising (subject to clauses 25.3 and 25.4):

- (a) up to two TG Directors. If the Tasmanian Government has appointed additional Directors in accordance with clause 25.1(c) so there would be more than two TG Directors immediately prior to the Competition Commencement Date, then the Tasmanian Government must take such actions as are necessary to reduce the number of TG Directors (including removing one or two (as applicable) of the TG Directors by TG Member Circulating Resolution in accordance with clause 13(f), effective no later than the day prior to the Competition Commencement Date) so that the number of TG Directors is no more than two at the Competition Commencement Date;
- (b) up to three AFL Directors. If the AFL has appointed additional Directors in accordance with clause 25.1(c)(ii) so that there would be four AFL Directors immediately prior to the Competition Commencement Date, then the AFL must take such actions as are necessary to reduce the number of AFL Directors (including removing one of the AFL Directors by AFL Member Circulating Resolution in accordance with clause 13(e), effective no later than the day prior to the Competition Commencement Date) so that the number of AFL Directors is no more than three at the Competition Commencement Date. If the AFL has not appointed additional Directors in accordance with clause 25.1(c), from the Competition Commencement Date, the AFL will be entitled at any time to appoint an additional AFL Director so that there are three AFL Directors holding office;
- (c) the Executive Director appointed by the Board in accordance with clause 28; and
- (d) the Chair appointed in accordance with clause 37.

25.3 Nominations Committee

- (a) At all times after adoption of this constitution by the Club, the Board must ensure that a nominations committee is maintained in order to provide recommendations to the AFL and Tasmanian Government regarding persons to be appointed as Directors, including the Chair (**Nominations Committee**).
- (b) The members of the Nominations Committee will be:
 - (i) prior to the Competition Commencement Date:

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- (A) two persons (neither of whom are Directors at the relevant time) appointed by the AFL;
 - (B) two persons (neither of whom are Directors at the relevant time) appointed by the Tasmanian Government; and
 - (C) one person appointed by the AFL to act as chair of the Nominations Committee, provided that if and when the Chair is appointed by the AFL, the Chair will also act as chair of the Nominations Committee; and
 - (ii) on and from the Competition Commencement Date:
 - (A) one person (who is not a Director at the relevant time) appointed by the AFL;
 - (B) one person (who is not a Director at the relevant time) appointed by the Tasmanian Government;
 - (C) two Directors (other than the Chair) appointed by a resolution of the Board; and
 - (D) the Chair (who, for the avoidance of doubt, will act as chair of the Nominations Committee).
 - (c) For the purposes of any provision of clause 25.3(b) that prevents a person from simultaneously being a Director and a member of the Nominations Committee, if a person who is appointed to the Nominations Committee is subsequently appointed as a Director, that person will be deemed to resign from their membership of the Nominations Committee, effective from the date of appointment as a Director.
 - (d) When making recommendations to the AFL and Tasmanian Government (as applicable in the circumstances), the Nominations Committee must:
 - (i) consider the overall needs of the Club and the relevant skills and expertise needed at the board level of the Club;
 - (ii) consider the requirements set out in any skills matrix, key selection criteria or other materials determined by the Nominations Committee; and
 - (iii) have regard as to whether the persons being considered by the Nominations Committee possess skills and expertise in one or more of the following areas:
 - (A) business management;
 - (B) law;
 - (C) financial management;
 - (D) marketing;
 - (E) media;
 - (F) company directorship;

(G) sports and/or event management; or

(H) Australian Football,

and who are not, by reason of any provision of the Corporations Act, ineligible to be or prohibited from being a director.

(e) As soon as reasonably practicable after the commencement of this constitution, the Nominations Committee must identify and consider appropriate candidates and make recommendations to the AFL and the Tasmanian Government regarding the first AFL Directors and TG Directors and (if the AFL has not yet appointed the Chair) the first Chair to be appointed after the commencement of this constitution.

(f) When appointing a Director pursuant to this clause 25 or clause 37, each of the AFL and Tasmanian Government (as applicable in the circumstances) must consider the recommendation of the Nominations Committee but is not bound by any such recommendation, and accordingly, each of the AFL and the Tasmanian Government may appoint:

(i) AFL Directors and the Chair (in the case of the AFL); and

(ii) TG Directors (in the case of the Tasmanian Government),

in their respective sole discretion, provided that the first AFL Directors and TG Directors to be appointed after the commencement of this constitution may not be appointed until after the Nominations Committee has made its recommendation regarding the applicable appointments. The AFL may appoint the first Chair after the commencement of this constitution without any recommendation by the Nominations Committee having been made in respect of that position.

25.4 Tasmanian Government Director appointment and other rights

(a) Despite anything else in this constitution, the Tasmanian Government's rights under clause 18.3(a)(i) and this clause 25 are contingent on the Funding and Development Agreement remaining in force.

(b) If the Funding and Development Agreement expires or is terminated, or otherwise ceases to be in effect, for any reason:

(i) the Tasmanian Government will cease to be required to be present at a general meeting of the Club for purposes of the quorum under clause 18.3(a)(i);

(ii) the Tasmanian Government will cease to have any right to appoint or remove any person as a Director, or to approve any increase in the maximum number of Directors, from the date and time that the Funding and Development Agreement ceases to be in effect; and

(iii) each TG Director will automatically be taken to be an AFL Director and the number of AFL Directors in clauses 25.1(b)(ii), 25.1(c)(i)(B), 25.1(c)(ii)(B) and 25.2(b) (as applicable) will automatically be increased to four, six, eight and five, respectively, effective from the date and time that the Funding and Development Agreement ceases to be in effect.

26 Appointment and retirement of Directors

During the Establishment Phase as well as from and after the Competition Commencement Date:

- (a) in respect of AFL Directors:
 - (i) each vacancy for an AFL Director will be filled by persons appointed by the AFL, each for a term of three years from the date of appointment;
 - (ii) at the end of their term of appointment, each AFL Director will be available for re-appointment at the discretion of the AFL;
 - (iii) if an AFL Director retires or vacates their office before the end of their term, the AFL may appoint a new Director to fill the vacancy; and
 - (iv) the AFL will be the sole Member that is entitled to vote on the removal and replacement of an AFL Director at its absolute discretion in accordance with clause 29;
- (b) in respect of TG Directors, and strictly subject to clause 25.4:
 - (i) each vacancy for a TG Director will be filled by persons appointed by the Tasmanian Government, each for a term of three years from the date of appointment;
 - (ii) at the end of their term of appointment, each TG Director will be available for re-appointment at the discretion of the Tasmanian Government;
 - (iii) if a TG Director retires or vacates their office before the end of their term, the Tasmanian Government may appoint a new Director to fill the vacancy; and
 - (iv) if a TG Director is removed in accordance with clause 29, the Tasmanian Government may replace that TG Director at its absolute discretion;
- (c) the appointment (including the term of appointment) and removal of the Chair is governed by clause 37; and
- (d) subject to the Corporations Act, any Director who has been appointed to fill a retirement or casual vacancy will hold the applicable office until required to retire at the end of their term of appointment in accordance with this clause 26 or the office becomes vacant under clause 30. For the avoidance of doubt, this means that if a Director has been appointed to replace a retiring Director (**Outgoing Director**), that Director's term of office is only the balance of the Outgoing Director's term of office.

27 Eligibility for appointment as Director

Notwithstanding any other provision of this constitution, to be eligible to be appointed as a Director, a person:

- (a) must:

- (i) be an individual;
 - (ii) be at least 18 years old; and
 - (iii) not be otherwise ineligible or disqualified from holding office under this constitution or the Corporations Act; and
- (b) is not required to be a Member of the Club.

28 Executive Director

28.1 Appointment of Chief Executive Officer

- (a) The Board must appoint a Chief Executive Officer on such terms as the Board sees fit.
- (b) Unless the Board determines otherwise, the role and duties of the Chief Executive Officer are as set out in clause 44.

28.2 Chief Executive Officer to become Executive Director

On the Competition Commencement Date, the Board:

- (a) must appoint the Chief Executive Officer to the office of Executive Director, which appointment will continue for so long as that person remains the Chief Executive Officer; and
- (b) may confer on the Executive Director any of the powers that the Board may exercise.

28.3 Consequence of cessation as Director

- (a) A person ceases to be the Executive Director if they cease to be the Chief Executive Officer.
- (b) A person vacates the office of, and ceases to be, a Director if they cease to be the Executive Director.

29 Removal of Directors

- (a) Subject to clauses 13(e), 13(f) and 29(b), the other provisions of this constitution and the Corporations Act, the Company may, by a resolution passed at a general meeting, remove a Director, and:
 - (i) if the person removed was an AFL Director or the Chair, the AFL may appoint a replacement in accordance with clause 26(a)(iv); or
 - (ii) if the person removed was a TG Director, the Tasmanian Government may appoint a replacement in accordance with clause 26(b)(iv).
- (b) Despite any other clause of this constitution, if the person to be removed in accordance with clause 29(a) is:

- (i) an AFL Director or the Chair, then the AFL is the only Member entitled to vote on the resolution;
- (ii) a TG Director, then, subject to clause 25.4(b), the Tasmanian Government is the only Member entitled to vote on the resolution; and
- (iii) the Executive Director, then the Executive Director may only cease to be a Director, and their office vacated, in accordance with clauses 28.3 and 30(a)(vii),

and, for the avoidance of doubt, no other Member will be entitled to vote on a resolution to remove any Director referred to in this clause 29.

30 Vacation of office

- (a) Without limiting clause 26, a Director ceases to be a director of the Company if:
 - (i) the Corporations Act so provides;
 - (ii) the Director resigns by notice to the Club;
 - (iii) the Director is removed in accordance with clause 29.
 - (iv) the Director is absent, without the consent of the Board, from all Directors' meetings conducted during any six month period;
 - (v) the Director dies or becomes mentally incapable of fulfilling that Director's duties as a director and the Director's estate or property has had a personal representative or trustee appointed to administer it;
 - (vi) the Director retires pursuant to clause 26; or
 - (vii) in the case of the Executive Director, their employment or engagement to act as Chief Executive Officer ceases or is terminated on any reason.
- (b) Notwithstanding any other provision of this constitution, if:
 - (i) any liquor control and/or gaming legislation applies to the Club from time to time (whether in its own name, or by virtue of any of its associates); and
 - (ii) such legislation contains requirements in relation to the appointment, election and/or removal of Directors,

then any appointment, election or removal of any Directors under this constitution will be subject to the Club complying with all such legislative requirements.
- (c) If any Director is found not to be a fit and proper person to act in the capacity of Director, after all avenues of appeal have been exhausted, that Director must resign from their office.

31 Remuneration

- (a) Subject to clause 31(b), unless the relevant Director (whether directly or through associated entities) is a contractor to the Club in some other capacity approved by the Board:
 - (i) a Director is not entitled to remuneration for their conduct of their directorship; but
 - (ii) a Director will be entitled to be reimbursed, and the Club must reimburse each Director, for all expenses properly incurred by the Director in their capacity as a Director of the Club.
- (b) The Executive Director may be paid such remuneration as determined by the Board in accordance with clause 44.
- (c) Without limiting clause 31(a), the Club must pay reasonable travelling and other expenses that a Director properly incurs in undertaking the Club's business.

32 Director's interests

- (a) Subject to the Corporations Act, any other applicable laws and the Licence Agreement, a Director may during their directorship:
 - (i) hold some other office or position (except as auditor) within the Club, on any terms the Board decides (including a position for which that Director receives market remuneration for the bona fide provisions of any services);
 - (ii) hold an office or otherwise be interested in any related body corporate or other body corporate, including a related body corporate or other body corporate in which the Club is interested; and
 - (iii) retain benefits for doing so,provided that:
 - (iv) the Director complies with clause 32(e); and
 - (v) the relevant office, position or other interest is not a position, office, stake or other interest in a corporation or business engaged in or involved in the fielding of a team in any professional sporting code (including soccer, basketball, rugby union or rugby league) other than the Australian Football League or any Australian Football match other than a match approved by the AFL.
- (b) Subject to the Corporations Act and other applicable laws, a Director who has a material personal interest in a matter that is being considered at a Board meeting may not:
 - (i) be present while the matter is being considered at the meeting;
 - (ii) vote on the matter; and

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- (iii) be counted in a quorum for a meeting considering the matter.
 - (c) A Director will not be taken to have a material personal interest in a matter that involves the AFL solely because the Director is an officer or employee of the AFL, or because the Director was appointed by the AFL.
 - (d) Subject to clause 32(b) and the Corporations Act and other applicable laws:
 - (i) a Director (or a spouse, parent, child and other relatives of a Director or child of a spouse or other relative, or any entity in which a Director or a spouse, parent, child or other relative of a Director or child of a spouse has an interest) may contract or make an arrangement with the Club (or a related body corporate or a body corporate in which the Club is interested) in any matter and in any capacity; and
 - (ii) a Director may retain benefits under that contract or arrangement and the Club cannot avoid that contract or arrangement because of the Director's interest.
 - (e) A Director must disclose to the Board all contracts, arrangements, offices, positions, stakes or other interests referred to in clauses 32(a) and 32(c) that are held by the Director or of which the Director is aware.
 - (f) A disclosure required by clause 32(e) must be given through the delivery of a notice that:
 - (i) includes details of:
 - (A) the nature and extent of the interest; and
 - (B) the relation of the interest to the affairs of the Club; and
 - (ii) is to be given at a Board meeting as soon as practicable after the Director becomes aware of their interest in the matter.
 - (g) A Director required to give notice under clauses 32(e) and 32(f) may give standing notice of the nature and extent of the interest in the matter in accordance with the Corporations Act and this constitution.

Part 5 - Proceedings of Directors

33 Circulating resolutions

- (a) The Directors may pass a resolution without a Board meeting being held, if:
 - (i) all Directors entitled to vote on the resolution have first been provided a copy of the resolution at least 2 Business Days prior to the resolution being passed, or such shorter or longer period as determined by the Directors; and
 - (ii) a majority of the Directors entitled to vote on the resolution sign a document containing a statement that they are in favour of the resolution set out in the document.

In this Part 5 only, a '**majority**' means:

- (iii) in the event there are an even number of Director positions comprising the Board - fifty percent of those positions plus one; and
 - (iv) in the event there are an odd number of Director positions comprising the Board - fifty percent of those positions rounded up the nearest whole number.
- (b) Separate copies of a document may be used for signing by Directors, if the wording of the resolution and statement is identical in each copy.
 - (c) The resolution is passed on the date and at the time a majority of Directors have signed the resolution.
 - (d) Passage of the resolution must be recorded in the Club's minute books, and notice must be given to those Directors who did not sign the resolution.

34 Calling and conducting meetings of the Board

- (a) A Board meeting may be called by any Director giving notice individually to each other Director in accordance with clause 35(b)(iii).
- (b) On the request of any Director, the Secretary must call a Board meeting by giving notice to each Director in accordance with clause 35(b)(iii).
- (c) The Board may:
 - (i) meet at such times and places;
 - (ii) adjourn its meetings to such times and places; and
 - (iii) otherwise conduct and regulate its meetings,as, when and how the Board determines from time to time.
- (d) Notwithstanding anything in clause 34(c) or any other provision of this constitution, a Board meeting may be called or held using any Virtual Meeting Technology consented to by all the Directors. The consent may be a standing one, and a Director may only withdraw consent within a reasonable period before the meeting.
- (e) A Director will only be deemed to:
 - (i) be present at a Board meeting that is held using Virtual Meeting Technology for the period during which the Director is connected to their telephone or other communication device; and
 - (ii) have left a meeting that is held using Virtual Meeting Technology:
 - (A) where that Director clearly states to the Chair of the meeting that the Director is disconnecting their telephone or other communication device; or

- (B) where and for the period that the Director's connection to the telephone or other communication device is interrupted or disconnected for some other reason.
- (f) The ruling of the Chair of the meeting will be accepted as the final determination of all questions of order or procedure that arise at a Board meeting.

35 Notice

- (a) Notice of a Board meeting must be given to each Director.
- (b) The notice must:
 - (i) specify the day, time and place of the meeting (and include a description of, and a connection to (if applicable), any Virtual Meeting Technology that is proposed to be used);
 - (ii) state the business to be transacted; and
 - (iii) be given at least 2 Business Days before the meeting, unless all Directors otherwise agree to a shorter or longer period of notice.
- (c) If a Director does not receive the notice of a meeting, or a complete notice, as required under clause 35(a), that non-receipt or incomplete notice does not in itself invalidate anything done at the meeting if:
 - (i) the failure was genuinely accidental;
 - (ii) the Director gives notice to the Club that they waive the requirement for notice or agrees to the thing or things done at the meeting; or
 - (iii) the Director attends the meeting.

36 Quorum

- (a) The quorum for a Board meeting is a majority of the Directors entitled to vote and including at least half the AFL Directors, provided that all Directors have been provided prior notice of the meeting in accordance with clause 35(b)(iii) .
- (b) For the avoidance of doubt:
 - (i) the quorum must be present at all times during the meeting; and
 - (ii) decisions of the Board are only validly passed where a majority of Directors entitled to vote are present during the making of that decision.
- (c) If at the time a Board meeting is scheduled to be conducted there are not sufficient Directors in office to form the quorum required by clause 36(a), the remaining Directors may only act at that meeting:
 - (i) to increase the number of Directors to a quorum, subject to other requirements set out in this constitution;

- (ii) to call a general meeting of the Club; or
- (iii) in an emergency.

37 Chair

- (a) Subject to clause 25.3, the AFL may appoint one person as Chair (who will also be a Director by virtue of their appointment as the Chair) for a term of up to three years. At the end of their term of appointment, the Chair will be available for re-appointment at the discretion of the AFL.
- (b) If the Chair retires or vacates their office before the end of their term, the AFL may appoint a new Chair to fill the vacancy.
- (c) In accordance with clause 29, the AFL may remove and replace the Chair with an AFL Director (in which case that person will cease to be an AFL Director) or any other person that the AFL sees fit.
- (d) Subject to this clause 37, the Chair is entitled to, and must, where reasonably practicable, chair each Board meeting.
- (e) In the event that:
 - (i) there is no Chair of the Board, or if the Chair is not present within 30 minutes after the time set out in the notice of meeting or is unable or unwilling to act (for the whole or any part of a meeting), the Directors present must elect one of the AFL Directors to chair the relevant part of the meeting; or
 - (ii) the Directors present do not elect one of themselves to chair the meeting in accordance with clause 37(e)(i), the meeting is dissolved.

38 Board decisions

- (a) Subject to the Corporations Act, each Director has one vote at each Board Meeting.
- (b) Unless otherwise stated in this constitution or required by the Corporations Act, where this constitution refers to:
 - (i) a resolution of the Board;
 - (ii) the approval or determination of the Board; or
 - (iii) the exercise of a discretion by the Board,that resolution is passed, the approval or determination is obtained or a discretion is exercised (as applicable) by a majority of the votes cast by Directors entitled to vote on the relevant resolution or other matter.
- (c) In the case of an equality of votes, the Chair does not have a casting vote in addition to their vote as a Director.

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- (d) All acts performed or matters resolved by any Board meeting or by any person acting as a Director will be valid as if that person was validly appointed, notwithstanding the subsequent discovery of some defect in the appointment of such person.

Part 6 - Directors' powers

39 General powers

- (a) The Licensed Operations and other business and affairs of the Club are to be managed by or under the direction of the Board.
- (b) The Board will liaise with the Chief Executive Officer/Executive Director and other executive management of the Club in respect of all policies that are established or developed by the Board from time to time and particularly as regards the establishment and/or implementation of such policies.
- (c) The Board may exercise all the powers of the Club except any powers that the Corporations Act or this constitution requires the Club to exercise in general meeting.

40 Execution of documents

- (a) Subject to the Corporations Act, the Club may execute a document without a common seal if the document is signed by:
 - (i) two Directors of the Club; or
 - (ii) a Director and a Secretary of the Club.
- (b) The Board will prepare or cause to be prepared a policy for executing documents (**Document Execution Policy**).
- (c) The Board may delegate the authority to execute documents in accordance with the Document Execution Policy.
- (d) The Board may decide, generally or specifically, that a Director or Secretary may sign certificates for membership of the Club by mechanical or other means.
- (e) This clause 40 does not limit the ways in which the Board may decide that the Club may execute a document (including a deed).

41 Negotiable instruments

The Board may decide how negotiable instruments (including cheques) may be signed, drawn, accepted, endorsed or otherwise executed by the Club.

42 Committees and delegates

- (a) The Board may delegate any of their powers (including this power to delegate) to a committee of Directors. The Board may revoke or vary that delegation from time to time.
- (b) A committee must exercise the powers delegated subject to any directions of the Board and in accordance with the scope of the delegation. The effect of the committee or delegate exercising a power in this way is the same as if the Board exercised it.
- (c) Part 5 of this constitution applies with the necessary changes to meetings of a committee, except that a person that is not a Director does not have a vote at such meetings.
- (d) The chair of each of the committees must report to each meeting of the Board and the Board must, subject to and in accordance with the Corporations Act, review and resolve to adopt the reports of each committee.

43 Attorney and agent

- (a) The Board may appoint any person to be the attorney or agent of the Club for any purpose, for any period and on any terms (including as to remuneration) the Board from time to time decides.
- (b) The Board may delegate any of their powers to an attorney or agent.
- (c) The Board may from time to time revoke or vary:
 - (i) the appointment under clause 43(a); or
 - (ii) any power delegated to the attorney or agent.

Part 7 - Executive Officers

44 Role and duties of Chief Executive Officer

- (a) The Chief Executive Officer will be:
 - (i) responsible for the management of the business and affairs of the Club (including the conduct of the Licensed Operations); and
 - (ii) required to comply with and implement the policies and directions of the Board.
- (b) The terms and conditions of the Chief Executive Officer's employment (including the period of engagement and remuneration) will be determined by the Board in its discretion. Subject to applicable laws and any agreement between the Club and the Chief Executive Officer, the Board may remove or dismiss the Chief Executive Officer at any time, with or without cause, at which time the office of the Chief Executive Officer as the Executive Director (if applicable) will be vacated.

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- (c) The Chief Executive Officer will:
- (i) develop a plan to implement the policies and directions of the Board;
 - (ii) work with the Board to determine the vision and strategy of the Club;
 - (iii) be responsible for the implementation of the policies and directions that are established or developed by the Board. In implementing such policies, the Chief Executive Officer must follow any directions or specific resolutions of the Board;
 - (iv) be responsible for the carrying out on behalf of the Club of any duties required or appropriate to be carried out by the Club under the provisions of any applicable legislation;
 - (v) be responsible for ensuring that correct accounts, reports and books showing the financial affairs of the Club are kept and maintained, including by doing so in accordance with applicable laws, accounting practices and AFL requirements;
 - (vi) have the power to call a Board meeting in case of urgent business by giving reasonable notice to each Director;
 - (vii) arrange to receive and bank all moneys due to the Club and for the payments of all accounts and debts in the name of the Club;
 - (viii) keep a correct account of the receipts and expenditure of the Club and submit an extract thereof to the Board at each meeting; and
 - (ix) without limiting clauses 44(c)(i) or (iii), perform such other tasks, address such matters, and do such other things, as are reasonably required by the Board from time to time.
- (d) The Chief Executive Officer may delegate any or all of their powers or responsibilities.

45 Company Secretary

- (a) The Board must appoint at least one, and may appoint more than one, company secretary of the Club for any period and on any terms (including as to the payment and quantum of remuneration) the Board decides.
- (b) Subject to any agreement between the Club and the Secretary, the Board may remove or dismiss the Secretary at any time, with or without cause.
- (c) Unless the Board otherwise decides, the Secretary will also act as the public officer of the Club.
- (d) The Secretary will, in addition to any duties and responsibilities detailed in this constitution, record in the minute books of the Club minutes of all resolutions and proceedings of all general meetings, Board meetings and committee meetings, and will keep and maintain the register of Members and all associated records (including by doing so in accordance with applicable laws, accounting practices and AFL requirements).

46 Indemnity

- (a) Subject to clause 46(d), the Club must indemnify any Officer, or any person who takes part in, or is concerned with, management of the Club, out of the property of the Club against:
 - (i) every liability incurred by the person in that capacity (except a liability for legal costs); and
 - (ii) all legal costs incurred in defending or resisting (or otherwise in connection with) proceedings, whether civil or criminal or of an administrative or investigatory nature, in which the person becomes involved because of that capacity.
- (b) Subject to the Corporations Act, the Club may enter into an agreement or deed with an Officer under which the Club agrees to do all or any of the following:
 - (i) allow the Officer and the Officer's advisers access to the Club's books (including minute books) for any agreed period;
 - (ii) indemnify the Officer in accordance with clause 46(a); and
 - (iii) keep the Officer insured for any period in respect of any act or omission done by the Officer as and in connection with their being an officer of the Club.
- (c) Subject to clause 46(d), the Club may indemnify any employee of the Club at the discretion of the Board.
- (d) Clauses 46(a), 46(b) and 46(b) do not apply to the extent that:
 - (i) the Club is forbidden by the Corporations Act or other law to indemnify the person against the liability or legal costs; or
 - (ii) an indemnity by the Club of the person against the liability or legal costs would, if given, be made void by the Corporations Act or other statute.
- (e) Subject to this constitution, the Corporations Act, or other law, the Club may pay all costs, losses and expenses which a person referred to in clauses 46(a) and 46(b) might incur or become liable to pay by reason of any contract entered into or act or thing done by them as such a person or in any way in charge of their duties.
- (f) Subject to the Corporations Act or any other relevant law, the Club may make an advance, on account of anticipated costs, losses and expenses, to a person referred to in clause 46(a) to assist the person in defending any proceeding brought against the person in that capacity.
- (g) If the Club makes an advance to a person under clause 46(f), the person must repay that advance if:
 - (i) judgment is not given in the person's favour;
 - (ii) the person is not acquitted; or
 - (iii) a court subsequently determines that the indemnification is not permitted.

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- (h) In this clause 46, **Officer** means an officer of the Club and includes the Secretary, the public officer of the Club and the Directors.

47 Auditors

- (a) The Club will:
- (i) appoint auditors to audit the books of account of the Club; and
 - (ii) report the results of such audit to the Members on an annual basis,
- including by doing so in accordance with applicable laws, accounting practices and AFL requirements.
- (b) The appointment, conduct, and removal of the auditor will be governed by the Corporations Act and any other applicable laws.

48 Returning Officer

- (a) The Returning Officer will be the auditors of the Club or such other persons or organisation determined by the Board from time to time as being appropriate to conduct a ballot.
- (b) The Returning Officer is not entitled to:
- (i) vote at any meeting of the Club; or
 - (ii) accept appointment as a Director.

Part 8 - Records

49 Register of Members

- (a) The Club must keep a Register of Members:
- (i) in accordance with applicable requirements of the Corporations Act; and
 - (ii) that contains:
 - (A) the full names, addresses and dates of birth of all Members, together with their respective Membership Number and membership Class; and
 - (B) such other details as the Board requires from time to time.
- (b) The Register of Members may be kept using such means of technology as determined by the Board from time to time.

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- (c) The Club is only required to allow the inspection of any Register of Members where obligated to do so by the Corporations Act and other applicable laws (including privacy laws).
 - (d) Unless proved incorrect, the register of Members is sufficient evidence of the matters shown in the register.

50 Minute book

- (a) The Club must keep minute books in which it promptly records:
 - (i) proceedings and resolutions of meetings of the Members;
 - (ii) proceedings and resolutions of Board meetings (including meetings of a committee of the Board); and
 - (iii) resolutions passed by the Board without a meeting.
- (b) The Club must ensure that minutes of a meeting are signed within a reasonable time after the meeting by one of the following:
 - (i) the chair of the meeting; or
 - (ii) the chair of the next meeting.
- (c) The Club must ensure that the minutes of a resolution passed without a meeting are signed by a Director within a reasonable time after the resolution is passed.
- (d) A minute that is so recorded and signed is evidence of the proceeding, resolution or declaration to which it relates, unless the contrary is proved.

51 Financial records

- (a) The Club must keep and maintain the financial records and produce and disseminate the reports required by the Corporations Act.
- (b) The financial records must be audited as required by the Corporations Act.
- (c) A copy of the most recent financial report of the Club must be provided to a Member on request.

52 Inspection

Unless authorised by the Board, the Club in general meeting or the Corporations Act, a Member is not entitled to inspect the Club's books.

Part 9 - Miscellaneous

53 Licence Agreement paramount

- (a) The terms of the Licence Agreement prevail to the extent of any inconsistency between this constitution and the Licence Agreement.
- (b) Notwithstanding any other provision of this constitution, and in accordance with clause 20(d)(i), the AFL is the sole Member that is entitled to vote on a resolution concerning any amendment to, modification or variation of, or repeal or replacement of, this constitution.

54 Notices must be in writing

Notices given in connection with this constitution must be in writing and in English, and may be given by an authorised representative of the sender.

55 Notice to Members

- (a) The Club may give notice to a Member:
 - (i) personally;
 - (ii) by sending it by post to the address of the Member in the Register of Members or the alternative address (if any) nominated by the Member from time to time; or
 - (iii) by sending it to the electronic address (if any) nominated by the Member from time to time.
- (b) A notice to a Member is sufficient even if the Member (whether or not a joint Member) is dead, mentally incapacitated, an infant or a bankrupt, and the Club has notice of that event.

56 Notice to Directors

The Club may give notice to a Director:

- (a) personally;
- (b) by sending it by post to the Director's usual residential or business address or any other address nominated by them from time to time;
- (c) if a notice calling a meeting, by sending it to the electronic address (if any) nominated by the Director from time to time; or
- (d) if any other notice by sending it to the electronic address (if any) nominated by the Director from time to time.

57 Notice to the Club

A person may give notice to the Club:

- (a) by leaving it at the Club's registered office;
- (b) by sending it by post to the Club's registered office; or
- (c) by sending it to the electronic address (if any) of the Club's registered office.

58 Addresses outside Australia

A notice sent by post to or from a place outside Australia must be sent by air mail.

59 Time of service

- (a) A notice sent by post within Australia is taken to be given three Business Days after posting.
- (b) A notice sent by post to or from a place outside Australia is taken to be given seven Business Days after posting.
- (c) A notice sent by electronic means is taken to be given one hour after the electronic communication is recorded as being sent by the device from which the sender sent that electronic notice, unless the sender knows or could reasonably be expected to know that an electronic communication system has failed and as a result, the electronic notice was not received.

60 Evidence of service of a document on a Member

A certificate in writing signed by a Director or Secretary stating that a document was sent is prima facie evidence of service.

61 Dispute Resolution

- (a) This clause 61 does not apply to:
 - (i) any dispute between one or more of the AFL, the Tasmanian Government or the Club; or
 - (ii) any dispute, matter or circumstance arising out of, or in connection with, clause 11.
- (b) Any dispute arising between a Member and the Club in relation to this constitution or otherwise, must be resolved in accordance with the procedure set out in this clause 61 before either party commences any other process for resolving the dispute, including the commencement of court action.

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- (c) If a party believes that a dispute has arisen, it must serve a dispute notice on the other party, and:
 - (i) the dispute notice must state that a dispute has arisen and identify in sufficient detail what the dispute is about;
 - (ii) the dispute notice must be provided to the other party following receipt of which the parties must meet within a period of 14 days to seek to resolve the dispute (**Initial Period**);
 - (iii) failing resolution of the dispute by the parties within the Initial Period, the parties may jointly request the appointment of a mediator, or failing agreement as to a mediator within 21 days of service of the dispute notice, either party may apply to the Chair of the Resolution Institute (or the Chair's delegated representative) to appoint a mediator;
 - (iv) once the mediator has accepted the appointment, the parties must comply with the mediator's instructions; and
 - (v) if the dispute is not resolved within 45 days of the appointment of the mediator, or any other period agreed by the parties in writing, the mediation ceases and the parties are entitled to pursue any other avenue available to them to resolve the dispute.
 - (d) The mediator may fix the charges for the mediation which must be paid equally by the parties. The mediator acts as a mediator only, and not as an arbitrator.
 - (e) If the dispute is settled, all parties must sign a terms of settlement agreement and those terms are binding on the parties.
 - (f) The mediation must be confidential, and statements made by the mediator or the parties as well as discussions between the participants to the mediation whether before, after or during the mediation, cannot be used in any legal proceedings.
 - (g) It will be a term of the engagement of the mediator that the parties release the mediator from any Court proceedings relating to the dispute or the mediation.
 - (h) The mediator is not bound by the rules of natural justice and may discuss the dispute with a party in the absence of any other party.
 - (i) This clause 61 does not prevent a person from commencing proceedings for urgent or interlocutory relief.

62 Transitional provisions

Notwithstanding any other clauses of this constitution:

- (a) A person who is a Director or Chair of the Club immediately before the commencement of this constitution (collectively, **Initial Directors**) is taken to be a Director or Chair (as applicable) under this constitution until AFL Directors, TG Directors and (if applicable) a Chair are appointed to replace the Initial Directors in accordance with clauses 25.1 and 37 (as applicable).

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- (b) A person who is the Chief Executive Officer or a Secretary immediately before the commencement of this constitution is taken to be the Chief Executive Officer or Secretary under this constitution pursuant to the terms of their contract with the Club then in effect.
 - (c) A person who is a Member of the Club immediately before the commencement of this constitution is taken to be a Member under this constitution, but has the rights and obligations attaching to its type or class of membership as are specified in or determined under this constitution.
 - (d) A person who is an auditor of the Club immediately before the commencement of this constitution is taken to be the auditor under this constitution pursuant to the terms of any contract between the Club and the auditor then in effect.

Schedule – New Schedule 11

Schedule 11. Governance Protocol

1. Interpretation

If there is anything in this Schedule that is inconsistent with the terms of the agreement, including Part G Infrastructure Development, the terms of the agreement will prevail.

2. Overview

2.1 Stadium

The Tasmanian Government intends to build the Stadium at the Macquarie Point site to a standard suitable for hosting AFL matches and other major events (see separate specifications schedule).

Upon completion of construction, ownership and ongoing management of the Stadium will be transferred to Stadiums Tasmania.

2.2 Training & Administration Facility

The Tasmanian Government intends to develop the TA Facility, on a suitable site within close proximity to the Hobart CBD and in line with AFL benchmarks.

The ownership and ongoing management of the TA Facility, upon completion of construction, is yet to be determined.

3. Purpose

This schedule sets out the key governance elements to enable the AFL and the Club (as the anchor tenant of the TA Facility and a key user of the Stadium) to have input into the key design and configuration of the Stadium, and input into the design and delivery of the TA Facility (as the end user) (**Projects**).

The key governance elements are largely the same across both Projects.

However, there are some key elements that are Project specific, such as membership and Commonwealth reporting.

4. Steering Committee

4.1 Overview

The Steering Committee (**SC**) provides strategic leadership and oversight for each Project and provides a forum for interested parties to have input into the decision making process.

The Tasmanian Government will have ultimate responsibility and control over each Project.

4.2 Stadium Steering Committee Role and Function

The Stadium SC is responsible to the relevant Tasmanian Government Minister (**Minister**) for ensuring that the Stadium Project is delivered to a specified budget and within determined timeframes.

The Stadium SC will receive advice and reports on matters as required from the Stadium Project Coordination Group, Executive Director (Major Stadiums) and the Project Director supported by specialist advisers, and other Departmental staff as required/appropriate.

The Stadium SC will oversee the administration of the Stadium Project in accordance with agreed responsibilities and authorities assigned for specific Stadium Project related matters. In the absence of a specific matter being identified, established Department of State Growth (**DSG**) processes shall apply.

The Stadium SC will consider variations to scope, timeframe and/or budget, where the overall delivery of the Stadium Project is not impacted, and the cost can be accommodated within the total budget allocation.

The Stadium SC is to report directly to the Minister on a regular basis, and through the Minister to Cabinet. In doing so, the Stadium SC will provide specific advice and recommendations on any key decisions and threshold issues relating the scope, timeframe, budget, and relevant approvals for the Stadium Project.

The Stadium SC will endorse reports to the Commonwealth (or equivalent) providing relevant documentation to attest to the progress of the Stadium Project, to be prepared in accordance with reporting requirements set out in the Commonwealth Funding Agreement.

4.3 TA Facility Steering Committee Role and Function

The TA Facility SC is responsible for ensuring that the construction of the TA Facility is delivered to the required specifications and agreed design within an agreed budget and timeframes.

The TA Facility SC will receive advice and reports on matters as required.

The TA Facility SC will consider variations to scope, timeframe and/or budget.

The TA Facility SC will report to:

- (i) the Club Board, via any representative as determined from time to time by the Club;
- (ii) the AFL, via any representative as determined from time to time by the AFL; and
- (iii) the Tasmanian Government, via the Macquarie Point Urban Renewal Oversight Steering Committee or any other representative as determined from time to time by the relevant Minister.

5. Membership of Stadium Steering Committee

5.1 Chair

Secretary, Department of State Growth

5.2 Membership

Department of State Growth – various nominees

Department of Treasury and Finance – one nominee

Department of Premier and Cabinet – one nominee

Macquarie Point Development Corporation – one nominee

Stadiums Tasmania – one nominee

AFL – one nominee

Commonwealth representatives - TBC

Independent Stadium Development Expert – one nominee

Note: final organisational membership to be approved by the relevant Minister provided that the AFL will always be entitled to be a member and will be permitted to choose its own nominee.

5.3 In Attendance

Department of State Growth – various project directors

Specialist Project Advisers - as required

Secretariat: Department of State Growth

6. Membership of TA Facility Steering Committee

6.1 Chair

Tasmanian Government nominee

6.2 Membership

Tasmanian Government – one nominee

AFL – one nominee

Tasmanian AFL Club – one nominee

Note: the parties will be entitled to choose their own nominees.

6.3 In Attendance

Project Manager

Specialist Project Advisers - as required

Secretariat - Department of State Growth

6.4 Voting

Each member of the TA Facility Steering Committee is entitled to one vote. Any decision made by the TA Facility Steering Committee will require unanimous approval of each member. The chair of the TA Facility SC will not have a casting vote.

7. Member Roles

In performing its role, each SC is required to undertake the following functions:

- (a) take all reasonable steps to ensure effective organisation and management of each Project through robust project governance oversight, and best practice reporting and administrative practice;
- (b) monitor and take all reasonable steps to ensure each Project adheres to all delegations and authorities;
- (c) approve Terms of Reference for any governance group established for the purposes of each Project, and review on an annual basis;
- (d) consider monthly project status reports from the Project Manager and others as required to manage progress and delivery against milestones for the project relating to scope, budget alignment and prescribed timelines;
- (e) identify, monitor, and develop mitigation strategies to address substantial risks and actively oversee the identification and management of strategic issues arising in each Project;
- (f) consider recommendations from the Project Manager and any other attendees as appropriate;
- (g) consider and resolve issues referred to the SC;
- (h) escalate sensitive, political, or unresolved issues to the Minister; and
- (i) report periodically to the Minister, and/or Cabinet.

The AFL will provide reasonable support to the Tasmanian Government in providing the expertise of AFL staff, subject to availability, to assist with the planning, design and build process of each Project (on terms to be agreed between the AFL and Tasmanian Government).

8. Stadium Project Coordination Group

8.1 Overview

The Stadium Project Coordination Group (**PCG**) will provide coordinated, integrated and balanced advice and recommendations in relation to the planning and delivery of each Project.

8.2 Functions

The functions of the Stadium PCG include, but are not limited to:

- (a) receive a Project status update from the Project Director/Principal consultants;

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- (b) provide operational and strategic advice to the Project Director on key policy decisions and recommendations on issues relating to project design and scope, timeframes, risk and budget;
 - (c) identify, communicate and report on relevant Project risks, including new and emerging, and assist in the development, implementation and monitoring of mitigation strategies;
 - (d) assist and ensure all relevant information is available as required to the Project Director and consultants;
 - (e) work with the Project Director, principal consultants and key users in the development of feasibility studies and design development to ensure the functional requirements of the Project are met;
 - (f) represent and act as the lead exchange of information between the Project Manager and the end users/key stakeholders; and
 - (g) development of recommendations for endorsement by the Stadium Steering Committee.

9. Membership of Stadium PCG

9.1 Chair

Executive Director, Major Stadiums, Department of State Growth

9.2 Membership

Department of State Growth – various nominees

Macquarie Point Development Corporation – one nominee

Stadiums Tasmania – one nominee

AFL – one nominee

Commonwealth representatives – TBC

Note: final organisational membership to be approved by Secretary, DSG provided that the AFL will always be entitled to be a member and will be permitted to choose its own nominee.

9.3 In Attendance

Department of State Growth – various project directors

Specialist Project Advisers – as required

Secretariat: Department of State Growth

10. Meeting Times

The SC & Stadium PCG will generally meet monthly and will consider out-of-session matters as required.

Other than with respect to the TA Facility SC, in months where a meeting is not required to consider and make determinations on matters of significance, the Chair may decide that the scheduled meeting is not held and that members are to consider meeting papers out-of-session.

In respect of the TA Facility SC, the members may agree an alternate meeting frequency, and any member may call an urgent meeting subject to providing reasonable notice of the meeting to the other representatives

11. Meeting Protocols

Proxies for meetings are required to be submitted and approved by the Chair prior to meetings.

A quorum is constituted by a majority of the total number of members for the time being. In respect of the TA Facility Steering Committee, a quorum will require attendance by the

Tasmanian Government member (or their proxy) and at least a representative of the Club or the AFL (or their proxies).

The agenda for each meeting will be confirmed between the Chair and Executive Director/Project Director.

Meeting papers will be distributed a minimum of three full working days prior to a meeting.

Draft minutes will be circulated within five working days following a meeting and will be endorsed at the following each meeting.

12. Minimum Specifications Sub Committee

12.1 Overview

A Minimum Specifications Sub Committee (**MSSC**) will be established as a sub-committee of the Stadium Steering Committee during the design phase of the Stadium Project to ensure that the minimum specifications of the Stadium Project as are set out in Schedule 10 (Stadium Specifications) are reflected in the detailed designs.

12.2 Functions

The functions of the MSSC include, but are not limited to, input into the design of the Stadium and confirmation that the minimum specifications detailed in Schedule 10 (Stadium Specifications) are included in the final design.

13. Membership of MSSC

13.1 Chair

Executive Director, Major Stadiums, Department of State Growth

13.2 Membership

Department of State Growth – one nominee

AFL – one nominee

Note: final organisational membership to be approved by Secretary, DSG provided that the AFL will always be entitled to be a member and will be permitted to choose its own nominee.

13.3 In Attendance

Department of State Growth – various project directors

Secretariat: Department of State Growth

Any other attendees as agreed by members of the MSSC

Schedule 12. Statutory Approvals

Statutory Approval	Description	End Date for satisfaction of relevant Statutory Approval
TA Facility		
Planning (TA Facility)	Obtaining all relevant planning and environmental approvals for the TA Facility Construction Activities In accordance with the relevant laws	30 November 2025
Appropriation of funds (TA Facility)	Appropriation of funds for entry into the TA Facility Construction Contract in accordance with Part IV of the <i>Constitution Act</i> 1934 (Tas)	30 November 2025
Public works committee approval secured (TA Facility)	Obtaining approval of the Public Works Committee to proceed with construction of the TA Facility	30 November 2025
Stadium		
Planning (Stadium)	Obtaining all relevant planning and environmental approvals for the Stadium Construction Activities In accordance with the relevant laws	30 November 2025
Appropriation of funds (Stadium)	Appropriation of funds for entry into the Stadium Construction Contract in accordance with Part IV of the <i>Constitution Act</i> 1934 (Tas)	30 November 2025
Public works committee approval secured (Stadium)	Obtaining approval of the Public Works Committee to proceed with construction of the TA Facility.	30 November 2025

Minister for Housing and Planning
Minister for Infrastructure and Transport
Minister for Local Government

Level 10, 15 Murray Street, HOBART TAS 7000 Australia
GPO Box 123 HOBART TAS 7001 Australia
Email: Minister.Vincent@dpac.tas.gov.au



29 November 2025

Ms Helen Burnet MP
Chair – Estimates Committee A
House of Assembly

ben.foxe@parliament.tas.gov.au

Dear Chair

Appropriation Bills 2025-26

I refer to your correspondence of 19 November 2025 and provide the following responses to the questions taken on notice.

Minister for Housing and Planning

1. What was the original intended capital return for the entire Huntingfield subdivision?

The original capital return was not identified at the time, as far as a review of records show.

It appears, during the Housing Land Supply Order debate, the primary motivation for government was to bring the lots to market, rather than aiming for a profit.

Two relevant documents located - one as part of a tender and the other to inform the Housing Land Supply Order - were concerned with costs of construction based on consultant tender documents to plan for a 230-lot development (2018) and consumer demand for residential land lots (2019).

Neither of those reports canvassed a profit. There was discussion of the economic and employment benefits to Tasmania and the community arising from the construction.

2. Please table the Terms of Reference of the review of Homes Tas funding (KPMG has been engaged to deliver)?

The KPMG Terms of Reference are appended to this response.

3. *How many perpetrators of family violence have been housed through the Rapid Rehousing Program? Please break down the data by region.*

There have been 36 perpetrators housed in Family Violence Rapid Rehousing.

Perpetrators are provided alternate housing through the program to allow the family to remain in the family home.

This is based on disclosed information to Loreto Community Housing.

The regional breakdown is:

Financial year	Region			Total
	North-West	North	South	
2020 - 2021	2	3	4	9
2021 - 2022	3	2	3	8
2022 - 2023	2	1	3	6
2023 - 2024	3	1	2	6
2024 - 2025	2	0	3	5
2025 - 2026 (to September 2025)	1	0	1	2

4. *How many Rapid Rehousing applications are on the waitlist? Please break down the data by region.*

There were 298 applicants for Family Violence Rapid Rehousing as at the end of September 2025.

Applicants may apply for Rapid Rehousing in multiple regions, and as such the regional breakdown of applications quantum exceeds the number of applicants. The regional breakdown of applications is:

- 161 South
- 62 North
- 106 North-West.

5. *Were any representations received by the relevant Minister or Agency in relation to the properties impacted by the urban growth boundary expansion? What were those representations?*

Ninety-five representations were received and can be found on the Planning in Tasmania website¹.

6. *What planning instrument was used to approve the artificial intelligence zone in St Leonards?*

The AI factory in St Leonards was approved by the Launceston City Council under the Tasmanian Planning Scheme - Launceston (State Planning Provisions and Launceston City Council Local Provisions Schedule).

Should further information be required please don't hesitate in requesting it.

Yours sincerely

A handwritten signature in black ink, appearing to read 'Kerry Vincent', with a long horizontal flourish extending to the right.

Hon Kerry Vincent MLC
Minister for Housing and Planning

¹ www.stateplanning.tas.gov.au/have-your-say/consultations/regional-land-use-strategy-reviews/STRLUS-UGB-update

Minister for Housing and Planning
Minister for Infrastructure and Transport
Minister for Local Government

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1 DEC 2025

Helen Burnet MP
Chair
House of Assembly Committee – Estimates A

c/- ben.foxe@parliament.tas.gov.au

Dear Chair

APPROPRIATION BILL (NO. 1) 2025

Thank you for your letter dated 20 November 2025 requesting additional information following the recent Estimates examination of the Infrastructure and Transport portfolio. Please see the following advice.

1 When were you informed by the Auditor General he had referred TT-Line to ASIC? (Ms Dow)

At no point did the Auditor General inform the Minister of the referral of TT-Line to ASIC.

2 Do you know how many of the fatalities or series injuries were caused by unlicensed drivers? (Ms Burnet)

It is important to note that in cases where an unlicensed driver/rider is involved in a fatal crash, it is not always the unlicensed driver/rider that is killed, or even the at-fault party.

The following figures therefore show the number of fatalities arising from crashes in which an unlicensed driver/rider was involved:

- In 2024, 8 fatalities (3 motorcycle riders, 3 vehicle passengers and 2 vehicle drivers) were the result of crashes in which an unlicensed driver/rider was involved.
- In 2025 (to 17 November) 4 fatalities (2 motorcycle pillion passengers, 1 motorcycle rider and 1 vehicle driver) were the result of crashes in which an unlicensed driver/rider was involved.

- 3 What date did Minister Abetz inform you of his July 21st briefing from the Secretary on the Auditor General's advised that TT-Line is insolvent? (Ms Dow)**

No conversation took place, as the matter was referenced in incoming Ministerial briefings from TT-Line on 21 August 2025.

- 4 Minister, to be clear, can you confirm that the first time you learnt of TT-Line's insolvency, from any source, was the 8th October? (Ms Dow)**

Initial advice was provided by TT-Line through an incoming Minister briefing on 21 August 2025. The matter was comprehensively discussed at a meeting on 8 October 2025.

- 5 What is the percentage/proportion of freight that is transported by rail and road in Tasmania? (Ms Johnston)**

In Tasmania, rail carries approximately 12 per cent of the heavy freight task by mass or 25 per cent by tonne-kilometres.

- 6 Does the Government have targets in type of freight movement? (Ms Johnston)**

The Tasmanian Government does not have targets relating to the type of freight movement.

- 7 What incentives, if any, are the Government providing to encourage a modal shift to rail for movement of freight? (Ms Johnston)**

Tasmania is participating in national initiatives focused on increasing rail's modal share, including:

- National initiatives considering rail/road freight contestability, in particular how road managers can plan operational and infrastructure investment which supports strategic objectives to increase rail freight mode share at priority locations.
- Work under the National Freight and Supply Chain Strategy.
- Implementation of the National Rail Action Plan to improve harmonisation and interoperability – even as an isolated network, this work can provide efficiencies for approvals and training, making rail more competitive.

- 8 How much was the estimated maintenance costs for the old Bridgewater Bridge lifting span? (Ms Johnston)**

- a. How much was/is the cost for the removal of the lifting span/towers? (Ms Johnston)**

It was estimated to cost between \$50 million - \$100 million over the next 50 years for maintenance on the old Bridgewater Bridge lifting span.

The contracted value for the removal of the lifting span/towers is \$13.1 million, and is contained within the overall project budget.

9 What milestones have Cubic missed as part of the common ticketing system? (Mr O'Byrne)

The delivery milestones for the Common Ticketing System are commercial-in-confidence under the agreement between the Department of State Growth and Cubic Transportation Systems (Australia) Pty Ltd.

10 What penalties have applied to Cubic for non-delivery of contracted commitments? (Mr O'Byrne)

Liquidated damages for non-delivery of contracted commitments are commercial-in-confidence under the agreement between State Growth and Cubic.

11 Table the review of Infrastructure Tasmania (Ms Dow)

The review of Infrastructure Tasmania is yet to be considered by Cabinet. Once this occurs, the Government will determine the most suitable manner to release the information.

12 How many km of State Roads were upgraded or maintained in the 24/25 year and previous years? (Ms Dow)

Financial Year	Total Road km maintained
2022-23	3,817
2023-24	3,817
2024-25	4,129

13 Please provide additional information on the timeline, concept and details related to the Northern Access Road and Bus Plaza? (Ms Butler)

The Northern Access Road will provide an alternative route for heavy vehicles to access the Port of Hobart and will support developments in the Macquarie Point Precinct and Regatta Ground foreshore area.

The new road will link the Tasman Highway with the Macquarie Point Precinct and include an event bus plaza that will service the proposed Multipurpose Stadium.

A northern entry into the Port of Hobart will ease the pressure on the surrounding road network, enhance connectivity and provide more opportunity for land use and investment within Macquarie Point.

Construction is expected to start in the second half of 2026.

Upcoming activities

Site investigations to inform the concept designs were completed in late October and early November 2025.

Once concept designs are developed, they will be shared with key stakeholders and the broader community.

14 Road safety figures for Leith turn off since decrease in speed (*Ms Burnet*)

The speed limit at this location was sign posted 90km/h in mid-February 2025.

Since that time (to 30 November) there has been one crash on the Bass Highway within this new speed limit zone, down from three in 2024. The crash was from an unsecured load hitting a vehicle which resulted in no injuries.

Yours sincerely

A handwritten signature in black ink, appearing to read 'Kerry Vincent', with a long horizontal flourish extending to the right.

Hon Kerry Vincent MLC
Minister for Infrastructure and Transport

FUNDING MODEL AND PROCUREMENT APPROACHES REVIEW FOR HOMES TASMANIA

Terms of Reference – Part One

Background

The Crawford Review was completed in April 2025 and made 20 recommendations. This review is to address Crawford Review recommendations one, two and seven.

Scope

The intent of this review is to consider:

1. Homes Tasmania's current housing delivery model and its alignment with Government's policy priorities and available funding.
2. The performance of Homes Tasmania's delivery model compared to available industry benchmarks and CHP providers for similar builds.
3. The identification by Homes Tasmanian of alternate approaches or innovations to maximise housing supply, including, for example, through partnerships with Community Housing Providers (CHPs), private investors (eg. private investors super funds, build-to-rent specialists), the Australian Government and the building industry.

In undertaking this review, consideration should be given to:

- consideration of Homes Tasmania's cash and borrowing requirements, and the associated impacts on the State Budget now and beyond 2032;
- options to ensure Homes Tasmania can deliver on its objectives within available resources, including opportunities for generating additional revenue and/or reducing costs. For example, the maximisation of Tasmania's participation in Australian Government initiatives.
- an options analysis of the expected costs of Homes Tasmania delivering more social and affordable homes over the next decade, with emphasis on the asset mix and value for money. This will include the Homes Tasmania Board's recent decision on CHP transfers.

Timing and resourcing

To be completed by early December 2025.

An external consultant is to be engaged to complete Part One. Support is to be provided by the Department of State Growth and Homes Tasmania.

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

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Helen Burnet MP
Chair
House of Assembly
Estimates Committee 'A'
By email: ben.foxe@parliament.tas.gov.au

Dear Helen

APPROPRIATION BILLS 2025-26

Thank you for your letter dated 21 November 2025, requesting additional information following examination of my portfolio by the House of Assembly Budget Estimates Committee 'A'. Please find the requested information below for noting.

DEPARTMENT OF STATE GROWTH

Output Group 3 – Skills, Training and Workforce Growth 3.1 Skills and Workforce Growth

1. You gave evidence that ending TasTAFE subsidies for 12 courses would free that funding up for other priorities. What is the quantum of funding that is ending for the 12 courses, and to where specifically is it being redirected? (Mr Mitchell)

Advice provided by TasTAFE:

The costs relating to the 12 courses on an annualised basis equate to approximately \$2.4m per annum and will be redirected to increasing training capacity at the expanded Community Health Hub at Alanvale, and the Centre of Excellence for Clean Energy in Burnie, with remaining resources being redirected to support high demand qualifications such as electrotechnology, plumbing, community care and nursing.

2. What are the apprenticeship completion rates for the past 5 reporting years, broken down by industry, and in which industries have completion rates declined despite ongoing skills shortage? (Ms Johnston)

In the year to 31 March 2025:

3,455 Apprentice and trainee completions
55% completion rate for Tasmania, highest in Australia (47.7% Australia).

Data on Tasmanian apprentice and trainee completion rates by provider type and ANZCO qualification code is available at Attachment 1.

3. Please provide documentation of TAFE consultation process that resulted in decision to close creative arts and design courses - including all relevant submissions and process that lead to outcome. (Mr George)

Advice provided by TasTAFE:

See Attachment 2 – Change Consultation Briefing

4. What was the FTE of TasTAFE educators in May 2022, May 2023, May 2024 or June if easier re EOFY? (Mr Mitchell)

Advice provided by TasTAFE:

May 2022:	412.63
May 2023:	424.71
May 2024:	447.60

5. Request for methodology on survey of TasTAFE workforce eg human synergistics pulse survey. (Ms Burnet)

Advice provided by TasTAFE:

TasTAFE's Cultural Improvement Program utilises the Human Synergistics (HS) Integrated Diagnostic System. This system effectively links the causal factors that determine the gap between ideal and actual culture and the effect on organisational outcomes.

The HS system has a 45-year reputation of excellence for striking sustainable cultural change, underpinned by tried, tested, refined, and scientifically backed research and diagnostic tools that have consistently proven that a distinguishing feature of leading organisations is their culture. The HS Organisational Culture Inventory (OCI) survey has been introduced to provide a picture of our organisation's operating culture in terms of the behaviours that our people believe are expected or implicitly required.

The Human Synergistics Circumplex provides a way to see, measure and change the thinking and behavioural styles that drive the performance of not only individuals but also groups and organisations. With this practical visual device we can:

- 'see' the thinking and behavioural styles that are driving the performance of our people and groups, as well as the organisation itself
- have access to a 'common ground' that we can use to quantify and discuss individuals', teams', managers' and leaders' behavioural styles and approaches, as well as the culture of our organisation
- have a foundation for developing our people, improving performance and enriching our culture

6. Could you please provide a comparison of various RTOs vs TasTAFE courses and their completion rates? (Ms Burnet)

Advice provided by State Growth:

See Attachment 3 – VET Qualification Completion Rates

7. Will the women who attend TAFE for learning and skills through the Be Hers program be affected by TAFE course cuts? (Ms Burnet)

Advice provided by State Growth:

Be Hers are currently engaging with TasTAFE about its delivery options for the program funded through State Growth's Workforce Participation and Training Program. A decision is expected in early December. If adjustments are required to the current scope of the program, State Growth will work with Be Hers to ensure the maximum number of participants benefit from the allocated funding.

8. Migrant students breakdown that is international students attending TasTAFE? (Ms Burnet)

Advice provided by TasTAFE:

TasTAFE enrolled a total of 212 international learners in the 2025 calendar year from 33 different countries and studying across 20 CRICOS registered programs, as outlined in the following table.

Country of Origin	Total Enrolments
Nepal	67
Vietnam	26
Philippines	13
Bangladesh	11
India	9
Colombia	8
Taiwan	8
Thailand	8
Indonesia	7
Pakistan	7
South Korea	6
China	5
Chile	4
Sri Lanka	4
Argentina	3
Germany	3
Hong Kong	3
Japan	2
Mexico	2
Papua New Guinea	2
South Africa	2
Bhutan	1
Brazil	1
Canada	1
Ghana	1
Jordan	1
Kenya	1
Lebanon	1
Mongolia	1
Netherlands	1
Nigeria	1
Peru	1
Poland	1

DEPARTMENT OF STATE GROWTH
Output Group – Industry and Business Growth
1.2 Business, Industry and Resources

- 1. EDGI funding provided to following exploration leases and dates:**
 - a. EL28/2001**
 - b. EL16/2018**
 - c. EL 11/2016? (Ms Badger)**

Advice provided by State Growth:

The question on the EDGI program was provided during the Budget Estimates session and not taken on notice.

The Tyndall Range Walk (the Iconic Walk) was designed by the Parks and Wildlife Service (PWS) and Mineral Resources Tasmania has been working closely with PWS. The Walk has been designed as an active mineral zone with the engagement with PWS seeking to embed the message that mining is a critical part of our heritage. There have been two EDGI grants completed in the area of the Iconic Walk to a total of \$155,000. This was for two holes that were drilled that were nearly 800 metres in length total and resulted in a total investment in exploration of around \$350,000.

The EDGI program is fully transparent with all applications, approvals and financial records available on the MRT website – refer to <https://www.mrt.tas.gov.au/>

The expenditures for EDGI grants on areas in the Tyndall Range Iconic Walk area following has been provided in good faith, not by requirement:

The total amount of EDGI grant provided per tenement since 2021 are:

- a. EL28/2001 (Unity Mining Pty Ltd) - \$0
- b. EL16/2018 (Georgina Resources Pty Ltd) - \$70,000 round 7 (2022-2023)
- c. EL12/2016 – there is no tenement of this reference. It is assumed the member was referring to EL11/2016 (Moina Gold Pty Ltd) - \$85,582 round 8 (2023-2024).

2. Can the Minister provide a complete list of all grants, loans and their recipients and all amounts the Tasmanian Development Board has provided over the last two years? (Ms Johnston)

While TDR may approve loans and grants, approval does not necessarily indicate that a project has progressed or that funds have been drawn. Some projects are in the process of meeting requirements for drawdown, and in certain cases, projects may not proceed. For example, Hitachi has been approved but is not proceeding. The listing reflects approvals for the 2024 and 2025 financial years, noting that drawdown status varies by project.

Grant	2023-24	2024-25
Ocean Infinity (Australia) Pty Ltd	\$ 1,057,000	\$ -
Hitachi Cyber Australia	\$ -	\$ 460,000
King Island Dairy 2 Pty Ltd	\$ -	\$ 10,500,000
Total	\$ 1,057,000	\$ 10,960,000
Loans	2023-24	2024-25
Incat Tasmania Pty Ltd	\$ 45,000,000	\$ -
Alchymia Distillery Pty Ltd	\$ 390,000	\$ -
Richard Street Developments Pty Ltd as trustee for Richard Street Developments Unit Trust	\$ 1,200,000	\$ -
Easy Tiger Group Pty Ltd	\$ 1,950,000	\$ -
Hunter Huon Valley Pty Ltd as trustee for Hunter Huon Valley Trust	\$ 100,000	\$ -
Quoin Holdings Pty Ltd	\$ 1,300,000	\$ -
Donoj Pty Ltd	\$ 2,000,000	\$ -
SR & WP Baldwin as trustee for Elton Vale Discretionary Trust	\$ 2,075,000	\$ -
Tasmanian Wineworks Pty Ltd	\$ -	\$ 1,250,000
Tasland Commercial Pty Ltd atf Citylink Developments Unit Trust	\$ -	\$ 9,000,000
King Island Dairy 2 Pty Ltd	\$ -	\$ 15,000,000
Australian Tungsten Pty Ltd	\$ -	\$ 7,500,000
Du Marche Pty Ltd as trustee for The Doerner Family Trust	\$ -	\$ 1,585,000
GJ and RL Power ATF Power Family Trust	\$ -	\$ 1,050,000
CA Ormrod & DA Ormrod	\$ -	\$ 600,000
King Island Distilling Company Pty Ltd	\$ -	\$ 400,000
Secheron Holdings Pty Ltd	\$ -	\$ 3,000,000
Agnew Holdings (Tas) Pty Ltd	\$ -	\$ 945,000
Picnic Island (Tas) Pty Ltd	\$ -	\$ 680,000
Tunnel Hill Mushrooms Pty Ltd	\$ -	\$ 60,000
WGBE Pty Ltd	\$ -	\$ 2,785,000
L Hooper Investments Pty Ltd	\$ -	\$ 395,000
BC and S Geard	\$ -	\$ 344,000
AR & SE Coombe atf Coombe Investment Trust	\$ -	\$ 1,850,000
J & K Streets	\$ -	\$ 2,500,000
Total	\$ 54,015,000	\$ 48,944,000

3. Did the Minister or Minister's Office direct the Department to share the Wilkinsons Point valuation with the prospective buyer? (Dr Broad)

The Auditor General published a report on the proposed sale of Wilkinsons Point land in September 2025, which includes details in relation to this matter. The report is available publicly here: <https://www.audit.tas.gov.au/publication/proposed-sale-of-wilkinsons-point-land/>.

Since mid-2024 the Department of State Growth has materially tightened processes and the report acknowledges this. The Secretary has committed to implementing all recommendations from the report.

4. How long will Countrywide Hydrogen be given to produce hydrogen before the grant money will be reclaimed? (Ms Johnston)

Advice provided by State Growth:

The contract between the Tasmanian Government and Countrywide Hydrogen expires on 30 June 2030.

5. Can you provide the footprint of Wilkinsons Point to be disposed of sold, leased etc?(Dr Broad)

Advice provided by State Growth:

A Master Plan for Wilkinsons Point was endorsed by the Glenorchy City Council in 2019 and was used to inform the existing Specific Area Plan (SAP) included in the planning scheme allowing for a mixture of sporting, hospitality and retail uses on the site. The LKG is currently in negotiations with the Tasmania Government about this Master Plan and have indicated that they would like to amend it to allow additional Visitor Accommodation and retail uses, which may require amendments to the SAP. This information is being considered along with an analysis of the requirements for an events based ferry terminal and associated access in car parking requirements, and ensuring sufficient land is retained in Crown ownership for my StateBank arena. This is part of ongoing negotiations with the Government considering what land is surplus to requirement and hence available for consideration as part of the potential sale process.

6. What roles have not been filled as a result of the Government's hiring freeze? (Dr Broad)

Advice provided by State Growth:

The total number of job requests not approved by the Department of State Growth's Workforce Committee from 1 July 2025 to 6 November 2025 is two.

The Department takes a principles-based approach and considers the following questions when making workforce management decisions.

- Does the function or role relate to the delivery of an election commitment or priority project?
- What is the financial and budgetary impact (including agreements with the Commonwealth Government)?
- Is there a legal, regulatory, and/or policy risk?
- Are there risks to the safety of the community or staff?
- Can we still deliver our core minimum operational support services to enable the functioning of the Department?
- Could we better utilise our current skills and experience or provide opportunities to develop our people?
- What are the alternatives to hiring we could consider, such as:
 - o task reallocation or reprofiling of the function or role
 - o process improvement, or efficiencies through digital transformation
 - o manageable reductions in output or service delivery levels
 - o extension of timelines, or
 - o economies of scale through shared services

7. Can the FPA table a response to the RTI request made by Senator Nick McKim on 16 June 2025 about the FPPs for coupe FPL1073? (Dr Woodruff)

Advice provided by State Growth:

Following receipt of the Right to Information request for FPL1073, the Forest Practices Authority was advised that the applicant of the requested Forest Practices Plan met directly with parties related to the request and provided information outside the formal RTI process. As a result, the formal response under the RTI Act has not yet been issued. The FPA is now taking steps to ensure the matter is addressed in accordance with the Right to Information Act 2009.

8. What modifications to the Forest Practice Plan have been implemented by the FPA based on the new scientific information provided by the Bob Brown Foundation regarding observations of Tasmanian masked owl, swift parrot and blue-winged parrot provided from letters sent on 8 November 2024 and 1 May 2025? (Dr Woodruff)

Advice provided by State Growth:

A variation to FPP SIM0020 in August 2025 extended the life of the plan. The variation includes a prescription that no operations can commence under the variation until a full currency review of the FPP has been undertaken, taking into consideration any new information or subsequent FPA advice.

Yours sincerely

A handwritten signature in blue ink, appearing to read 'Felix Ellis', is positioned above the printed name.

Hon Felix Ellis MP

Minister for Business, Industry and Resources

Minister for Skills and Jobs

28/11/2025

A&T completion rates sourced from NCVET Completion and attrition rates for apprentices and trainees 2023, released 12 November 2024 – Note: next release available 11 December 2025 (for 2024 rates)
<https://www.ncver.edu.au/research-and-statistics/publications/all-publications/completion-and-attrition-rates-for-apprentices-and-trainees-2023>

VET completion rates sourced from NCVET VET qualification completion rates 2024
Databuilder
<https://www.ncver.edu.au/research-and-statistics/data/databuilder#Observed-completion-rates>
Note: VET completion rates only available at ANZSCO Major Group level in this release



Table 1 Tas: Individual and contract completion rates (after 4 years) for trade and non-trade occupations commencing in 2017 to 2019

Occupation (ANZSCO) group	Number of contracts			Contract completion rate (after 4 years)			Individual completion rate (after 4 years)			Percentage point difference between 2018 and 2019
	2017 ('000)	2018 ('000)	2019 ('000)	2017 %	2018 %	2019 %	2017 %	2018 %	2019 %	
Managers										
11 Chief executives, general managers and legislators	0.1	0.1	0.2	47.4	46.2	87.3	48.3	47.3	88.8	11.3
12 Farmers and farm managers	0.1	0.0	0.2	57.6	48.8	8.8	54.2	50.2	59.2	9.0
13 Specialist managers	0.0	0.0	0.0	27.3	44.4	-11.0	45.7	45.7	45.7	-12.3
14 Hospitality, retail and service managers	0.0	0.0	0.0	66.7	38.5	68.1	66.7	38.5	68.1	29.6
Professionals										
21 Arts and media professionals	0.0	0.0	0.0	60.0	11.1	-	60.0	11.1	72.4	-
22 Business, human resource and marketing professions	-	-	-	85.0	85.0	70.6	85.0	87.4	72.4	-15.0
23 Design, engineering, science and transport professions	-	-	-	100.0	-	-	111.1	-	76.9	-16.9
24 Education professionals	-	-	-	-	87.5	70.6	-	93.8	-	-
25 Health professionals	-	-	-	-	-	-	-	-	-	-
26 Legal, social and welfare professionals	-	-	-	-	-	-	-	-	-	-
27 Legal, social and welfare professionals	-	-	-	-	-	-	-	-	-	-
Technicians and trade workers										
31 Engineering, ICT and science technicians	0.0	0.0	0.0	50.0	100.0	50.2	50.0	101.0	61.5	-0.1
32 Automotive engineering trades workers	2.2	2.4	2.4	62.3	40.8	59.0	63.8	61.6	59.8	-2.3
33 Construction trades workers	0.1	0.1	0.1	70.1	59.5	59.0	72.1	63.0	59.8	-3.8
34 Electrotechnology and telecommunications trades workers	0.4	0.5	0.5	55.7	53.3	49.7	65.4	69.8	67.6	-1.0
35 Food trades workers	0.6	0.7	0.9	59.8	55.5	53.2	72.6	69.8	72.3	2.5
36 Skilled animal and horticultural workers	0.2	0.4	0.3	62.6	59.4	61.0	75.0	68.4	72.3	3.3
37 Other technicians and trades workers	0.5	0.4	0.3	27.7	24.3	27.4	43.1	38.7	57.3	5.4
38 Other technicians and trades workers	0.1	0.1	0.1	50.6	47.8	52.4	54.7	51.9	57.3	5.4
39 Hairdressers	0.3	0.3	0.3	57.9	60.1	53.0	67.5	71.5	64.3	-7.2
392 Printing trades workers	0.1	0.1	0.1	25.6	32.5	32.5	36.7	47.7	43.7	-4.0
393 Textile, clothing and footwear trades workers	0.0	0.0	0.0	75.0	81.3	110.0	78.4	81.3	110.0	28.7
394 Wood trades workers	0.0	0.0	0.0	50.0	50.0	67.0	53.1	52.6	70.9	18.3
399 Miscellaneous technicians and trades workers	0.1	0.1	0.0	51.2	59.6	58.7	59.8	64.5	64.5	-4.2
Community and personal service workers										
41 Health and welfare support workers	0.2	0.1	0.1	75.0	84.7	74.2	77.0	87.1	76.6	-10.5
42 Carers and aides	0.2	0.1	0.2	37.0	59.4	45.5	38.6	62.4	47.7	-14.7
43 Hospitality workers	0.3	0.3	0.4	66.0	64.1	67.6	67.5	68.5	71.5	2.0
44 Protective service workers	0.1	0.1	0.1	51.0	38.6	35.5	52.9	39.7	36.6	-3.1
45 Sports and personal service workers	0.1	0.1	0.1	78.6	68.2	71.3	79.9	69.2	72.6	-
Clerical and administrative workers										
51 Office managers and program administrators	0.7	0.7	1.0	61.8	60.8	56.1	68.3	70.4	57.6	-5.0
52 Personal assistants and secretaries	0.3	0.3	0.6	60.6	74.3	63.4	61.7	75.9	64.8	-11.1
53 General clerical workers	0.0	0.0	0.0	66.7	62.5	62.5	71.4	66.7	62.5	-4.2
54 Inquiry clerks and receptionists	0.3	0.3	0.3	61.9	61.1	72.5	64.1	63.4	75.6	12.2
55 Numerical clerks	0.1	0.1	0.0	61.5	63.9	39.5	62.1	64.4	40.2	-24.2
56 Clerical and office support workers	0.0	0.0	0.0	75.0	83.3	56.1	76.1	83.7	56.7	-27.0
59 Other clerical and administrative workers	-	-	-	-	-	-	-	-	-	-
Sales workers										
61 Sales representatives and agents	0.0	0.0	0.1	54.8	61.9	37.5	56.9	63.3	38.2	-25.1
62 Sales assistants and salespersons	0.8	0.6	0.5	65.9	65.4	60.6	67.4	67.4	63.1	-4.3
63 Sales support workers	0.0	0.0	0.1	53.1	48.4	63.4	54.2	49.8	68.2	18.4
Machinery operators and drivers										
71 Machine and stationary plant operators	0.4	0.5	0.5	60.9	52.8	50.2	63.6	55.1	52.8	-2.3
72 Mobile plant operators	0.1	0.1	0.1	67.1	65.9	36.8	69.1	69.1	38.3	-30.8
73 Road and rail drivers	0.2	0.2	0.2	57.8	43.2	61.4	61.8	46.1	66.8	20.7
74 Storepersons	0.1	0.1	0.1	64.5	41.0	51.3	66.1	42.0	52.5	10.5
Labourers										
81 Cleaners and laundry workers	0.4	0.6	0.4	46.0	56.6	64.8	47.4	58.3	66.6	-1.7
82 Construction and mining labourers	0.0	0.0	0.0	55.0	62.5	50.0	59.5	65.6	51.1	-14.5
83 Factory process workers	0.0	0.0	0.1	31.3	14.6	32.8	32.3	15.4	35.2	19.8
84 Farm, forestry and garden workers	0.1	0.1	0.1	73.9	69.1	53.1	69.5	69.5	74.8	5.3
85 Food preparation assistants	0.2	0.3	0.2	46.1	65.1	56.4	47.9	67.8	58.6	-8.2
89 Other labourers	0.0	0.0	0.0	17.9	34.1	17.9	35.0	24.3	18.0	-6.3
Total non-trade occupations	3.2	3.1	3.5	62.1	42.5	67.3	62.7	42.9	67.9	25.0
Total trade occupations	2.2	2.4	2.4	52.3	56.3	50.2	63.6	61.6	61.5	-0.1
All occupations	5.4	5.5	5.9	56.4	56.8	58.5	62.2	62.6	64.7	-1.5

Note: A dash (-) indicates a true zero figure, with no contracts reported in these categories.

Explanatory notes

Overview

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INTRODUCTION

These data tables present contract and individual completion rates for apprentices and trainees four years after commencement.

Apprentice and trainee completion and attrition rates are calculated by tracking the outcomes of individuals and contracts of training over time. Although most apprentices and trainees in trade occupations complete within 4 years and those in non-trade occupations within 3 years, completion rates are continuously updated as new data becomes available each year. To reflect this, NCVER publishes both completion rates four years after commencement and to date completion rates.

- **Completion rates 4 years after commencement:** The most recent cohort with four years of available data is the 2019 commencing cohort. To allow for consistent comparisons with earlier cohorts, completion rates are measured at the same point in time, i.e. four years after commencement.
- **Completion rates to date:** To provide the most current completion rates, rates incorporate the latest available data, up to 2023.

Caution should be taken when comparing cohorts using to date rates, as earlier cohorts will have had more time to complete than those that commenced more recently.

In this product, we report both individual and contract completion rates.

- **Contract completion rates** are calculated by tracking the outcomes of contracts of training over time
- **Individual completion rates** are derived from contract completion rates, adjusted by the average number of recommencements by occupation. This adjustment accounts for individuals who may not complete their apprenticeship with one employer but go on to complete it with another.

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ATTRIBUTING THE SOURCE OF DATA

Any person or organisation with an interest in vocational education and training may request information from NCVER and use this information publicly, provided that the source is properly acknowledged.

The source should be acknowledged as NCVER 2024, Australian vocational education and training statistics: completion and attrition rates for apprentices and trainees 2023, NCVER, Adelaide.

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MORE INFORMATION

About NCVER <https://www.ncver.edu.au/>

NCVER's statistics <https://www.ncver.edu.au/support/support/all-support/vet-statistics-explained>

Apprentice and Trainee Collection <https://www.ncver.edu.au/research-and-statistics/collections/apprentices-and-trainees-collection>

Classifications <https://www.ncver.edu.au/ro-hub/avetmiss-systems-files>

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CONTACT DETAILS

Requests for more detailed statistical information or further information about the National Apprentice and Trainee Collection can be made to:

vet_req@ncver.edu.au

Tailor made tables are available on requests, although a charge will be generally made by the NCVER for more complex requests for information. See the fees and charges policy.

<https://www.ncver.edu.au/support/topics/using-ncver-data/accessing-vet-data>

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Highest funding source	State/territory of occupation 1-digit	Completion rate (after 4yrs)										
		2016	2017	2018	2019	2020	2021	2022	2023	2024		
Government funding	Totals	48.7%	57.9%	58.1%	57.9%	55.7%	na	na	na	na		
	1 Managers	48.7%	57.9%	58.1%	57.9%	55.7%	na	na	na	na		
	2 Professionals	34.9%	54.8%	58.8%	74.5%*	58.9%*	na	na	na	na		
	3 Technicians and Trades Workers	67.0%	77.6%	71.4%	80.5%	77.0%	na	na	na	na		
	4 Community and Personal Service Workers	63.3%	65.0%	64.0%	66.3%	64.1%	na	na	na	na		
	5 Clerical and Administrative Workers	56.3%	63.3%	66.2%	62.8%	59.3%	na	na	na	na		
	6 Sales Workers	48.6%	54.7%	55.6%	54.7%	52.5%	na	na	na	na		
	7 Machinery Operators and Drivers	56.7%	74.1%	67.4%	68.3%	55.6%	na	na	na	na		
	8 Labourers	68.8%	63.8%	64.2%	60.4%	59.3%	na	na	na	na		
	Not known	45.0%	55.3%	55.7%	57.7%	54.7%	na	na	na	na		
	Tasmania	16.0%	22.2%	16.0%	21.0%	18.7%	na	na	na	na		

Source: NCVET 2025, VET Qualification Completion Rates 2024: Observed completion rates DataBuilder: 4 year rates
Filters applied: Highest funding source: Government funding; State/territory of RTO head office: Tasmania
Using completion rates: Completion rates (after 4 years) should be used for comparative analysis. The completion rate (to date) provides valuable point-in-time insights into individual commencing cohorts, but it could be misleading to compare the performance of different cohorts with these rates.
Notes: Commencement numbers are rounded to the nearest 5.
An asterisk (*) indicates a percentage has been generated on fewer than 100 commencements and is prone to large fluctuations based on small actual shifts.
'na' is used when a rate cannot be presented because not enough time has passed. 'np' is used when the rounded commencement number is presented as 5 or fewer.
Annual commencements will not match Total VET's 'Commencing program status' numbers due to differences in methodology and definition of an enrolment. For more information see: Why are commencements different from Total VET students and courses? fact sheet.

		Commencing year	Completion rate (after 4yrs)											
	Highest funding \$0	State/territory of Occupation 1-digit	2016	2017	2018	2019	2020	2021	2022	2023	2024			
Government funding	Totals	Totals	48.7%	57.9%	58.1%	57.9%	55.7%	na	na	na	na			
		1 Managers	42.2%	52.1%	52.1%	48.8%	na	na	na	na	na			
		2 Professionals	23.3%	43.1%	49.6%	51.7%	48.8%	na	na	na	na			
		3 Technicians and Trades Workers	43.3%	57.1%	43.6%	52.5%	46.2%	na	na	na	na			
		4 Community and Personal Service Workers	61.2%	61.7%	61.2%	63.7%	62.0%	na	na	na	na			
		5 Clerical and Administrative Workers	58.1%	65.1%	67.3%	63.0%	58.0%	na	na	na	na			
		6 Sales Workers	34.4%	44.0%	41.1%	36.7%	27.5%	na	na	na	na			
		7 Machinery Operators and Drivers	56.3%	56.9%	np	66.7%	np	na	na	na	na			
		8 Labourers	42.0%	62.0%	57.8%	67.2%	69.4%	na	na	na	na			
		Not known	13.3%	20.4%	14.3%	20.1%	16.6%	na	na	na	na			
TAFE Institutes	Totals	Totals	86.5%	89.5%	82.4%	79.5%	66.8%	na	na	na	na			
		2 Professionals	86.5%	89.5%	82.4%	79.5%	66.8%	na	na	na	na			
		3 Technicians and Trades Workers	85.0%	92.5%	93.7%	92.5%	86.4%	na	na	na	na			
		8 Labourers	92.1%	89.1%	84.7%	87.0%	93.0%	-	-	-	-			
Universities	Totals	Totals	58.3%	57.1%	60.4%	48.0%	na	na	na	na	na			
		3 Technicians and Trades Workers	48.4%	54.6%	58.1%	56.8%	57.0%	na	na	na	na			
		4 Community and Personal Service Workers	84.8%	87.2%	85.5%	81.4%	61.5%	na	na	na	na			
		5 Clerical and Administrative Workers	42.6%	54.1%	61.2%	57.2%	58.7%	na	na	na	na			
		6 Sales Workers	76.3%	62.6%	70.8%	78.3%	78.9%	na	na	na	na			
		7 Machinery Operators and Drivers	65.6%	78.2%	64.8%	66.4%	68.4%	na	na	na	na			
		8 Labourers	np	np	0.0%	0.0%	np	na	na	na	na			
		Not known	40.6%	43.1%	46.8%	48.7%	49.2%	na	na	na	na			
Schools	Totals	Totals	52.6%	60.6%	42.7%	34.4%	38.5%	na	na	na	na			
		Not known	76.1%	84.0%	84.6%	77.8%	84.0%	na	na	na	na			
		Totals	76.1%	84.0%	84.6%	77.8%	84.0%	na	na	na	na			
Community education providers	Totals	Totals	88.2%	81.0%	85.7%	73.3%	66.7%	na	na	na	na			
		4 Community and Personal Service Workers	72.9%	86.2%	83.3%	np	100.0%	-	-	-	-			
		8 Labourers	67.5%	75.9%	56.5%	55.0%	27.9%	na	na	na	na			
		Totals	67.5%	75.9%	56.5%	55.0%	27.9%	na	na	na	na			
Enterprise providers	Totals	Totals	100.0%	np	87.5%	80.0%	85.7%	na	na	na	na			
		3 Technicians and Trades Workers	8.3%	-	44.0%	30.0%	10.6%	na	-	-	-			
		4 Community and Personal Service Workers	90.0%	68.2%	90.9%	-	-	-	-	-	-			
		7 Machinery Operators and Drivers	67.8%	70.5%	73.1%	73.4%	69.6%	na	na	na	na			
		8 Labourers	67.8%	70.5%	73.1%	73.4%	69.6%	na	na	na	na			
		Totals	74.3%	64.5%	67.0%	84.9%	60.3%	na	na	na	na			
Private training providers	Totals	Totals	93.5%	94.2%	83.0%	91.5%	89.6%	na	na	na	na			
		2 Professionals	56.7%	53.0%	71.1%	76.8%	76.8%	na	na	na	na			
		3 Technicians and Trades Workers	67.8%	66.6%	69.6%	69.0%	65.4%	na	na	na	na			
		4 Community and Personal Service Workers	71.5%	75.9%	79.0%	72.7%	74.9%	na	na	na	na			
		5 Clerical and Administrative Workers	55.2%	73.4%	69.4%	70.1%	50.8%	na	na	na	na			
		6 Sales Workers	55.0%	64.7%	61.1%	60.0%	57.2%	na	na	na	na			
		7 Machinery Operators and Drivers	66.8%	66.8%	71.6%	74.8%	68.8%	na	na	na	na			
		8 Labourers	64.1%	-	-	-	np	na	na	na	na			
		Not known	64.6%	63.2%	61.0%	58.2%	65.1%	na	na	na	na			
		Totals	64.6%	63.2%	61.0%	58.2%	65.1%	na	na	na	na			
Multiple providers	Totals	Totals	-	np	-	-	-	-	-	-	-			
		1 Managers	-	np	-	-	-	-	-	-	-			
		2 Professionals	-	np	-	-	-	-	-	-	-			
		3 Technicians and Trades Workers	75.0%	61.4%	56.3%	59.0%	71.4%	na	na	na	na			
		4 Community and Personal Service Workers	64.3%	58.3%	50.0%	40.9%	66.7%	na	na	na	na			
		5 Clerical and Administrative Workers	75.0%	62.5%	90.0%	92.9%	np	na	na	na	na			
		6 Sales Workers	-	-	-	-	np	na	na	na	na			
		7 Machinery Operators and Drivers	-	-	np	-	-	na	na	na	na			
		8 Labourers	52.9%	np	np	np	np	na	na	na	na			
		Not known	-	np	np	np	-	-	-	-	-			

Sources: NCVET 2025, VET Qualification Completion Rates 2024; Observed completion rates; DataBuilder: 4 year rates

Filters applied: Highest funding source; Government funding; State/territory of RTO head office: Tasmania

Using completion rates: Completion rates (after 4 years) should be used for comparative analysis. The completion rate (to date) provides valuable point-in-time insights into individual commencing cohorts, but it could be misleading to compare the performance of different cohorts with these rates. For more information, refer to Which rate and why? fact sheet.

Notes: Commencement numbers are rounded to the nearest 5.

An asterisk (*) indicates a percentage has been generated on fewer than 100 commencements and is prone to large fluctuations based on small actual shifts.

'na' is used when a rate cannot be presented because not enough time has passed. 'np' is used when the rounded commencement number is presented as 5 or fewer.

Annual commencements will not match Total VET's 'Commencing program status' numbers due to differences in methodology and definition of an enrolment. For more information see: Why are commencements different from Total VET students and courses? fact sheet.



CHANGE PROPOSAL

STRATEGIC ALIGNMENT OF TRAINING DELIVERY

Consultation Brief
10 October 2025

Purpose

- The purpose of today's briefing is to notify relevant employees of a TasTAFE change proposal regarding a **strategic alignment of training delivery**.
- The Change Proposal Team Briefing will outline:
 - The background to the proposed change
 - Acknowledgement of the challenges in navigating change
 - Key proposed changes
 - Consultation process and timeframes, and
 - Support and assistance.
- By the end of today you will receive a copy of this Change Proposal Consultation Brief for your records.

Background

- TasTAFE is considering aligning its training delivery to better support the requirements of Deed of Purchasing Agreement 2025 - 2026
- This shift is also guided by the Tasmanian Government's Tasmanian Skills Plan (November 2024), which directs investment into sectors which employ the most people, deliver high public benefit, and require vocational qualifications.
- The Deed of Purchasing Agreement 2025 – 2026 priority training areas are provided to inform TasTAFE's long-term strategic decisions. It is expected that over time priority training areas will become a greater proportion of TasTAFE's activity and that TasTAFE will take actions to increase accessibility and equity to these qualifications.
- This strategic focus ensures training aligns with Tasmania's economic and social priorities.

Background

- We are expected to prioritise training for high-demand workforces such as – health and care, building and construction, energy and emerging industries, where vocational education and training (VET) play a critical role.
- Under the Deed of Purchasing Arrangement 2025-26, TasTAFE will no longer be able to use this funding to support the subsidised delivery of certain products. There are 12 products affected by the change which has been shared with you.
- A change proposal has been prepared to address TasTAFE's strategic alignment of training delivery.
- Today we will share the change proposal with you and will be seeking your input via a consultation process.

Navigating Change

- Before we commence with the key proposed changes, we would like to acknowledge the challenges and impacts of proposed major workplace change.
- We recognise people experience diverse reactions and responses when facing this potential change and the uncertainty which can accompany it.
- Your Head of Centre (HOC) and HR Business Partner (HRBP) will be available to provide support, in addition to our Employee Assistance Program providers.
- Peer to peer support is also invaluable as we progress through the change consultation process.

Key Proposed Changes

- It is proposed TasTAFE will no longer offer the nominated qualifications from 2026, as it is likely they will be unviable when not subsidised by the Deed of Purchase. Noting that there will be a need to teach out the Laboratory qualifications in 2026.
- Specifically, this applies to the following qualifications:
 - Certificate III in Design Fundamentals
 - Certificate III in Screen and Media
 - Certificate III in Visual Arts
 - Certificate IV in Design
 - Certificate IV in Music Industry
 - Certificate IV in Screen and Media
 - Certificate IV in Visual Arts
 - Diploma of Graphic Design
 - Certificate III in Apparel, Fashion and Textiles
 - Certificate IV in Laboratory Techniques
 - Diploma of Laboratory Technology
 - Certificate III in Meat Processing (Meat Safety)

Key Proposed Changes

- The proposal to cease training in these areas reflects a strategic shift toward sectors with high demand, high priority areas for Tasmania, such as health and care, building and construction, energy and emerging industries - as identified by the Deed of Purchase and the Tasmanian Government's Tasmanian Skills Plan.
- TasTAFE proposes at an organisation level, current teaching levels will be maintained with teaching positions from impacted programs reallocated to areas such as health and care, building and construction and energy delivery.
- Learners currently enrolled in impacted courses will be supported to complete their training or find alternative RTOs.

Key Proposed Changes – Arts Design & Finance

Teams & People	Current	Future	Impact/Change
Arts, Design & Finance Team Members	<ul style="list-style-type: none"> • Cert III in Design Fundamentals • Cert III in Screen and Media • Cert III in Visual Arts • Cert IV in Design • Cert IV in Music Industry • Cert IV in Screen and Media • Cert IV in Visual Arts • Diploma of Graphic Design • Cert III in Apparel, Fashion and Textiles 	Qualifications to no longer to be delivered by TasTAFE from 2026.	<p>Associated Teaching and Technical Employee roles redundant (17 roles).</p> <p>Education Manager – Arts, Design & Finance role redundant (1 role)</p> <p>All redeployment options to be explored for people impacted by potential redundancy with outplacement support.</p>
Arts, Design & Finance Team Members	<ul style="list-style-type: none"> • Cert IV in IT Web • Cert III in Accounts Administration • Cert IV in Accounting and Bookkeeping • Diploma of Accounting 	Qualifications to move to Digital & Business Team.	Associated Teaching roles to change reporting line to Education Manager – Digital & Business (6 roles)
Learners for impacted Arts & Design qualifications	<ul style="list-style-type: none"> • Enrolled for 2025 & 2026 	No longer able to enrol or complete impacted qualifications from 2026 onwards.	<p>Majority of enrolled learners anticipated to complete qualification by end of 2025.</p> <p>A few Screen & Media trainees will complete in January 2026.</p> <p>One trainee will be referred to an alternative provider to finish in 2027.</p>

Key Proposed Changes – Lab Operations

Teams & People	Current	Future	Impact/Change
Laboratory Technology Team Members	<ul style="list-style-type: none"> Certificate IV in Laboratory Techniques 	Qualification to continue and support existing students currently enrolled in Certificate IV in Laboratory Techniques to complete in 2026.	<p>The removal of the teaching load in 2027 means that associated Teaching and Technical Employee roles may become redundant by the end of 2026</p> <p>All redeployment options to be explored for people impacted by potential redundancy with outplacement support in 2026.</p>
Laboratory Technology Team Members	<ul style="list-style-type: none"> Diploma of Laboratory Technology 	Qualification to be continued until the end of 2026.	<p>The removal of the teaching load in 2027 means that associated Teaching and Technical Employee roles may become redundant by the end of 2026</p> <p>All redeployment options to be explored for people impacted by potential redundancy with outplacement support in 2026.</p>
Enrolled Learners for impacted Laboratory Technology Qualifications	<ul style="list-style-type: none"> Certificate IV in Laboratory Techniques 	Currently enrolled students to complete impacted qualification in 2026.	Currently enrolled learners anticipated to complete qualification by end of 2026, with potentially 4 learners needing to be completed in 2026.
Enrolled Learners for impacted Laboratory Technology Qualifications	<ul style="list-style-type: none"> Diploma of Laboratory Technology 	No change for learners currently enrolled in Certificate IV in Laboratory Techniques who will transition and enrol into the Diploma of Laboratory Technology as part the two-year pathway program in 2026.	<p>Learners currently enrolled in Certificate IV in Laboratory Techniques who will transition into the Diploma of Laboratory Technology as part the two-year pathway program in 2026.</p> <p>Currently enrolled learners anticipated to complete the Diploma of Laboratory Technology in 2026.</p>

Consultation

- Consultation refers to the process where employers ask for and genuinely consider employees' views when making decisions which may significantly affect them.
- Consultation requirements for proposed workplace changes are covered in:
 - Section 65. of the *TasTAFE Teaching Employee Enterprise Agreement (2023)*, and
 - Section 7. of the *TasTAFE General Employees Enterprise Agreement (2023)*.
- As TasTAFE is considering proposed major changes to the delivery of some qualifications, which may have a significant effect on employees, we must prior to making any decision:
 - Notify relevant employees of the change proposal
 - Discuss the potential introduction of the change
 - Discuss the effect the change is likely to have on employees, and
 - Discuss measures to avoid or reduce the adverse effects of the change on employees.

Consultation Process



You are invited to consult in relation to the change proposal by providing your feedback and input.



Your feedback will be considered promptly and genuinely and may result in changes to the proposal.



Following consideration, a final decision will then be communicated to you.



Consultation is anticipated to remain open for 3 weeks to enable time for you to provide feedback.



This Change Proposal Consultation Brief will be emailed to you, following the team briefing on 10 October 2025.



Individual consultation letters will be provided to team members directly impacted by the proposed changes.

Consultation Process

How to provide feedback during consultation

- Please email your feedback and questions to consultation@tafe.tas.edu.au
- Your feedback will be acknowledged and formally documented to ensure it is genuinely considered.
- Questions will be responded to as soon as practicably possible and will also guide the content and release of Frequently Asked Questions (FAQs) for all team members potentially impacted by the change proposal.
- You can speak to your Manager or Head of Centre, regarding the proposed changes.
- Your HR Business Partners are also available for you to speak with.
- Note: Employees may appoint a representative, and if they do, they must advise the employer of the identity of the representative so that the employer may recognise the representative.

Consultation Timeframe - 2025



Support & Assistance

Your Head of Centre and HR Business Partner are available to provide you with support and take your questions.

TasTAFE has engaged **Access EAP** to provide offsite clinical support to directly impacted employees.

Employee Assistance Program

- Our TasTAFE Employee Assistance Program is also available if you consider their support would be beneficial.
- EAP provide confidential counselling service at no cost to employees, their immediate family and those with who they have a significant relationship.
- We have EAP arrangements in place with:
 - Access EAP – 1800 818 728
 - Converge International - 1300 687 327

Questions?



1300 655 307

www.tastafe.tas.edu.au



Table 2. Completion rates by provider type, government funded VET, Tasmania.

Highest funding source	State/territory of RTO	Provider type	Completion rate (after 4yrs)										
			Commencing year		2016	2017	2018	2019	2020	2021	2022	2023	2024
Government funding	Tasmania	Totals			48.8%	57.9%	58.1%	58.0%	55.7%	na	na	na	na
		TAFE Institutes			48.8%	57.9%	58.1%	58.0%	55.7%	na	na	na	na
		Universities			42.2%	52.1%	52.1%	51.7%	48.8%	na	na	na	na
		Schools			86.5%	89.5%	84.9%	79.9%	66.8%	na	na	na	na
		Community education providers			48.4%	54.6%	58.1%	56.8%	57.0%	na	na	na	na
		Enterprise providers			76.1%	84.0%	84.6%	77.8%	84.0%	na	na	na	na
		Private training providers			67.5%	75.9%	56.5%	55.0%	27.9%	na	na	na	na
		Multiple providers			69.2%	70.7%	73.4%	74.0%	69.6%	na	na	na	na
					64.6%	63.2%	61.0%	58.2%	65.1%	na	na	na	na

Source: NCVET 2025, VET Qualification Completion Rates 2024; Observed completion rates DataBuilder: 4 year rates

Filters applied: Highest funding source: Government funding; State/territory of delivery at commencement: Tasmania; State/territory of RTO head office: Tasmania

Using completion rates: Completion rates (after 4 years) should be used for comparative analysis. The completion rate (to date) provides valuable point-in-time insights into individual commencing cohorts, but it could be misleading to compare the performance of different cohorts with these rates. For more information see: Why are commencements different from Total VET students and courses? fact sheet.

Notes: Commencement numbers are rounded to the nearest 5.

An asterisk (*) indicates a percentage has been generated on fewer than 100 commencements and is prone to large fluctuations based on small actual shifts.

'na' is used when a rate cannot be presented because not enough time has passed. 'np' is used when the rounded commencement number is presented as 5 or fewer.

Annual commencements will not match Total VET's 'Commencing program status' numbers due to differences in methodology and definition of an enrolment. For more information see: Why are commencements different from Total VET students and courses? fact sheet.

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

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Ms Helen Burnet MP
Chair – Estimates Committee A
Via email: ben.foxe@parliament.tas.gov.au

Dear Ms Burnet

Thank you for your letter requesting additional information following examination of the Police, Fire and Emergency Management portfolio by the House of Assembly Estimates Committee A on 20 November 2025.

Please find the requested information below for noting.

Questions:

1. Any Government Ministers with convictions for driving under the influence of drugs or alcohol?
2. Can you please provide a breakdown of workers compensation claims by district?
3. Can you please provide a breakdown of workers compensation claims by area of policing, for example, traffic, CIB, Forensics etc?
4. Minister Ellis to table to the Committee the details of conviction and penalty notices for driving offences.
5. How many 000 calls are answered on first presentation?
6. What is the abandonment rate over the last six months?
7. The amount of 000 calls that go unanswered?
8. Request for report of RDS that was completed August 2024. Minimum staffing levels?
9. Will you table evidence from Queensland that adult time for adult crime policies work to reduce youth offending?
10. Is there a closure report for TasGRN? If so, can a copy of the closure report be provided?
11. Are there new buildings for fire at the Cambridge training facilities not to standard and needing rebuilding?

Answers:

1. My office does not hold this information and Tasmania Police cannot disclose information relating to individuals.

2. Police workers compensation claims by district (Command)

District	Total (includes Incap, Pre-injury and Suitable Duties)
Crime and Intelligence Command	11
Education and Training	5
Emergency Management & Special Response	6
Family and Sexual Violence Command	6
Northern District	33
Professional Standards	1
Southern District	86
Statewide Services	23
Western District	35
Community Engagement	2
Other Sworn Police	8
Grand Total	216

Notes:

- Figures are as at 30 June 2025.
- Some police officers have claims for physical health and mental health.
- The “Other Sworn Police” are attached to non-police work areas
- There were 249 open workers compensation claims for sworn police officers as at 30 June 2025; however, the above figures do not include ex-members or those with full clearance.

3. Workers compensation claims by work area of policing

Policing Area	Total (includes Incap, Pre-injury and Suitable Duties)
General Duties (including Division Admin)	128
Criminal Investigation Branch	13
Forensics	4
Radio Dispatch Services	10
Family and Sexual Violence Command	6
Prosecution Services	9
Emergency Management and Special Response	7
Crime and Intelligence Services	11
Other	28
Grand Total	216

Notes:

- Figures are as at 30 June 2025.
 - The current posting of a claimant is not necessarily linked to the circumstances of the claim.
 - The majority of mental health claims cite a history of exposure to trauma across the length of service, rather than being directly related to the current position.
 - There were 249 open workers compensation claims for sworn police officers as at 30 June 2025; however, the above figures do not include ex-members or those with full clearance.
4. As noted at the hearing, these offences relate to a matter of around a decade ago. I moved to Tasmania in April 2014 and was unaware of the need to convert to a Tasmanian licence within a prescribed time. Without licence conversion you are no longer considered the holder of a driver licence. I was subsequently charged with two matters:
- Drive whilst not the holder of a driver licence
 - Exceed speed limit (Speed Limit sign) (Limit 60 Speed 73)
- I plead guilty and was fined \$300 and received 2 demerit points. Following the event I applied for a Tasmanian licence and this was issued on 9 July 2015.
5. For the period 1 January to 19 November 2025:

- 90.65% of Triple Zero calls were answered on first presentation (51,796 out of 57,143 calls).
 - The remaining Triple Zero calls (9.35% - 5347 calls) were answered on second presentation or beyond (see queue explanation below).
6. Nil. Triple Zero calls are never abandoned - they will always make it to an operator. The process for Triple Zero calls is as follows:
- Person calls 000 and is connected to a Telstra Emergency Call Person (ECP).
 - The ECP asks the caller for the ESO (Emergency Service Organisation) required, and state/suburb.
 - The ECP then chooses from a pre-defined list of phone numbers for that service, which are listed in priority order, and begins dialling the first choice.
 - The priority list of phone numbers also includes pre-defined timers for how long to allow each choice to ring.
 - The phone numbers and timers are determined by the ESO and applied by the ECP (Telstra). The times can be a choice of 27, 45, or 72 seconds.
 - If the first choice is busy/engaged, does not ring, or rings for longer than allowed, the ECP will then move to second choice, third choice etc.
 - For Tasmania Police, the choices are currently configured as follows:
 - NEC-TZ platform, via Telstra phone provider, rings for 45 seconds
 - NEC-TZ platform, via Symbio phone provider, rings for 45 seconds
 - Separate VOIP handsets on operators' desks, via Telstra phone provider, rings for 45 seconds
 - Mobile phone A, via Telstra mobile provider, rings for 45 seconds
 - Mobile phone B, via Telstra mobile provider, rings for 45 seconds
 - Mobile phone C, via Telstra mobile provider, rings for 45 seconds
 - In short - a Triple Zero call to Tasmania Police RDS does not go unanswered.
7. None, as outlined above. Note: If the Triple Zero caller disconnects the call (hangs up) before it is transferred to Police from the ECP, Telstra will still forward the details to Tasmania Police (Radio Dispatch Services) and an incident is created for follow up. This allows police to assess the safety and welfare of the caller. Often these matters will relate to accidental calls, children or prank callers; however, on occasion it can relate to a caller in distress who requires assistance.
8. A briefing note was prepared for internal operational purposes only and accordingly will not be released.
9. Queensland Police provide crime statistics updated monthly on a range of offender types and offences. It can be viewed at www.police.qld.gov.au/maps-and-statistics.

Data show a decrease of more than 21 per cent in robberies by juveniles, a more than 12 per cent decrease in offences against the person by juveniles, a 9.8 per cent decrease in assaults by juveniles, a more than 17 per cent decrease in sexual offences committed by juveniles, a 35.5 per cent decrease in unlawful entries by juveniles, a more than 15 per cent decrease in arsons committed by juveniles and a decrease of more than 35 per cent in unlawful use of a motor vehicle by juveniles.

More information on the Adult Crime, Adult Time policy and data is provided at Attachment 3.

10. The TasGRN Closure Report has been drafted and will be finalised once Telstra fulfills all implementation obligations under the TasGRN Agreement, which includes delivery of the World Heritage Area transmission sites.

The planned construction of these sites is subject to World Heritage Area assessment by the Australian Government with subsequent assessment by the State. Federal approval has now been granted, and construction is subject to State assessment.

A draft closure presentation and lessons learned have been presented to the TasGRN Steering Committee and the Secretaries Board. The Closure Report will be finalised upon completion of these outstanding requirements, under the oversight of the TasGRN State User Representative Committee.

11. The Tasmania Fire Service (TFS) is not aware of any issues relating to building works completed at the Cambridge Training Facility.

In the 2024-25 financial year, some internal building works were undertaken to reinstate a training room within the complex. This work was completed by an accredited builder, and no issues have been raised regarding the works completed. All statutory maintenance has been completed on site.

Yours sincerely



Hon Felix Ellis MP

Minister for Police, Fire and Emergency Management

28/11/2025

The *Making Queensland Safer Act 2024* (Qld) – colloquially known as Queensland’s ‘Adult Crime, Adult Time’ laws – came into effect in December 2024.

Under the new laws, children aged between 10 and 17 who commit one of thirteen “Category A” violent or property offences can be sentenced as adults, even to life imprisonment with a 20-year non-parole period.

The offences include murder; manslaughter; acts intended to cause grievous bodily harm and other malicious acts; grievous bodily harm; wounding; dangerous operation of a motor vehicle; serious assault; unlawful use or possession of motor vehicles, aircraft or vessels; robbery; burglary; entering or being in premises and committing indictable offences; and unlawful entry of vehicle for committing indictable offence.

In May 2025, *Making Queensland Safer (Adult Crime, Adult Time) Amendment Act 2025* expanded the list of prescribed offences for which a child is liable to the same minimum, mandatory and maximum sentences as an adult. The additional offences include going armed so as to cause fear; threatening violence; attempted murder; accessory after the fact to murder; assaulting a pregnant person and killing, or doing grievous bodily harm to, or transmitting a serious disease to the unborn child; torture; damaging emergency vehicle when operating motor vehicle; endangering police officer when driving motor vehicle; rape; attempted rape; assault with intent to commit rape; sexual assault, if the offence involves any part of the mouth or occurs while armed, in company, or involves penetration; kidnapping; kidnapping for ransom; deprivation of liberty; stealing, if the thing stolen was a vehicle, or a firearm for use in another indictable offence; attempted robbery, if the offence involves being armed or in company, or being armed and with the use of violence; arson; endangering particular property by fire; and trafficking in dangerous drugs.

The new laws have been in place for less than one year.

I directed the Committee to a press release issued by the Queensland Premier’s Office on 7 October 2025 regarding the early success of the laws. That release can be accessed at the following link: [Fewer victims of crime as 2,986 youths charged under Adult Crime, Adult Time - Ministerial Media Statements](#).

Figures provided by the Queensland Government show that almost 3,000 youth offenders were charged since the first tranche of ‘Adult Crime, Adult Time’ laws were introduced in December 2024.

Discussions between my office and those of the Queensland Premier and Police Minister have confirmed that the principal indicator being used by the Queensland Government to monitor the effectiveness of the laws is the number of victims of crime.

Queensland Police have provided comparison data for victims of crime (selected statewide for Queensland) for the period January to September 2024 and January to September 2025. It should be noted these are victims of all crime – not just juvenile crime.

Victims by crime (selected, statewide Queensland)

	Jan - Sep 2024	Jan - Sep 2025	Rate
Unlawful Use of a Motor Vehicle	13,913	13,477	down 5.2% compared with the same period last year
Unlawful Entry	33,775	30,369	down 12% compared with the same period last year
Robbery	1,818	1,627	down 12.4% compared with the same period last year

Queensland Police data shows victims by rate per 100,000 for offences against the Person and offences against property is down 6.5 per cent between the same comparison period.

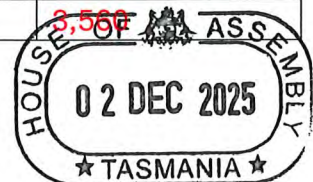
Offences against the person including Homicide (Murder), Other Homicide, Assault, Sexual Assault, Robbery, Other Offences against the Person and Coercive Control.

Offences against Property including Unlawful Entry and Unlawful Use of a Motor Vehicle.

[illegible]

[illegible]

	Robbery	Offences Against the Person	Assault	Sexual Offences	Unlawful Entry	Arson	Unlawful Use of Motor Vehicle
Dec 23	126	557	367	20	890	15	745
Jan 24	129	587	361	62	916	16	697
Feb 24	82	468	299	42	899	7	629
Mar ch 24	104	551	371	45	685	10	547
Apr 24	72	511	374	35	688	5	516
May 24	137	587	361	41	758	19	516
Jun 24	104	586	390	54	567	11	369
Jul 24	142	624	389	44	925	16	529
Aug 24	95	545	373	41	784	20	506
Sep 24	88	459	303	37	951	24	448
	1,079	5,475	3,588	421	8,063	143	5,502
Dec 24	121	543	354	25	611	3	440
Jan 25	87	481	314	38	703	30	479
Feb 25	76	498	354	35	590	16	368
Mar ch 25	68	478	338	36	519	16	359
Apr 25	87	471	324	30	403	6	303
May 25	92	454	299	30	523	11	302
Jun 25	75	500	354	29	479	7	350
July 25	90	457	289	45	388	5	314
Aug 25	71	439	289	40	482	18	353
Sep 25	84	481	320	41	504	9	292
	851	4,802	3,235	349	5,202	121	3,568



Keeping
Children
Safe



Change for Children

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

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Support

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

State-wide Sexual Assault Support Line

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

Lifeline

Lifeline – 24/7 crisis support: 13 11 14

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

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

Relationships Australia Tasmania

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

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

Kids Helpline

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

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

Reporting child sexual abuse

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

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

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

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

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

Dedication

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

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

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

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

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

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

Acknowledgment of Aboriginal People and Country

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

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

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

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



Thank you to contributors

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

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

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

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

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

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

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

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

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Message from the Premier

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

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

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

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

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

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

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

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

Jeremy Rockliff MP

Premier of Tasmania

Enduring Statement of Intent

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

The Tasmanian Government will act with intent, and ensure:

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

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



How to read this strategy

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

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

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

This strategy is comprised of two interrelated parts:

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

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

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

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

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



Meanings matter

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

— Victim-survivor, Laurel House consultation survey participant³

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

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

The most common terms used in this strategy are below.

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

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



1

What is the purpose of this strategy?



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

— Participant, Sexual Assault Support Service consultation⁸

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

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

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

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

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

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

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

From

Secrecy

Closed institutions

Narrow, legalistic risk aversion

Reactive

Patriarchal

Toxicity and blame shifting

Lack of feedback

Biased and defensive

Silence and fear

Adulthood

To

Transparency

Open institutions

Curiosity and courage

Proactive

Equality of voices and lived experience

Safety, growth and learning

Constructive feedback

Self-reflective

Safety to challenge and speak up

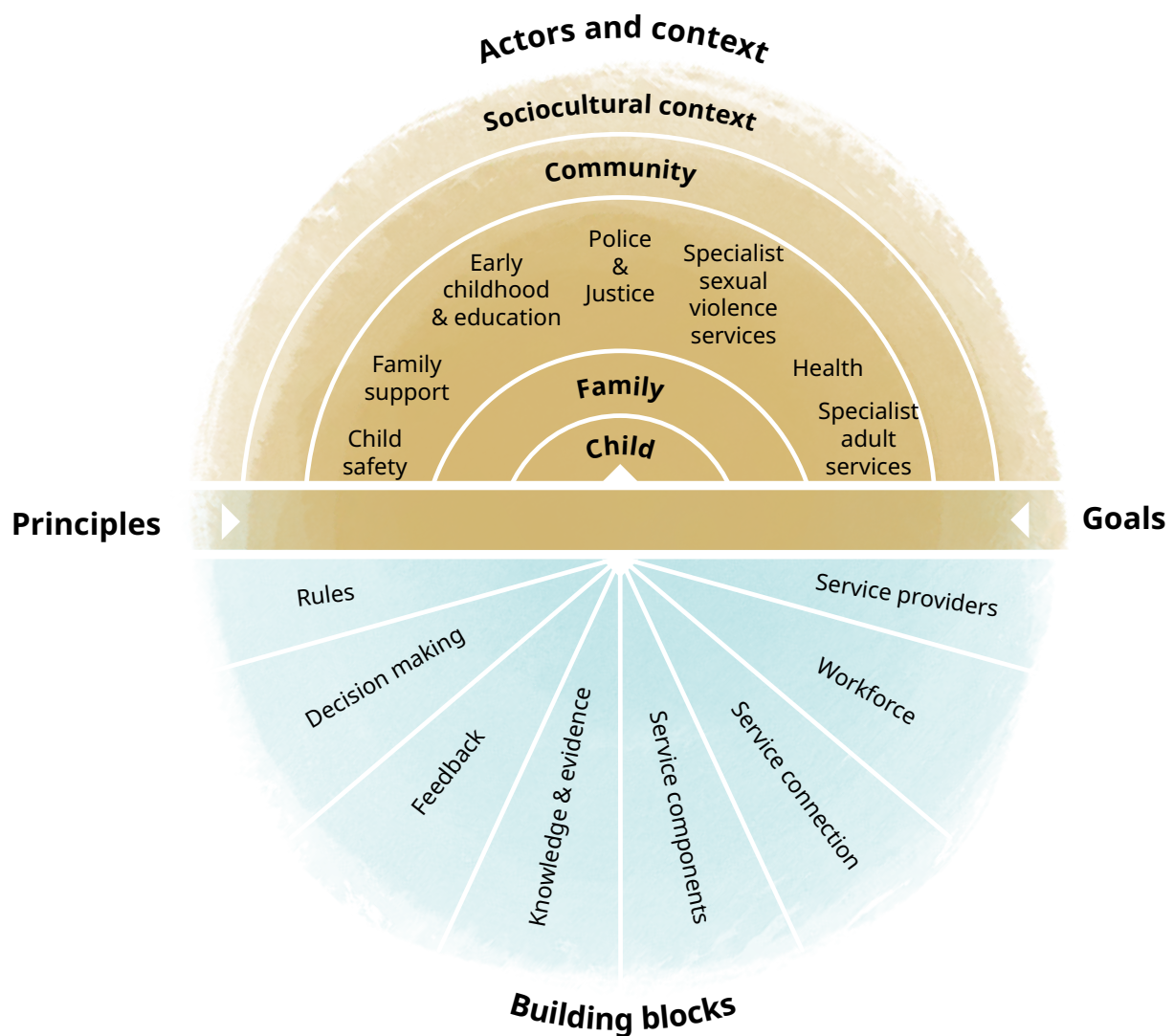
Child-centred



The child safety system in Tasmania

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

Figure 1: The system¹⁰



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

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

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

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

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

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

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

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

1.1

Change for Children



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

— Victim-survivor, Laurel House consultation survey participant¹¹

Vision

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

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

Objectives

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

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

Long-term outcomes

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

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

— Workshop participant, Culturally and Linguistically Diverse consultation workshop

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

Guiding Principles

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

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

— Survey respondent, Sexual Assault Support Service consultation survey¹²

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

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

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



Our approach is underpinned by the following guiding principles:

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

1.2

Upholding children's rights



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

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

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

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

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



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

Rights to participation means to:

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

Rights to survival and development means to:

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

Rights to non-discrimination means:

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

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

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

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

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

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

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

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

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

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

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



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

1.3

Why do we need
a strategy?



What is the prevalence of child sexual abuse?

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

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

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

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

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

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

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

What do we believe about child sexual abuse?

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

— Workshop participant, Culturally and Linguistically Diverse consultation workshop

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

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

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

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

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

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

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

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

2

What is our approach?



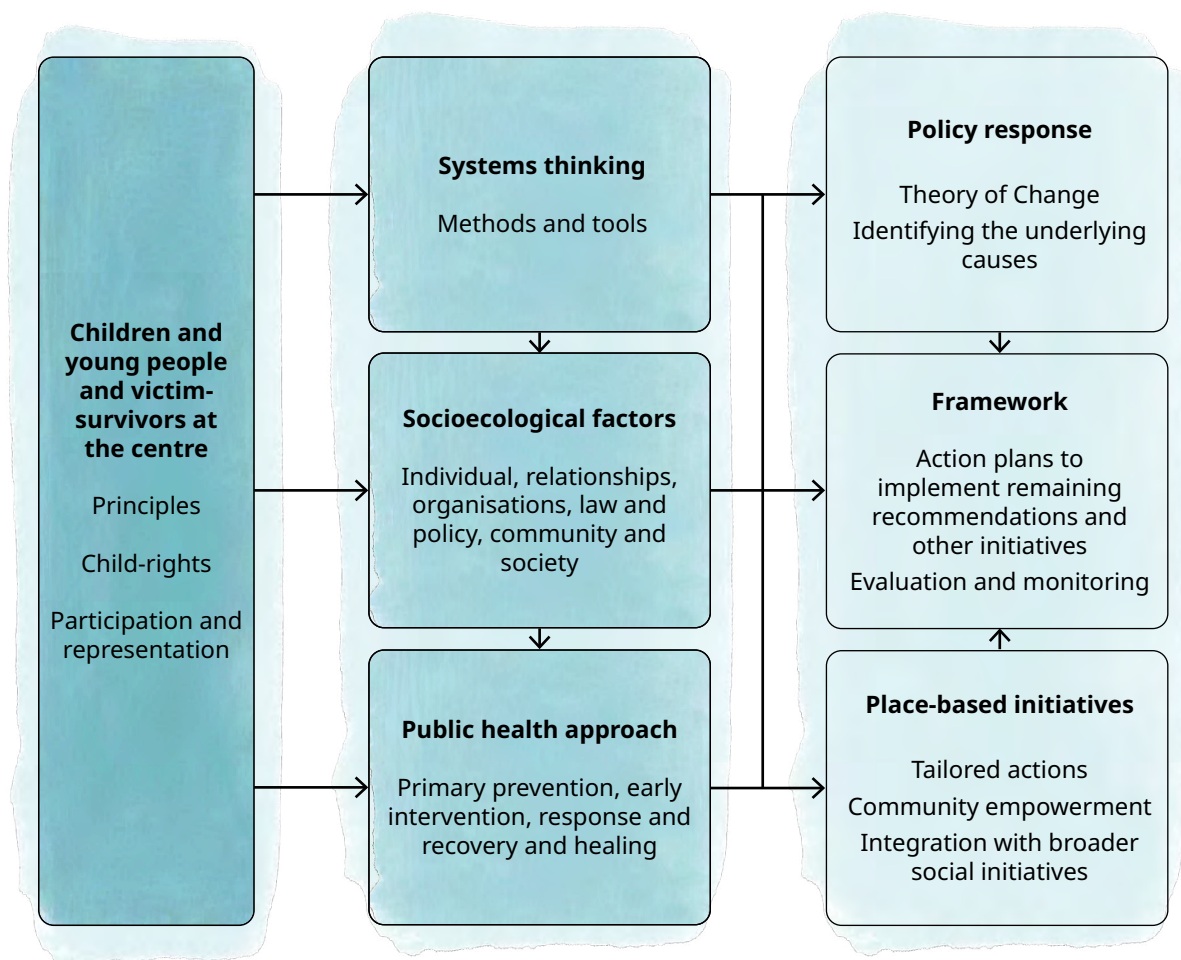
“Where do we begin? I personally feel it will take a complete overhaul of the current systems (that I truly believe don't work), from the top to the bottom and from the bottom to the top...”

— Participant, Sexual Assault Support Service consultation²²

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

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

Figure 2: Summary of our overarching approach



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

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

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

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

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

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

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

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

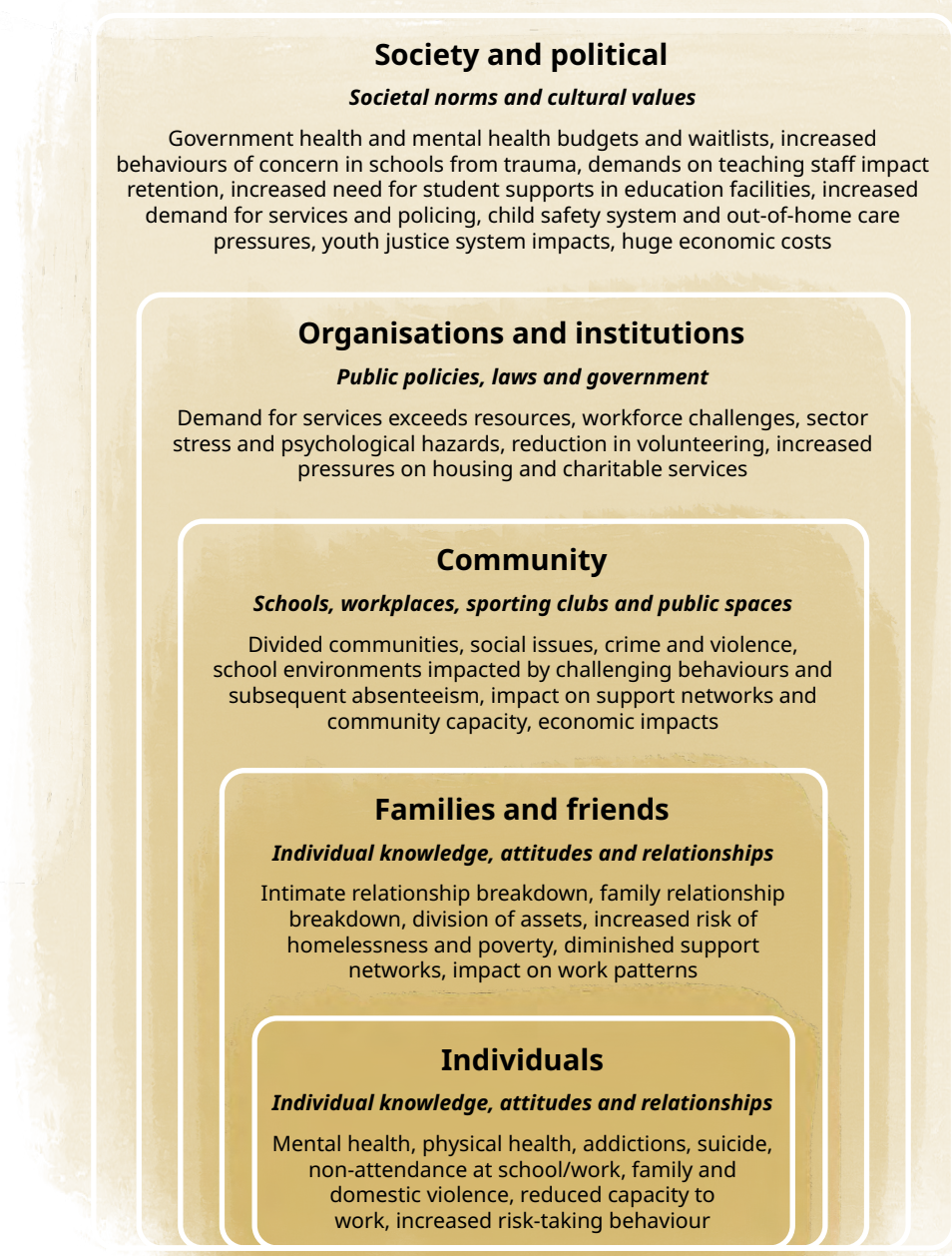


Table 1 uses a matrix approach to demonstrate how the elements of a public health approach and socioecological factors interrelate. This matrix brings together the levels of prevention, multiple levels of socioecological factors and the range of broad initiatives which we have situated according to their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

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

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

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

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

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

— specialist sexual violence practitioner, Laurel House consultation participant²⁵

Responding to risk factors and drivers

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

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

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

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

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

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

Systems thinking – the Iceberg Model

Event
What is happening and visible?

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

Patterns and trends
What has been happening over time?

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

Structure
What's influencing the patterns and trends?

GOVERNANCE

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

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

JUSTICE

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

SOCIAL NORMS TOWARDS EXPLOITATION

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

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

GENERAL SOCIETY

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

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

GOVERNMENT INSTITUTIONS

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

2.1

Our Theory of Change



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

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

Table 2: Summarised Theory of Change

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

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

2.2

How we will work
together



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

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

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

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

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

Children and young people

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Victim-survivors

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

— Victim-survivor, Laurel House consultation session participant³⁰

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

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

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

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

Working in partnership with Tasmanian Aboriginal people

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

— Consultation with Aboriginal community members, Commission of Inquiry report³¹

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

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

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

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

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

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

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

kani paliti (Talk with good spirit)

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

We will:

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

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



Working with diverse communities

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

— Victim-survivor, Laurel House consultation survey participant³²

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

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

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

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

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

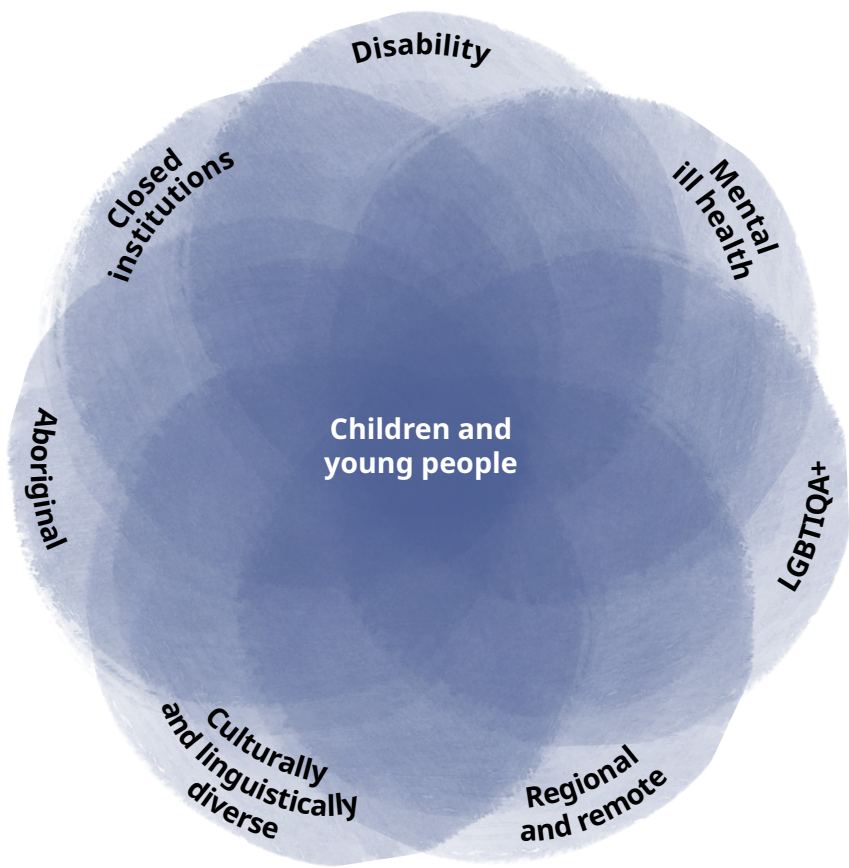
- **Children and young people from culturally and linguistically diverse backgrounds** may face increased vulnerabilities. For example, differing views on what constitutes child abuse and neglect, fears related to visa status, and patriarchal cultures that value men's views over those of women and children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

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

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

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

Figure 5 : Intersectionality of diverse communities



2.3

Who is accountable for making change?



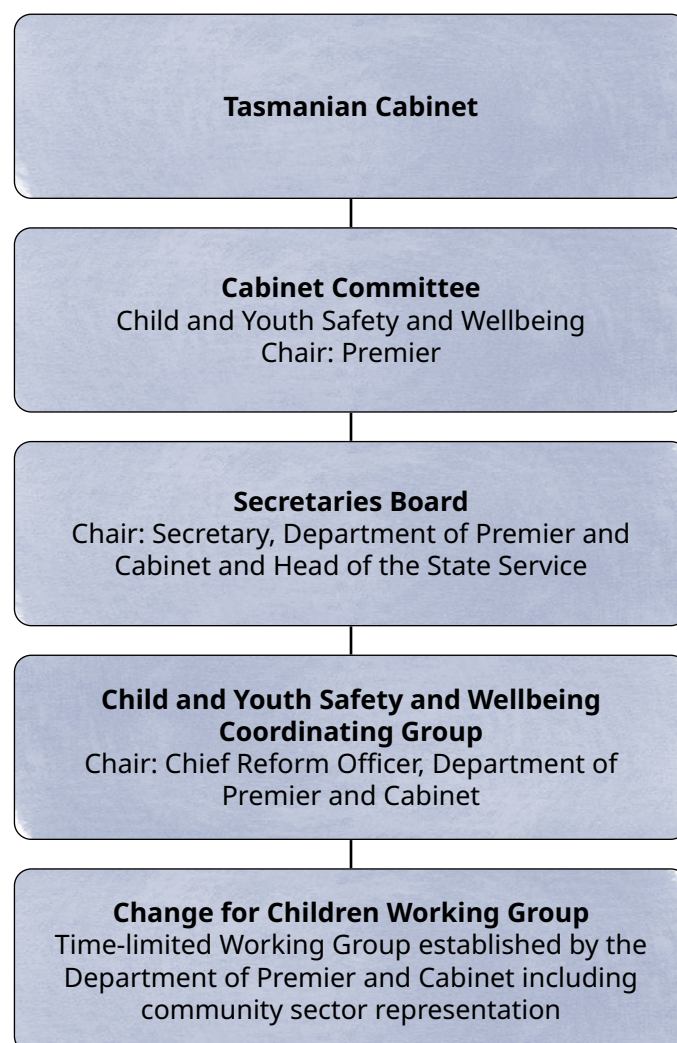
“Accountability requires actions not words, start from the top.”

— Victim-survivor, Laurel House consultation survey participant⁴¹

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

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

Figure 6: Keeping Children Safe Governance Structure



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

Formal accountabilities

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

Table 3: Entities and individuals with formal accountabilities

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

Child safe organisations

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

— Consultation participant, Sexual Assault Support Service consultation⁴²

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

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

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

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

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

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

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

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

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

Information, sharing and feedback

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

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

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

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

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

2.4

How will we know
that we are having
an impact?



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

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

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

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

In addition to these mechanisms:

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

Appendices



Appendix 1: Seeking support and advice

Child sexual abuse is a crime.

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

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

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

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

Services available 24 hours a day

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

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

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

Appendix 2: Meanings matter

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

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

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

Term	Meaning
Closed institutions	The Royal Commission into Institutional Responses to Child Sexual Abuse in Australia defines "closed institutions" as settings where children are confined or have limited freedom of movement and are isolated from the broader community. ⁵¹ These environments typically have strict, tightly controlled daily schedules and are characterised by secrecy and restricted information flow. They can include detention centres, boarding schools and mental health facilities. Daily life in a closed institution is markedly different from living in the community, where people live, work and socialise in different places, and with different people. ⁵²
Commission of Inquiry	<i>Commission of Inquiry into the Tasmanian Government's Responses to Child Sexual Abuse in Institutional Settings</i>
Cultural safety⁵³	Cultural safety refers to an environment 'where there is no assault, challenge or denial of [a person's] identity, of who they are and what they need'. ⁵⁴ It refers specifically to Aboriginal and Torres Strait Islander peoples. This includes Aboriginal and Torres Strait Islander peoples' own assessment of their safety and capacity to engage meaningfully and on their own terms with a non Aboriginal and Torres Strait Islander person or organisation. This requires a non Aboriginal and Torres Strait Islander person or organisation to listen, enable and support these environments, with accountability to Aboriginal and Torres Strait Islander colleagues or service users. ⁵⁵
Culturally and linguistically diverse communities⁵⁶	Australia's population includes many people who were born overseas or speak a variety of languages. Together, these groups of people are known as culturally and linguistically diverse populations or communities. However, some commentators view the term as increasingly problematic; for example, the Diversity Council of Australia suggests the term prioritises cultural and linguistic explanations of difference and is therefore insufficient for any meaningful discussion or understanding of race and racism. ^{57 58}
Empowerment	the process of gaining freedom and power to do what you want or to control what happens to you. ⁵⁹

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

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

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

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

Term	Meaning
Sextortion (sexual extortion) ⁷⁶	sexual extortion, also referred to as sextortion, is a form of online blackmail where a perpetrator threatens to share a person's personal sexual images or videos, unless they give into the perpetrator's demands. These demands can be for money, more graphic content, or sexual favours in exchange for not sharing the personal sexual images or videos of the person.
Sexual violence ⁷⁷	in the Australian Bureau of Statistics' 2016 Personal Safety Survey, sexual violence is defined as the occurrence, attempt or threat of sexual assault since the age of 15. ⁷⁸ However, many researchers and clinicians in the field conceptualise sexual violence more broadly to encompass child sexual assault, sexual harassment, street-based sexual harassment and image-based abuse.
Situational crime prevention ⁷⁹	focuses on creating organisation-wide responses through policies, practices, and strategies designed to reduce the vulnerability of children and young people while empowering all adults to actively contribute to their protection.
Staff	a paid worker employed or engaged by an organisation or institution
Standards	<u>Tasmania's Child and Youth Safe Standards and Universal Principle to ensure Aboriginal Cultural Safety</u>
Trauma-informed ⁸⁰	approaches ensure practices, policies and culture recognise and respond to the effects of trauma on a person's wellbeing and behaviour. A trauma-informed approach is distinct from trauma-specific interventions or therapeutic treatments. These interventions are part of, but not the same as, a system-wide trauma-informed approach. A trauma-informed approach does not require a service to provide therapeutic treatment addressing the symptoms of trauma.
Victim-survivor	refers to someone who has experienced sexual abuse as a child or young person.
Volunteer ⁸¹	a person who is acting on a voluntary basis (irrespective of whether the person receives out-of-pocket expenses).
Worker	any person who carries out paid or unpaid work for on behalf of an organisation or institution; includes staff and volunteers as defined above.

Appendix 3: Policy context

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

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

1. Tasmanian Government

1.1 Child and young person specific

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

Youth Justice Blueprint 2024-2034

Wellbeing for Learning: Child and Student Wellbeing Strategy

Child and Youth Safe Organisations Framework

Child Safety and Wellbeing Framework

1.2 Related strategies and policies

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

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

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

Community Services Industry Plan 2021-2031

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

Forthcoming: Tasmania's Disability Strategy

Forthcoming: Tasmanian Government Multicultural Action Plan 2025-2029

2. Australian Government

2.1 Child and young person specific

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

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

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

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

2.2 Related strategies and policies

National Principles for Child Safe Organisations

National Office for Child Safety Practice guide for workers and organisations

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

National Agreement on Closing the Gap

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

Australia's Disability Strategy 2021-31

2023-2030 Australian Cyber Security Strategy

3. Relevant inquiries, reviews, reports and schemes

3.1 Child and young person specific

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

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

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

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

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

3.2 Related reviews and reports

The Royal Commission into Institutional Responses to Child Sexual Abuse

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

The Blake Review

The Woolcott Review (not finalised)

The Weiss Independent Review

Tatarka Independent Review

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

4. Relevant Tasmanian legislation

Criminal Code Act 1924 (Tas)

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

Child and Youth Safe Organisations 2023 (Tas)

Commissioner for Children and Young People Act 2016 (Tas)

Commission for Children and Young People Bill 2024 (Tas)

Youth Justice Act 1997 (Tas)

Appendix 4: Risk factors and drivers

4.1 What are the impacts of child sexual abuse?

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

— Victim-survivor, Laurel House consultation survey participant⁸²

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

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

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

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

4.2 Underlying risks and drivers of child sexual abuse

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

— Participant, Sexual Assault Support Service consultation⁸⁴

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

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

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

Risk factors for children and young people

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

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

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

Protective factors for children and young people

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

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

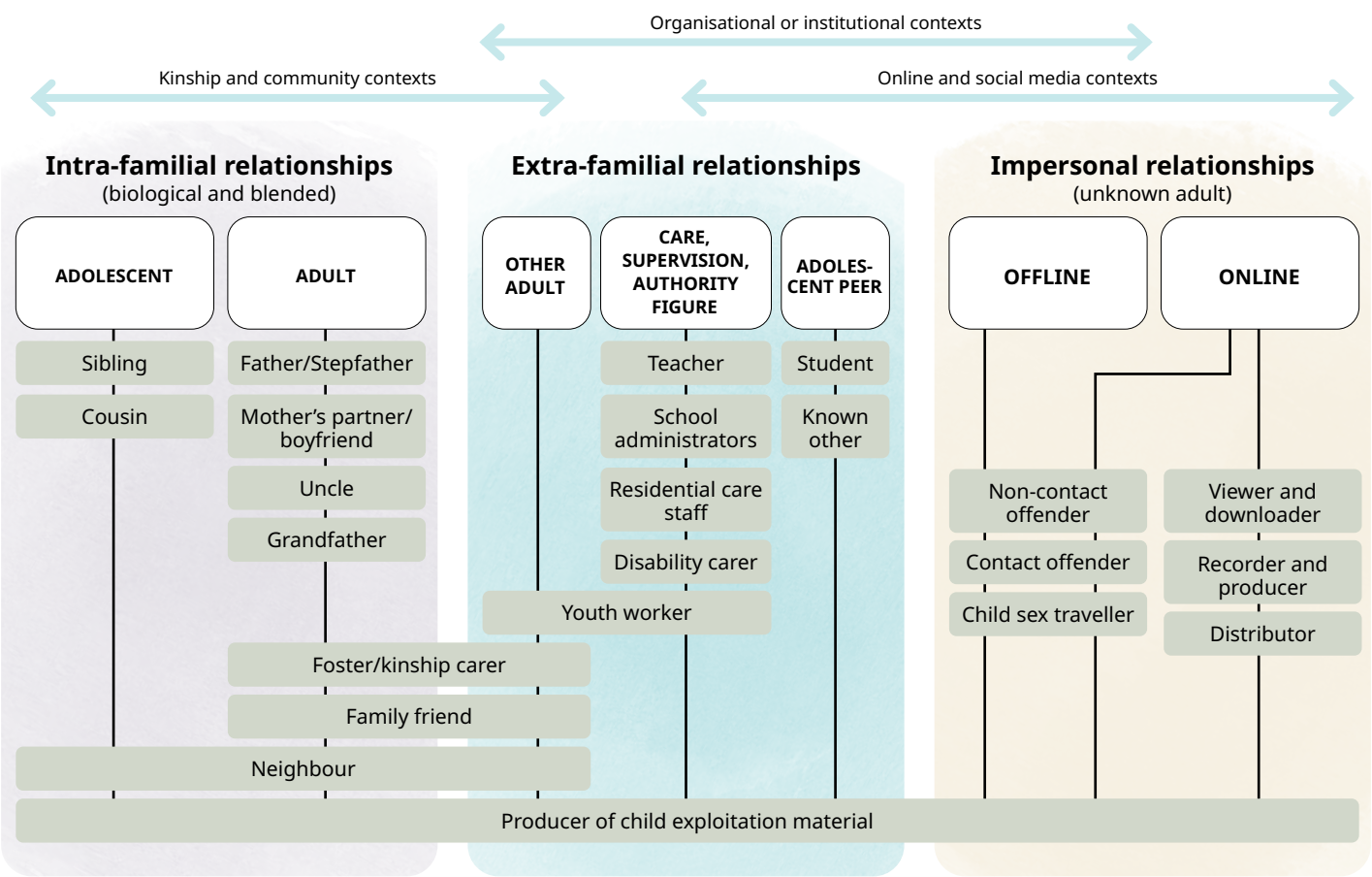
Who sexually abuses children?

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

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

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

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



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

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

+

Taking advantage of victim vulnerabilities

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

Common perpetrator risk factors

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

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

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

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

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

Children and young people who display harmful sexual behaviours

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

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

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

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

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

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

Drivers of child sexual abuse

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

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

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

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

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

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

Table 6: Risk factors and drivers of child sexual abuse¹⁰³

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

Risk factors

Community

Community risk factors

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

Institutional risk factors

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

Drivers

Society

Exploitive masculinity and male entitlement

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

Problematic social norms and attitudes

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

Media and technology influences

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

Socio-economic disadvantage and income inequality

- Including gendered socio-economic disadvantage

Children's structural vulnerability

- Within families, organisations and institutions
-

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

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

— Survey respondent, Sexual Assault Support Service consultation survey¹⁰⁴

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

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

Gendered nature of sexual abuse

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

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

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

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

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

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

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

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Tabled by Premier 17/11/25

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TT-Line Company Pty Ltd
ABN 39 061 996 174

13 November 2025

Hon Eric Abetz MP
Treasurer
Level 10, 15 Murray Street
HOBART TAS 7000

Hon Kerry Vincent MLC
Minister for Infrastructure and Transport
Level 1, 7-9 Franklin Wharf
HOBART TAS 7000

Dear Shareholder Ministers

Thank you for your letter of 7 November in which you express support for the Government for:

- The work being undertaken by the Board to turn around the TT-Line business
- The ongoing essential service that the company provides
- The provision of long-term financial support if necessary.

I want to give you an update on the board's ongoing activities.

The new Board has inherited a very challenging set of circumstances. In a short 10 months since its appointment, it has:

- Brought the troubled Berth 3 project under control and is on track to deliver the project and have the new Spirit vessels operating by October 2026, within the revised budget that the board developed and announced.
- Appointed a new CEO and made substantial changes in executive function within the business.
- Worked hard to restore relationships with the Tourism and Freight sectors
- Addressed short- and medium-term financial challenges that were critical to the survival of the business
- Commissioned a root and branch review of all aspects of the business operation, which we expect will deliver improvements over the coming months and years.

- Commenced preparation for the entry into service of Spirits IV and V.
- Developed a strong working relationship with TasPorts
- Continued the safe operation of Spirits I and II, which carry an average of 8,000 passengers with their vehicles and essential freight across the Bass Strait every week.

The board has been mindful of the shareholder direction of June 2024 to take all steps to complete Devonport Berth 3 and bring the vessels into operations as soon as practical.

It is the role of the company's Directors to determine whether the company is solvent. All members of the board are experienced company directors. We have considered the issue of solvency and believe that TT-line has remained solvent at all times.

The future is never guaranteed; however, the board has addressed the short- and medium-term financial challenges it has inherited and has confidence that it can work with the Government to advance options for a long-term sustainable financial solution. The Governments' strong statements of support are an essential part of the Board's consideration of solvency.

In developing the options, TT-line is considering:

- The essential nature of the service it provides
- The co-incidence of interest between the government's role as shareholder, debt holder and debt guarantor
- The broad discretion available to the Treasurer if the debt guarantee is called.
- The Government's strong support of the business.

The board, of course, has obtained specialist advice. This advice is privileged and confidential. Briefings have been provided to Shareholder Ministers based on confidentiality, so as not to prejudice the position of the Company and its Directors.

The new board and management have been working hard with specialist independent advisers to provide robust options for the Government to consider. We expect that these options will be available over the next two months.



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We look forward to your continued support of the company and the essential service that it provides.

Yours sincerely,

A handwritten signature in dark ink, appearing to be "K K" followed by a long horizontal stroke that curves upwards at the end.

Ken Kanofski

Chair

Keeping Children Safe

Progress Summary – Keeping Children Safe Reform

Introduction

The Tasmanian Government accepted all 191 recommendations of the Commission of Inquiry into the Tasmanian Government's Responses to Child Sexual Abuse in Institutional Settings. Since the report was tabled, every agency has been working to deliver stronger safeguards, better support for victim-survivors and long-lasting cultural and system reform.

This achievements summary highlights the major actions now in place, the improvements already being felt across the community, and the foundations being built for long-term change.

- 57 of 191 recommendations completed
- Active progress underway across all agencies
- Multiple reforms delivered ahead of schedule

Legislative reforms

A major suite of legislation has been delivered to modernise Tasmania's laws, strengthen protections and embed long-term accountability. Key reforms include:

- Establishing Tasmania's first Child Safety Reform Implementation Monitor, providing independent oversight of reform progress.
- Strengthening child safe organisational oversight through new regulations prescribing the Ombudsman as an information-sharing entity.
- Delivering wide-ranging criminal law reforms to modernise offences, strengthen protections and improve how the justice system responds to child sexual abuse.
- Expanding access to special protections in court for adult complainants in child sexual abuse trials.
- Passing legislation clarifying that any person can report concerning behaviour to the Registration to Work with Vulnerable People (RWVP) Scheme, with commencement and operational changes to follow proclamation.
- Modernising administrative review of RWVP decisions through reforms which commenced 1 July 2025, expanding the role of the Tasmanian Civil and Administrative Tribunal and requiring specialist knowledge in child sexual abuse and family violence.



- Progressing legislation to establish a new Commission for Children and Young People, including a Commissioner for Aboriginal Children and Young People, a statutory Child Advocate and the head of power for a new community visitors program for out-of-home care and youth detention. The Bill has passed the House of Assembly and is expected to progress to the Legislative Council in December 2025.
- Removing barriers that previously prevented individuals from accessing their own private session information provided to the Commission of Inquiry.

Supporting victim-survivors

Reforms across justice and support services are focused on expanding access to counselling, reducing delays, improving financial assistance and ensuring all responses are trauma informed.

- The Victims of Crime Service has expanded, with trauma counsellors now permanently located in Hobart, Launceston and Burnie. Additional fixed-term counsellors have been recruited to meet increased demand.
- Delays in Victims of Crime Assistance applications have reduced significantly, supported by additional staffing, a new Team Leader and improved assessment processes.
- Two Assessment Officers now provide timely review of applications, reducing average processing times from several months to between zero and three months.
- Victims Support Services staff and Criminal Injuries Compensation Commissioners have undertaken enhanced trauma-informed practice training, including workshops by leading experts.
- Law reforms now enable a meaningful apology to be offered without affecting a person's legal rights.

Listening to children and young people

Across health, care and youth justice, new structures are giving children and young people clearer ways to share their views, influence decisions and shape reforms.

- The Commissioner for Children and Young People's Voices for Tasmanian Youth group is now established and funded, providing a dedicated forum for young people to contribute to the Change for Children Action Plans and broader Commission of Inquiry reforms.
- The Department of Health's Children and Young People Advisory Group is now active and meeting regularly, helping shape child safety and wellbeing resources and providing advice on health services.
- Young people with lived experience of out-of-home care have co-designed new principles and the system model for Tasmania's child safety and care system.



- Youth consultation groups in youth justice settings continue to influence decisions, including practical changes such as better-quality trainers and more age-appropriate daily routines.
- Work is progressing on improved participation tools across education and care, including a new Participation and Empowerment Guide being developed with children, young people and the services supporting them.

Strengthening safety in education and care

Within the Department for Education, Children and Young People there has been a strong focus on safeguarding in schools and care settings, with clearer conduct expectations, dedicated support and system-wide training.

- A dedicated Safeguarding in Schools Unit has been established to support prevention, risk identification, policy development and workforce capability.
- A strengthened Conduct and Behaviour Policy sets clear expectations for safe conduct across staff, volunteers and contractors.
- Safeguarding training has been completed by most education staff, with ongoing refreshers underway.
- Updated child safety policies for public schools are now publicly available and supported by regular review cycles.

Strengthening safety in health services

The health system has introduced a clear child safeguarding framework, strengthened mandatory reporting and embedded child safety responsibilities across the Department of Health workforce.

- A comprehensive Child Safeguarding Reforms and Recommendations Framework has been released, setting out the roadmap for improving safety across the health system.
- All Department of Health staff now have child safety responsibilities embedded in their role descriptions and performance processes.
- Updated mandatory child safeguarding training is being delivered to staff, contractors and volunteers.
- New policies ensure a second staff member is present for certain examinations where appropriate, providing additional safeguards.
- The Mandatory Reporting Protocol has been updated, supported with improved tools and guidance.
- Health services have strengthened their approach to disclosure, ensuring responses are trauma-informed and aligned with best practice.



Youth justice reform and uplifting care

Youth justice reforms are focused on a therapeutic model of care, stronger connection with family and community and clear safeguards around detention environments and oversight.

- A new Youth Justice Model of Care and Implementation Plan has been released, establishing a developmentally appropriate and trauma-informed approach to youth detention.
- Policies to strengthen family and community connection have been expanded, including increased financial assistance for contact and improved access to technology to maintain relationships.
- Independent reviews, including body worn cameras, have informed improved oversight and practice.
- Work is progressing on a new Out-of-Home Care Model of Care and supporting action plan.
- A formal direction has been issued ensuring no child or young person is detained on a site that co-locates adult corrections.

Justice system reforms

Justice agencies have advanced reforms that modernise offences, strengthen protections for children and victim-survivors, improve reporting options and build specialist capability across courts and tribunals.

- New criminal law reforms strengthen protections, update definitions and improve how child sexual abuse offences are investigated and prosecuted.
- Special witness provisions have been expanded to provide greater support for adult complainants.
- Legislation clarifies reporting pathways and strengthens risk assessments under the Registration to Work with Vulnerable People Scheme.
- Courts and tribunals have improved access to specialist training on child sexual abuse and trauma-informed practice.



Building capability and trauma-informed practice

A strong emphasis has been placed on building capability across police, legal, health, education and community services so that staff at every point in the system can respond safely and respectfully.

- Tasmania Police has introduced specialist training for officers responding to child sexual abuse.
- Frontline staff across health, justice, education and community services have undertaken enhanced trauma-informed practice training.
- Leadership and culture programs within the health system are strengthening organisational practice and supporting safer environments for care.
- Community-based services, including libraries, police stations and youth programs, have strengthened their child-safe policies, signage and reporting pathways.

Strengthening oversight, governance and accountability

Independent oversight, complaints systems and information-sharing arrangements have been strengthened to improve accountability and ensure concerns are acted on quickly and consistently.

- Legislation to create a strengthened Commission for Children and Young People is progressing through Parliament, with expanded oversight, advocacy and reportable conduct functions.
- A new Complaints Management Framework and Oversight Unit has been established within the Department of Health.
- Information-sharing agreements between oversight bodies have been strengthened to support coordinated oversight.
- The Police Family Violence Review Committee has expanded its remit to include sexual violence.
- The Child Safety Reform Implementation Monitor is now in place, providing regular independent reporting on progress.

Community engagement and prevention

Government agencies and partners are investing in prevention, awareness and community engagement so that children, young people, families and communities are better supported to recognise risks and seek help.

- The Government released Change for Children, Tasmania's 10-year strategy for preventing, identifying and responding to child sexual abuse.



- The Tell Someone campaign has been refreshed to strengthen community awareness and provide clear pathways for reporting concerns.
- Agencies have collaborated across events such as Agfest, Children's Week and National Families Week to promote child safety and engage children, young people and families.
- A mobile community engagement unit has been launched to support community connection with police in regional and remote areas.

Data and Digital Government

Highlights for 2024-2025

November 2025



Overview

The Tasmanian Government has marked a year of significant digital progress with new platforms, improved services, and strengthened cyber resilience delivering real benefits for the community.

Key achievements include the continued success of the myServiceTas portal, with more than 132,000 accounts created and in excess of 110,000 transactions completed since April 2024. The TasALERT App, launched in August 2024, has reached 90,606 users, with over 2.8 million emergency notifications sent to help keep Tasmanians safe.

myServiceTas

132K+

customer accounts
110,000+ transactions
completed since April
2024.

TasALERT

90.6K

users
2.8 million emergency
notifications sent since
August 2024.

TASGRN

7,500+

network users across
8 organisations.



National
Award

The Government also processed over 1.1 million payslips valued at more than \$2 billion, supported 53,000+ voice endpoints, and maintained digital infrastructure across 960 locations in 128 towns.

Cyber security remained a top priority, with the release of the *Cyber Security Strategy 2024–2028*, the management of 317 cyber incidents, and the Tasmanian Government providing a leadership role as co-chair of the National Cyber Security Committee in 2024.

These achievements reflect a maturing digital capability that is secure, inclusive, and focused on delivering better services and outcomes for all Tasmanians.

Digital Strategy and Policy

DPAC Digital Strategy and Services provides leadership and coordination for data and digital priorities. It includes strategy, policy and governance, national collaboration, ministerial support for the Innovation, Science and the Digital Economy portfolio, ICT industry liaison, and engagement with the Tasmanian Community.

Key Achievements in 2024-25

- **Our Digital Future:** Following its 2020 launch, in December 2024 a refresh of the foundational strategy for digital transformation was announced. Public consultation commenced in April 2025 to inform its update, aiming for a cross-sectoral approach to new digital challenges.
- **Responsible AI Use:** Work was completed on the national AI assurance framework, and the Tasmanian Government published guidelines for responsible AI use, developed a future policy roadmap, and contributed to national AI regulation discussions.
- **ICT Supply Chain Engagement:** Active engagement was maintained across the sector with ICT industry groups (TASICT, ACS), with participation in industry events, and regular meetings with strategic partners and local suppliers.

- **Advancing Digital Inclusion:** A cross-government digital inclusion community of practice was established and provided coordination and support of programs like "Digital Ready for Daily Life," Libraries Tasmania's digital literacy programs, and the expansion of free public Wi-Fi (SWAP).
- **Digital Identity & Verifiable Credentials:** Work continued to progress on the National Digital Identity and Verifiable Credentials Strategy and common standards for secure online service access.
- **Inter-jurisdictional Collaboration:** Tasmania actively participates in and supports a wide range of national data and digital forums, including the Data and Digital Ministers Meeting (DDMM), National Cyber Security Committee (NCSC), State and Territory AI Roundtable, Regional Connectivity Ministers' Roundtable (RCMR), and the APS Digital Profession.
- **National Data Sharing Work Program:** Tasmania also contributed to the National Data Sharing Work Program, focusing on projects to improve data sharing for services to victims of family/domestic violence, develop a national data catalogue, and aligning with broader national data initiatives like NDDA and Australian National Data Integration Infrastructure (ANDII).

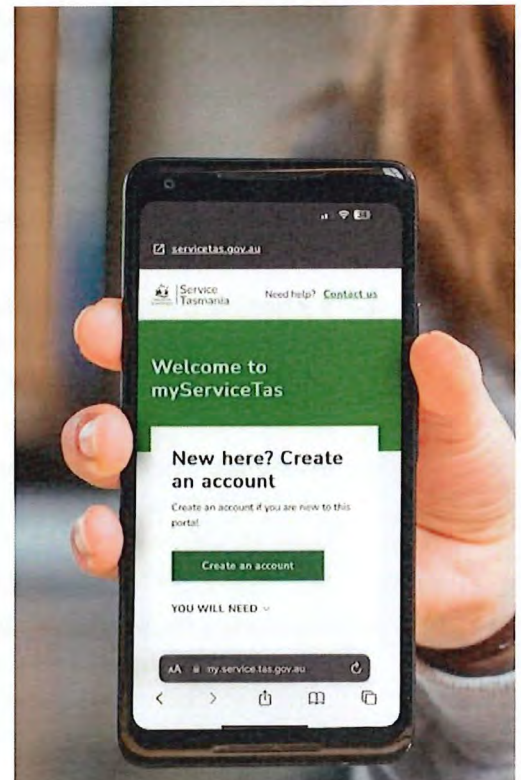
Strategic Programs and Initiatives

The Tasmanian Government continues to advance its digital transformation agenda through several key initiatives with whole-of-government impact.

Key Achievements 2024-2025

This period saw significant advancements across several key government digital and service initiatives:

- **myServiceTas Digital Portal:** Launched in April 2024, the portal has seen strong uptake with over 132,000 unique accounts created and over 110,000 transactions undertaken. Development of a highly requested mobile app has commenced.
- **Human Resources Information System (HRIS):** This project successfully transitioned to DPAC for a whole-of-government approach. Agency readiness work has begun to improve and align business processes, supporting efficient future implementation.
- **Tasmanian Government Radio Network (TASGRN):** Going live in July 2024, TASGRN is delivering a unified, secure digital radio network for emergency services. The project received a national Australian Information Industry Association iAward for enhancing communication capabilities and improving coverage, making Tasmania the only jurisdiction globally with all emergency services on a single platform.
- **Digital Communications Service Model Transformation:** A new service model for whole-of-government digital communications was designed in collaboration with agencies, featuring pre-approved supplier panels and a brokered operating model.
- **TasALERT App:** Launched in August 2024, the emergency information app achieved 90,606 users, 16,704 created watch zones, and delivered over 2.8 million notifications.



- **Cyber-Hubs Initiative:** This project progressed with discovery and design workshops, mapping of incident management processes, and development of a whole-of-government approach to cyber event visibility.
- **Digital Workforce Capability Development:** The period saw key milestones achieved in skills profiling, promoting digital careers, supporting ICT students and graduates, and contributing to national cyber security workforce initiatives.
- **Data and Information Sharing:** In response to the Commission of Inquiry recommendations, an Information and Data Governance Group, and a Community of Practice were established, and facilitated an MOU framework to remove barriers and improve information sharing practices, particularly for protection of children.

Agency Focused Transformation Initiatives

In addition to the whole of government initiatives, agencies have also progressed digital transformation initiatives aligned with their core business priorities. The following initiatives highlight the collective momentum of these efforts, showcasing the diverse ways government is adopting new technologies and innovative approaches to improve operations and service delivery. The commitment and achievements of these agencies are instrumental in advancing the Government's broader digital vision for Tasmania.

Key Initiatives through 2024-2025

- **Digital Health Transformation:** The Tasmanian Government's Digital Health Transformation Program (2022-2032) is a 10-year, \$476 million initiative being delivered by the Department of Health that focuses on leveraging digital technologies to improve patient outcomes by creating a more connected and accessible health system for all Tasmanians.
- **Project Unify:** Project Unify is an initiative being delivered by the Department of Police, Fire and Emergency Management and is focused on upgrading outdated ICT systems within Tasmania Police to enhance operational efficiency, data security, and information access for frontline officers.
- **Justice Connect:** Justice Connect is a project within the Department of Justice that focuses on a major digital transformation of the state's justice system, aiming to replace outdated systems with an integrated end-to-end digital solution called Astria. Being implemented in stages, the initial focus is on criminal and corrective justice.
- **Fisheries Digital Transition:** The Fisheries Digital Transition Project, overseen by the Department of Natural Resources and Environment Tasmania, aims to modernise commercial fisheries through digital platforms for licensing and catch reporting, with ongoing efforts to expand to recreational fisheries and aquaculture.
- **eCabinet:** The eCabinet project delivered by the Department of Premier and Cabinet has successfully delivered a modern electronic workflow system to streamline Cabinet processes for the Cabinet Office, Ministers' Offices, and government departments, aiming for improved efficiency in handling Cabinet documents and decisions.
- **Statewide Parks Online Booking System:** The Statewide Parks Online Booking System is an initiative being delivered by the Department of Natural Resources and Environment Tasmania, aiming to deliver a modern online platform for booking campsites, park passes, walks, and tours in Tasmanian parks and reserves, with an anticipated launch in 2026 to enhance visitor experience and planning.

Cyber Resilience and Risk

Incidents

311

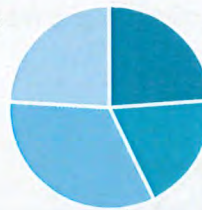
incidents responded to by whole of government cyber team.

30 June 2024 – 1 July 2025

Activity Breakdown

Vulnerability & Threat Management
24%

Incident Management
33%



Policy & Advice
24%

Education & Awareness
19%

- The Tasmanian Government is committed to protecting its information and ICT systems and supporting Tasmanians impacted by cyber-attacks.
- DPAC's Digital Strategy and Services leads this effort by:
 - Providing central governance and coordination for cyber security.
 - Developing whole-of-government cyber security policies, standards, and guidelines.
 - Delivering common services like Incident Response Support, Education, Threat Intelligence, and workforce development.
 - Fulfilling DPAC's role as Response Management Authority for cyber emergencies.
 - Collaborating nationally and inter-jurisdictionally on threat intelligence, strategy, and incident response coordination (currently co-chairing the NCSC).

Key Achievements in 2024-2025

- The Tasmanian Government Cyber Security Strategy 2024-2028 was released in December 2024. The Strategy aims to improve cyber resilience, reduce risk and uplift our engagement with partners to strengthen cyber security across the service delivery ecosystem.
- Tasmania co-chaired the National Cyber Security Committee in 2024 and participated in collaborative forums to improve national cyber security incident response, and worked with other jurisdictions to align with and support the implementation of the National Cyber Security Strategy.
- Escalated cyber security incidents were successfully managed, in collaboration with other agencies.
- Exercise planning was undertaken for the State Cyber Security Emergency Plan.
- The Tasmanian Government provided the delivery of cyber security training programs, including executive cyber security training and Australasian Inter-service Incident Management System (AIIMS) training.
- DSS provided support and actively participated in the TASICT and Australian Information Security Association (AISA) cyber conference, fostering collaboration and knowledge sharing among government, industry, and research stakeholders.
- In conjunction with the Australian Government and industry, Tasmania participated in the co-design of the Australian Cyber Workforce Playbook, contributing to a nationally coordinated approach to building a resilient, diverse, and future-ready cyber workforce under the 2023–2030 Australian Cyber Security Strategy.

Whole of Government Service Delivery

Through Digital Strategy and Services, the Department of Premier and Cabinet (DPAC) delivers a range of government-to-government services that underpin service delivery and operations across the Tasmanian Government. This includes the management of infrastructure and services contracts, providing savings to government through economy of scale and management efficiencies.

Service Volume:

Contracts

\$50M+

value managed

Payroll

\$2B+

dispersed annually
1.1M+ individual
payslips

Telephony

53,000+

supported voice
endpoints

Networks

960

locations in **128**
towns

Core Services

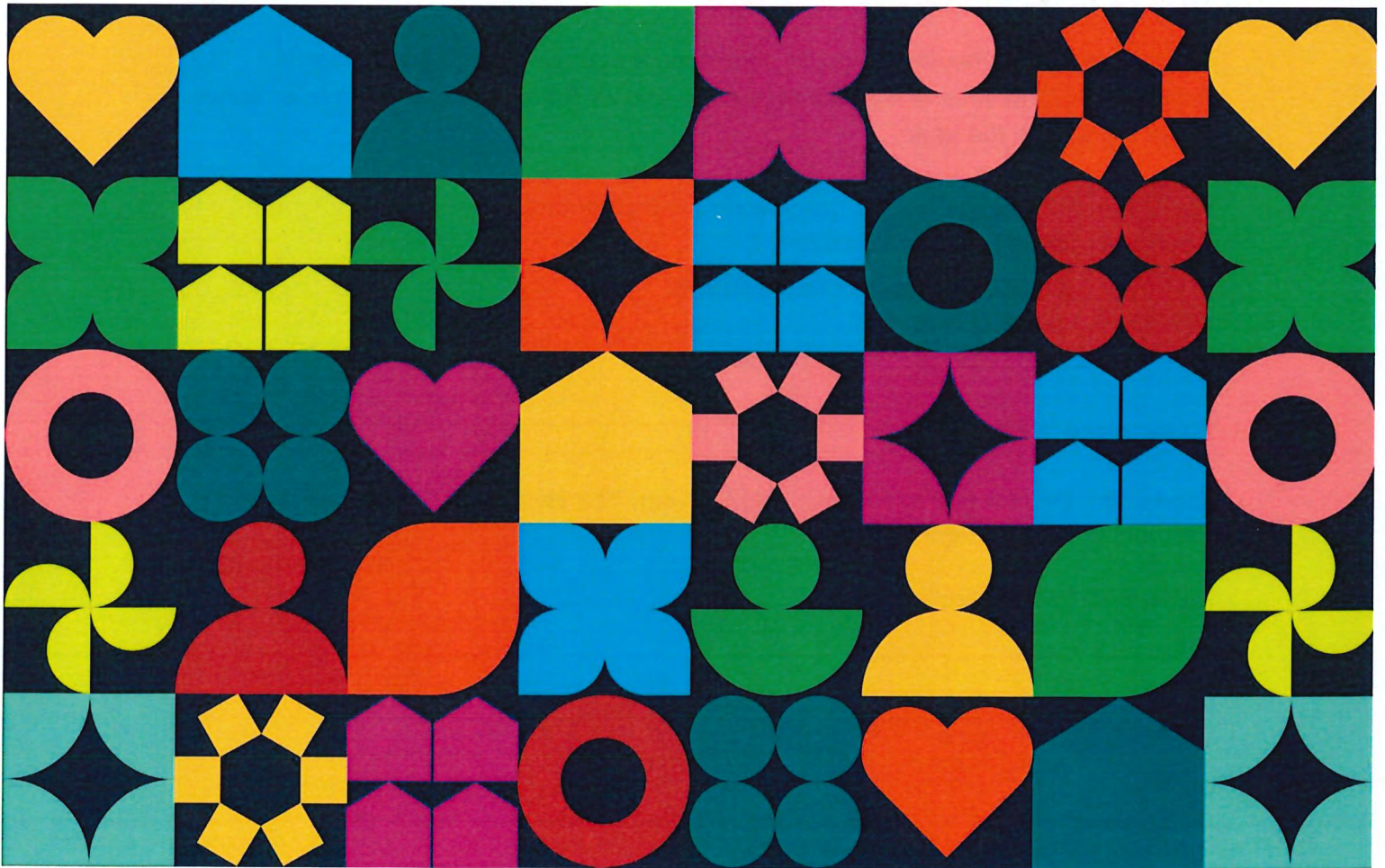
- **Corporate Applications and Technology:** Supports the delivery and maintenance of enterprise applications and platforms. application and database hosting, HR payroll services, and strategic partnerships with vendors like Microsoft, and Oracle. These services ensure that common business systems are robust, secure, and aligned with government objectives.
- **Digital Communications Services:** Provides unified communications and collaboration systems for government, supporting both internal operations and public-facing interactions. This includes fixed telephony, mobile telephony, messaging and contact centre platforms. These services ensure effective and integrated communication across government.
- **Networks and Infrastructure Services:** Provides the foundational digital infrastructure services required for reliable business operations, including digital networks, connectivity, infrastructure and data centre hosting. These services ensure secure, scalable, and high-performance connectivity and hosting across government.

Key Achievements in 2024-2025

- More than 1.1 million individual payslips were processed, with a total value of more than \$2 billion dispersed annually.
- DPAC participated in service design and transition planning for the HR Transformation Program as system owner for the Human Resource Information System, including stabilisation and hardening of existing payroll systems infrastructure; and initiation of work to establish new data and analytics capabilities to support the HR Transformation Program.
- Fully managed digital communications services were delivered for a fleet of more than 53,000 voice endpoints for Tasmanian Government's telecommunications, supporting key government services such as Service Tasmania, hospitals, police stations and mental health services.
- The Definition Phase (stage 3) of the Digital Communications Service Model Transformation Program was completed, ensuring the detailed service model design is all-inclusive and endorsed by key stakeholders.
- DPAC managed supplier arrangements for critical network and internet communications services supporting government business across 960 locations in 128 towns including schools, Service Tasmania shops, hospitals, and fire stations.



The Wellbeing Framework



About the Wellbeing Framework

The Wellbeing Framework is a whole-of-government and community approach to improving the quality of life for all Tasmanians. Prepared by the Tasmanian Department of Premier and Cabinet (DPAC) in consultation with many other Tasmanians interested in wellbeing, it provides a shared vision and common language to work together to improve outcomes for all Tasmanians.

Throughout this framework, 'Tasmanians' refers to everyone living in Tasmania—those who are locally born and those who choose to move here. We want all people who call Tasmania home to have opportunities to thrive, experience wellbeing, and feel a sense of belonging. The terms 'we' and 'our' refer to all Tasmanians working together toward shared wellbeing—whether as individuals and families, community members, or through our roles in government, local councils, businesses, and community organisations.

The framework is intended to guide government agencies, local governments, community organisations, service providers, and all Tasmanians working to enhance wellbeing across the state.

For further information on this framework, please contact:

Department of Premier and Cabinet

Email: wellbeingframework@dpac.tas.gov.au

Phone: (03) 6232 7550

Or visit: www.dpac.tas.gov.au/wellbeing

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Acknowledgement of Country

The Tasmanian Government acknowledges and pays respect to all Aboriginal people in Tasmania and recognises the essential role of Elders in supporting community wellbeing. The Aboriginal approach to wellbeing is grounded in a holistic understanding of the interconnectedness between people, Country, and spirit—a way of being, underpinned by knowledge shared across generations, that has enabled Aboriginal people to thrive on these lands for thousands of years.

Acknowledgements

The Department of Premier and Cabinet extends its sincere appreciation to the Tasmanian community members who shared their perspectives, and to the staff and volunteers from the University of Tasmania, state agencies, local councils, businesses, and community organisations whose collaborative efforts enriched this initiative.



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1. Overview of the Wellbeing Framework

The Wellbeing Framework provides a holistic approach to improving the lives of all Tasmanians. Built on what Tasmanians have told us matters most to them, the Framework has four interconnected components to guide how we understand and enhance wellbeing across our state: a vision, domains, population outcomes, and principles.

The Framework's vision is that all Tasmanians have good lives they are satisfied with, and everyone has a fair chance to do well, now and in the future. This vision is supported by six key domains:

- Community
- Governance
- Health
- Learning
- Place
- Prosperity.

Within these domains are 27 population outcomes that Tasmanians have identified as important to their wellbeing, including safe and sustainable environments, meaningful work, physical and mental health, quality education, strong social connections, and responsive government.

The Framework is guided by six core principles that shape how we work: equity, inclusivity, sustainability, collaboration, knowledge-informed decision-making, and continuous learning and adaptation. These principles ensure that our approach remains fair, inclusive, and responsive to changing needs.

Together, these components create a flexible yet structured way of understanding and improving wellbeing across Tasmania, ensuring that policies, programs, and actions align with what truly matters to Tasmanians.

On the next page, Table 1 provides a summary of the framework and Sections 2 and 3 discuss wellbeing in the Tasmanian context and the consultation process to develop this Framework. Section 4 provides a detailed description of the framework's components, and Section 5 outlines the way forward.



Table 1: Summary of the Wellbeing Framework

Vision All Tasmanians have good lives they feel satisfied with, and everyone has a fair chance to do well, now and in the future						
Domains	Community	Governance	Health	Learning	Place	Prosperity
	Tasmanians are socially connected, included, and have a strong sense of belonging.	Tasmanians have responsive, transparent government that values their participation.	Tasmanians enjoy good physical and mental health with equitable access to quality services and care.	Tasmanians have quality educational and skills development opportunities throughout life.	Tasmanians live in safe, sustainable, well-connected communities with quality housing and natural environments.	Tasmanians have meaningful work and financial security in a thriving, inclusive economy.
Population outcomes	<ul style="list-style-type: none"> Tasmanians have fulfilling relationships and feel connected to others Tasmanians of all backgrounds and identities are treated fairly and with respect Tasmanians have opportunities to participate in community groups, cultural activities, and volunteering Tasmanians feel they belong and are valued members of their communities Tasmanians have access to help and support from others when they need it 	<ul style="list-style-type: none"> Tasmanians can have a say in government decisions that affect their communities and have their voices valued Tasmanians can access quality government services that are inclusive, accessible, and person-centred Tasmanians have confidence in government leadership, institutions, and systems 	<ul style="list-style-type: none"> Tasmanians experience good physical and mental health and wellbeing Tasmanians are supported to live healthy, active lives and make informed health decisions Tasmanians are protected from preventable diseases and injury Tasmanians can access affordable, timely, and coordinated health and social services for prevention, early intervention, and treatment 	<ul style="list-style-type: none"> Tasmanian children are prepared to succeed and achieve strong educational outcomes Tasmanians have access to quality and affordable educational opportunities at all stages of life Tasmanians have the knowledge, skills, and resources to participate effectively in society and community life 	<ul style="list-style-type: none"> Tasmanians restore, protect, and have access to a biodiverse and healthy environment that is climate resilient, now and in the future. Tasmanians benefit from Aboriginal knowledge and connections to Country in caring for the environment Tasmanians have access to well-located public infrastructure and community spaces that preserve heritage and meet current and future needs Tasmanians live, learn, and work in environments that are safe, supportive, and designed to promote wellbeing Tasmanians have access to safe, appropriate, and affordable housing in well-designed communities and places Tasmanians can safely and affordably get to the places they need and value using diverse transport options Tasmanians feel and are safe at home, work, and in their communities 	<ul style="list-style-type: none"> Tasmanians have access to meaningful, secure work with fair pay and career development opportunities Tasmanians have the financial and material resources to meet their needs and plan for the future Tasmanians have access to business and entrepreneurship opportunities Tasmanians benefit from a creative, innovative, and sustainable economy that creates opportunities for everyone to do well Tasmanian's paid and unpaid work is recognised, valued, and shared fairly
Principles	Equity, inclusivity, sustainability, collaboration, knowledge-informed, continuous learning and adaptation					

2. Wellbeing in the Tasmanian context

2.1 What is wellbeing?

Wellbeing is about how we feel and function in our everyday lives, and it looks different for each of us. For some, it might be about physical health and staying active, while for others it could be about feeling connected to friends and family, or having a sense of purpose at work or in the community.

The factors that influence our wellbeing change as we move through different stages of life and are shaped by where we live, our environment, and the opportunities and challenges we face. Whether it is enjoying good health, feeling safe and secure, or having the chance to learn and grow, wellbeing is about living a life that feels fulfilling and balanced, whatever that might look like for each of us.

2.2 Why we need a Wellbeing Framework

Traditional approaches to progress have focused primarily on economic indicators, but these alone do not capture what makes life good for Tasmanians. Tasmania's Wellbeing Framework represents a shift from economic indicators alone to a holistic view that encompasses the social, environmental, cultural, and economic dimensions of life in our island state. We need a Wellbeing Framework because it provides us with the structure, language, and shared vision to understand what truly matters to Tasmanians and to work together effectively to enhance quality of life for everyone in our state. Specifically, the Wellbeing Framework enables:

- **Shared understanding and language** across government, community organisations, businesses, and individuals about wellbeing priorities in Tasmania.
- **Better policy decisions** by understanding how choices impact multiple dimensions of wellbeing and where resources can make the greatest contribution.
- **Cross-sector collaboration** on shared goals, breaking down silos and enabling integrated approaches to complex challenges.

The development of the framework draws upon international best practices, such as from New Zealand, Scotland, and Wales, as well as various Australian jurisdictions. However, it remains deeply rooted in Tasmanian values, aspirations, and lived



experiences—creating an approach uniquely tailored to our community.

2.3 Strategic context and alignment

Tasmania faces distinct opportunities and challenges shaped by our geography, demographics, history, and culture. While we benefit from extraordinary natural beauty, strong communities, and rich cultural heritage, we also face complex challenges related to health outcomes, economic opportunities, housing affordability, and climate impacts. Regional and remote communities experience additional challenges, including access to services, workforce availability, and demographic change. The framework recognises that achieving equitable wellbeing outcomes requires tailored approaches responsive to local contexts.

The Framework builds upon and complements existing strategies that support the wellbeing of Tasmanians. It advances the vision articulated in the Tasmania Statement: Working Together for the Health and Wellbeing of Tasmanians¹, which recognises that "health and wellbeing is the foundation of a successful and bright future for all Tasmanians." Within Tasmania, wellbeing is the common thread that connects major policies and programs that shape daily life for Tasmanians, from health and sustainability to population planning and community resilience. The framework works in concert with efforts across government agencies, local councils, community organisations, and others—each playing a vital role in addressing specific issues, meeting the needs of different population groups, and responding to local priorities.

The framework also aligns with national and international commitments, including the Australian Government's Measuring What Matters Framework, the National Agreement on Closing the Gap, and the United Nations Sustainable Development Goals, reflecting a shared understanding that wellbeing extends beyond economic measures alone. Together, these local, national, and international efforts support an integrated approach to improving wellbeing across our state.

¹ https://www.dpac.tas.gov.au/__data/assets/pdf_file/0026/338822/Tasmania-Statement-signed-30-Jan-2024.PDF



3. Understanding what matters to Tasmanians

3.1 Consultation approach

The development of the Wellbeing Framework was a collaborative process, driven by a commitment to reflect the values and aspirations of our community. From the outset, we recognised that to create a meaningful framework, we needed to hear directly from Tasmanians about what wellbeing means to them and what factors contribute most significantly to their quality of life.

This collaborative development process helped ensure that the Wellbeing Framework authentically reflects what matters to Tasmanians across different regions, age groups, cultural backgrounds, and life circumstances.

3.2 Consultation process

A critical first step was identifying the key domains of wellbeing that matter most to Tasmanians and developing clear population outcomes for each domain. The domains provide the framework's structure, while the population outcomes describe what we are working toward within each domain. The domains and population outcomes were developed through extensive research and consultation from 2023 to 2025. Here's how the process unfolded:

- **Public consultation:** Over 1,600 Tasmanians shared their views in public consultations led by the University of Tasmania (UTAS). These insights provided an initial understanding of what wellbeing means for our state.
- **Inclusive analysis:** To ensure a wide range of perspectives were considered, UTAS analysed existing consultation data to include insights from under-represented groups. DPAC also conducted literature reviews to further inform the framework's development.
- **Draft domain and outcome development:** Based on the foundational work of UTAS², DPAC further developed the draft wellbeing domains and population

² Seivwright, A., Haddon, J., Andersen, L.L., Chen, Q., Lester, E., Mir, M.A.M., 1 & Nyaaba, A.A. (2024). Wellbeing in Tasmania: Analyses of consultations to inform the development of Tasmania's Wellbeing Framework. Institute for Social Change, University of Tasmania.



The Wellbeing Framework

outcomes. The population outcomes were designed to articulate the specific, desired conditions that would indicate wellbeing in each domain area. The domains and population outcomes were crafted to be aspirational yet actionable, providing clear direction while allowing flexibility in implementation.

- **Workshops:** DPAC hosted six online workshops with participants from state government agencies, local government, and non-government organisations. About 230 people took part, providing valuable feedback on the draft wellbeing domains and population outcomes. This positive engagement helped refine and improve these key elements.
- **Final refinement:** Feedback from state government agencies was gathered to further refine the wellbeing domains and population outcomes. This input was crucial in shaping the final version, ensuring they reflect the needs and aspirations of all Tasmanians. Particular attention was paid to ensuring the outcomes were clear, compelling, and actionable across different contexts and sectors.

3.3 Key themes from consultation

Throughout the consultation process and literature reviews, several consistent themes were identified about what matters most to Tasmanians for wellbeing:

Opportunity and participation

Tasmanians emphasised the importance of equitable access to opportunities for education, meaningful work, and participation in community life. Many highlighted the value of lifelong learning and the need for diverse pathways to success that recognise different forms of contribution beyond economic productivity.

Connection to place

Tasmanians expressed a deep connection to our island's natural environment. Many participants described how access to nature, clean air and water, and Tasmania's unique landscapes contribute fundamentally to their sense of wellbeing. This connection to place extended to the built environment, with many emphasising the importance of liveable communities with accessible services, quality infrastructure, and safe, appropriate, and affordable housing.



The Wellbeing Framework

Relationships and community

Strong relationships and a sense of belonging emerged as central to wellbeing. Tasmanians value community connection, opportunities for participation, and supportive social networks. Many participants highlighted the importance of inclusive communities where diversity is celebrated, and everyone has opportunities to contribute and feel valued.

Health and security

Physical and mental health were consistently identified as foundational aspects of wellbeing. Participants emphasised the importance of accessible healthcare, preventative approaches, and support for mental wellbeing. Financial security, affordable housing, and feeling safe were also highlighted as essential foundations for wellbeing.

Aboriginal perspectives on wellbeing

The public consultation revealed that Tasmanian Aboriginal people shared similar perspectives on wellbeing to other participants, highlighting shared priorities and values across communities.

3.4 Cross-cutting themes from consultation

The consultation process revealed several cross-cutting considerations that apply across all aspects of wellbeing:

Equity and inclusion

The consultation highlighted that wellbeing outcomes are not experienced equally across the community. Responses emphasised the importance of addressing disparities and removing barriers for groups who may face disadvantage or discrimination. This includes ensuring accessibility, affordability, and cultural appropriateness of services and opportunities for all Tasmanians.

Life course perspective

Analysis of feedback showed that wellbeing needs and priorities shift across different life stages. The consultation demonstrated the importance of supporting wellbeing from early childhood through to older age, recognising the distinct challenges and opportunities that arise at each stage of life.



The Wellbeing Framework

Geographic considerations

With Tasmania's regions having distinct characteristics, strengths, and challenges, the consultation highlighted the importance of place-based approaches that respond to local context while working toward improved wellbeing outcomes for all Tasmanians regardless of where they live.

Sustainability and future focus

Throughout the consultation, a clear focus emerged on considering long-term impacts and sustainability. This includes environmental sustainability as well as the sustainability of social systems, services, and economic opportunities, reflecting a sense of responsibility to future generations of Tasmanians.

3.5 From consultation to framework

The insights gathered through this consultation directly informed the development of the Wellbeing Framework's vision, domains, population outcomes, and principles (see Section 4). These four interconnected components of the Framework reflect what Tasmanians told us matters to them, organised in a way that can guide policy development and community action.



4. The framework

4.1 The structure

The Wellbeing Framework has four interconnected components:

- **Vision:** The vision is an overarching statement that describes the collective wellbeing goal for all Tasmanians.
- **Domains:** Domains provide an organising structure for grouping related outcomes and create a line of sight from outcomes to the overall vision. Each domain is accompanied by a brief descriptive statement of what wellbeing looks like in that area.
- **Population outcomes:** Population outcomes describe the conditions and experiences we are working toward for Tasmanians. They are statements that reflect what Tasmanians have identified as important to their wellbeing.
- **Principles:** Principles are the core values and commitments that guide how we approach our work and make decisions. They reflect the cross-cutting themes identified in the consultation and provide a foundation for reflection and improvement throughout our work.

Each of these components is explored in detail in the following sections.



4.2 Vision

The vision for the Wellbeing Framework is that all Tasmanians have good lives they feel satisfied with, and everyone has a fair chance to do well, now and in the future.

This collective goal recognises the importance of both current wellbeing and the sustainability of wellbeing across generations. It acknowledges that wellbeing is both subjective (how people feel about their lives) and objective (measurable conditions that support good lives).

Population outcomes that can indicate whether people are experiencing the framework's vision in their daily lives are:

- Tasmanians experience high levels of life satisfaction and wellbeing.
- Tasmanians feel optimistic and hopeful about their future.

While these outcomes focus on subjective wellbeing, the framework captures a combination of subjective and objective population outcomes across wellbeing domains in the following sections.



4.3 Domains

The Wellbeing Framework is structured around six domains that represent the dimensions of life that Tasmanians have identified as important to their wellbeing. Each domain has an icon that appears throughout the framework as a visual guide.

The domains are:



Community: Tasmanians are socially connected, included, and have a strong sense of belonging.



Governance: Tasmanians have responsive, transparent government that values their participation.



Health: Tasmanians enjoy good physical and mental health with equitable access to quality services and care.



Learning: Tasmanians have quality educational and skills development opportunities throughout life.



Place: Tasmanians live in safe, sustainable, well-connected communities with appropriate housing and healthy natural environments.



Prosperity: Tasmanians have meaningful work and financial security in a thriving, inclusive economy.

These domains collectively contribute to the vision for Tasmania—reflecting a holistic understanding of wellbeing. The Framework is deliberately non-hierarchical—each domain is important, and the domains are understood to be interconnected and mutually reinforcing. While presented as distinct categories for clarity, in practice these domains overlap and interact in complex ways.

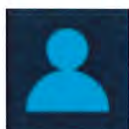


4.4 Population outcomes by domain

From the consultation, 27 population outcomes were identified that reflect what matters most to Tasmanians. These outcomes are organised across the Framework's six domains: Community, Governance, Health, Learning, Place, and Prosperity.

Together, the population outcomes provide a comprehensive picture of the Tasmania we are striving to build: one where every person can flourish, and community wellbeing is central to policy development and decision-making. Each of these outcomes is explored in the sections that follow, with examples of what progress toward them might look like in communities.

4.4.1 Community population outcomes



Community: Tasmanians are socially connected, included, and have a strong sense of belonging.

Strong communities are built on connection, respect, and mutual support. The community domain has five population outcomes that reflect what matters most in daily life—fulfilling relationships, fair treatment, opportunities to participate in shared activities, a sense of belonging, and knowing help is available when needed. Tasmanians thrive when they feel connected to others, can engage in activities that matter to them, and live in communities where diversity is celebrated, and everyone is valued. Each outcome recognises that wellbeing flourishes through the relationships and networks we build with one another. These connections provide everyday support and form the foundation for community resilience in responding to external challenges, from climate change and economic disruption to technological transformation and other forces largely beyond Tasmania's direct control.

Population outcomes	What this might look like in our communities
Tasmanians have fulfilling relationships and feel connected to others	<ul style="list-style-type: none">• Tasmanians have high satisfaction with their personal relationships• Tasmanians rarely experience loneliness and have regular meaningful interactions with others• Tasmanians benefit from intergenerational relationships that share wisdom, skills, and mutual understanding



The Wellbeing Framework

	<ul style="list-style-type: none"> • Tasmanians can stay connected with others through digital technology, regardless of where they live in the state
Tasmanians of all backgrounds and identities are treated fairly and with respect	<ul style="list-style-type: none"> • Tasmanians of all backgrounds and identities are treated fairly in their daily lives • Public conversation is characterised by respect for diverse perspectives and experiences • Tasmania's cultural diversity is recognised and celebrated • Incidents of discrimination are rare • When discrimination occurs, it is addressed effectively
Tasmanians have opportunities to participate in community groups, cultural activities, and volunteering	<ul style="list-style-type: none"> • Tasmanians are actively involved in diverse community groups—sporting clubs, faith communities, arts organisations, and online networks • Community events and activities are well-attended and accessible to all
Tasmanians feel they belong and are valued members of their communities	<ul style="list-style-type: none"> • Tasmanians have a strong sense of belonging • Tasmanians trust one another and feel connected to the places where they live
Tasmanians have access to help and support from others when they need it	<ul style="list-style-type: none"> • When Tasmanians need assistance, they can readily access help from friends, neighbours, or community networks • Communities show capacity to adapt and support one another during disruptions and challenges • Government services and community organisations provide timely and effective support

Social connection is central to wellbeing in Tasmania. As one person noted in the consultation: "Wellbeing means being connected, feeling part of the community. Having a purpose or direction for my life." Another participant emphasised that wellbeing involves relationships that allow them to feel connected, safe, valued, supported, and able to contribute. These perspectives show how community provides not only connection and belonging, but also the conditions for people to find purpose, feel valued, and contribute to the lives of others.



4.4.2 Governance population outcomes



Governance: Tasmanians have responsive, transparent government that values their participation.

Governance enables Tasmanians to shape decisions that affect their lives and communities. The governance domain has three population outcomes that encompass meaningful participation in democratic processes, access to responsive and inclusive services, and trust in public institutions—emphasising not just formal engagement mechanisms, but ensuring voices are genuinely heard, services meet diverse needs, and systems operate with transparency and accountability. Governance outcomes should be equitable for all Tasmanians, ensuring everyone can have a say, access support, and trust in institutions.

Population outcomes	What this might look like in our communities
Tasmanians can have a say in government decisions that affect their communities and have their voices valued	<ul style="list-style-type: none"> • Tasmanians feel able to have their say on important community issues • Tasmanians actively participate in state and local government elections • Members of Parliament and local government councils reflect the diversity of Tasmania, including strong representation of women
Tasmanians can access quality government services that are inclusive, accessible, and person-centred	<ul style="list-style-type: none"> • Tasmanians can easily access government services • Government services are designed around people's needs and circumstances • Digital services are accessible and supported by assistance for those who need it • Tasmanians who need civil legal assistance can access support
Tasmanians have confidence in government leadership, institutions, and systems	<ul style="list-style-type: none"> • Tasmanians trust government institutions, such as education, health, police, and justice systems • Systems are in place to protect rights and ensure fair treatment for all community members • Government provides clear, transparent communication about policies, programs, and how public funds are spent • Public institutions adapt and innovate to address emerging community needs and challenges



The Wellbeing Framework

	<ul style="list-style-type: none">• The justice system supports rehabilitation and successful reintegration into community
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Trust and representation emerged as key themes in our consultations. As one Tasmanian explained: Wellbeing is “being able to trust the government, which means it should be fair, transparent, and accountable and act with integrity.” Another participant emphasised: “Feeling all people are supported and represented.”



4.4.3 Health population outcomes



Health: Tasmanians enjoy good physical and mental health with equitable access to quality services and care.

Health enables Tasmanians to participate fully in life and community. The health domain has four population outcomes that encompass physical, mental, and emotional health across the lifespan—emphasising not just treatment of illness, but prevention, health promotion, and creating environments that support good health. Strong health foundations enable people to work, learn, connect with others, and engage in activities they value. Health outcomes should be equitable for all Tasmanians, regardless of where they live, their background, or their circumstances.

Population outcomes	What this might look like in our communities
Tasmanians experience good physical and mental health and wellbeing	<ul style="list-style-type: none"> • Children are on-track for physical health and wellbeing as they develop • Tasmanians rate their health as excellent or very good • Tasmanians experience low levels of psychological distress • Tasmanians have the emotional resources and support to navigate life's challenges • Differences in health outcomes between different population groups are actively reduced
Tasmanians are supported to live healthy, active lives and make informed health decisions	<ul style="list-style-type: none"> • Tasmanians can easily find up-to-date health information and understand it well enough to know what to do • Community environments support physical activity, healthy eating, and social connection, and reduce harms from smoking, alcohol, and other drugs
Tasmanians are protected from preventable diseases and injury	<ul style="list-style-type: none"> • Preventable chronic conditions are rare among Tasmanians • Tasmanians receive timely immunisations and health screenings • Workplaces, roads, and public spaces are designed to prevent injury
Tasmanians can access affordable, timely, and coordinated health and social services for	<ul style="list-style-type: none"> • Tasmanians can see a GP when they need to without cost being a barrier • Early intervention and prevention services help Tasmanians before issues become crises



The Wellbeing Framework

prevention, early intervention, and treatment	<ul style="list-style-type: none">• Tasmanians with chronic conditions or disabilities have access to ongoing support and care that maintains their quality of life• Family support, mental health, and disability services are available and responsive when Tasmanians need them• Tasmanians receive elective surgery within clinically recommended timeframes• Health and social services work together to provide coordinated care• Services are welcoming, culturally safe, and free from stigma
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Throughout consultations, Tasmanians spoke about the interconnected nature of health. As one person expressed: “Wellbeing equals one's physical and mental health. If either of these is impacted, it results in poor wellbeing.” Another noted that health includes “the opportunity to access good food, social and community contact, pleasant environments...and an excellent and accessible health care system.” These perspectives reflect how health depends on both quality healthcare and the environments where people live, work, and connect.



4.4.4 Learning population outcomes



Learning: Tasmanians have quality educational and skills development opportunities throughout life.

Learning shapes how Tasmanians navigate the world and pursue their aspirations. The learning domain has three population outcomes that span from early childhood through to lifelong learning—ensuring children are ready to thrive at school, that quality educational opportunities remain accessible throughout life, and that people have the practical knowledge and skills needed for everyday participation in society. Strong educational foundations open doors to employment, enable meaningful civic engagement, and support personal growth in a changing world. Learning outcomes should be equitable for all Tasmanians, with every child able to reach their potential and every adult able to continue developing capabilities.

Population outcomes	What this might look like in our communities
Tasmanian children are prepared to succeed and achieve strong educational outcomes	<ul style="list-style-type: none"> • Children are developing well across physical, social, emotional, and cognitive areas when they start school • Students attend school and are engaged in learning • Student's individual learning needs are addressed. • Students achieve age-appropriate literacy and numeracy skills • Young people complete Year 12 or equivalent qualifications
Tasmanians have access to quality and affordable educational opportunities at all stages of life	<ul style="list-style-type: none"> • Tasmanians participate in formal study and informal learning throughout their lives • Young adults attain post-school qualifications that support their career aspirations and goals • Tasmanians are satisfied with their education and what they gain from it • Educational programs connect learners with their community, culture, and environment • Knowledge and wisdom are shared across generations and cultural backgrounds
Tasmanians have the knowledge, skills, and resources to participate	<ul style="list-style-type: none"> • Tasmanians can read, write, and use numbers confidently in everyday situations appropriate to their age



The Wellbeing Framework

effectively in society and community life	<ul style="list-style-type: none">• Tasmanians can access online services, use digital devices, and navigate the internet effectively• Tasmanians have access to libraries and learning spaces regardless of income or location
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These educational elements emerged consistently throughout our consultations. As one person noted: "Having the foundation skills of language, literacy, numeracy, digital, and employability skills to access and engage in learning, work and life." This sentiment captures how learning serves as both a practical necessity and a gateway to broader participation. Another respondent highlighted the lifelong nature of education: "It involves having an understanding of your place in the world and feeling that you are learning new things." These perspectives reflect how Tasmanians view learning not just as formal schooling but as an ongoing process of growth and connection that enhances wellbeing throughout life.



4.4.5 Place population outcomes



Place: Tasmanians live in safe, sustainable, well-connected communities with appropriate housing and healthy natural environments.

Place shapes how Tasmanians experience daily life and connect with their surroundings. The place domain has seven population outcomes that encompass environmental stewardship, Aboriginal connections to Country, safe and supportive settings, housing security, transport access, and public infrastructure and community spaces—recognising that where and how people live fundamentally affects wellbeing.

The population outcomes honour Tasmania's unique natural environment and the deep knowledge Aboriginal Tasmanians hold as custodians of Country, while ensuring communities are designed to be safe, accessible, and sustainable. From clean waterways and thriving ecosystems to affordable homes, well-located infrastructure, and reliable transport, the physical environments where Tasmanians live, work, and gather should support health, connection, and participation. These environments need to adapt to meet the diverse and changing needs of communities over time.

Population outcomes	What this might look like in our communities
Tasmanians restore, protect, and have access to a biodiverse and healthy environment that is climate resilient, now and in the future	<ul style="list-style-type: none"> • Tasmania's natural areas support thriving native species and biodiversity • Waterways, air, and natural environments are clean and healthy • Tasmanians can access and enjoy natural areas. • Communities use renewable energy, reduce waste, and use resources sustainably • Communities are prepared and resilient to disasters and climate impacts
Tasmanians benefit from Aboriginal knowledge and connections to Country in caring for the environment	<ul style="list-style-type: none"> • Tasmanian Aboriginal people lead and practice cultural land management across Tasmania • Aboriginal knowledge and expertise guide how communities care for land and water
Tasmanians have access to well-located public infrastructure and community spaces that	<ul style="list-style-type: none"> • Schools, health facilities, and community centres are located where people need them • Infrastructure planning considers population growth, aging, and demographic changes



The Wellbeing Framework

preserve heritage and meet current and future needs	<ul style="list-style-type: none"> • Historic buildings and culturally significant sites are protected and integrated into community life • Communities have parks, shops, services, and gathering spaces within easy reach
Tasmanians live, learn, and work in environments that are safe, supportive, and designed to promote wellbeing	<ul style="list-style-type: none"> • Settings where Tasmanians learn, work, and spend time have policies and practices in place to support good health, safety, and wellbeing • All settings prioritise physical and psychological safety with low rates of injury and harm • Learning and work environments provide meaning, connection, and opportunities for growth • Workplaces provide manageable demands, adequate resources, flexibility, and adequate leave and recovery time
Tasmanians have access to safe, appropriate, and affordable housing in well-designed communities and places	<ul style="list-style-type: none"> • Everyone has a safe place to call home • Rental housing is affordable and available • Tasmanians can afford their housing without financial stress • Diverse housing options meet the needs of different households and life stages • Homes are energy-efficient, accessible, and comfortable to live in
Tasmanians can safely and affordably get to the places they need and value using diverse transport options	<ul style="list-style-type: none"> • Tasmanians can get where they need to go easily and affordably • Public transport is timely, accessible, well-connected, and reduces reliance on private vehicles • Walking, cycling, and wheeling infrastructure makes active transport safe and enjoyable
Tasmanians feel and are safe at home, work, and in their communities	<ul style="list-style-type: none"> • Tasmanians feel safe in their neighbourhoods during the day and night • Violence and crime are rare • Families and children are safe from violence, abuse, and harm • Tasmanians are safe online and can protect themselves from digital harm • Help arrives quickly in emergencies • People experiencing harm can access safety services and legal support when needed



The Wellbeing Framework

These elements of place emerged as deeply interconnected throughout our consultations. Tasmanians expressed that wellbeing depends on "contact with the natural environment, which is well cared for," alongside practical necessities like "having a safe place to live at a reasonable cost" with access to "facilities [and] transport." One participant captured this integration: "Wellbeing involves having a supportive environment, where services I need are readily available." Another emphasised the foundational nature of safety: "Safety underpins everything else. If you're not safe, you don't have a healthy mind—you're always worried, always stressed."

These perspectives reflect how Tasmanians view place not as separate elements but as an interconnected system—where natural environments, built spaces, housing, transport, and safety work together to create communities where people can thrive.



4.4.6 Prosperity population outcomes



Prosperity: Tasmanians have meaningful work and financial security in a thriving, inclusive economy.

Prosperity occurs when Tasmania's economy enables people, communities, businesses, and nature to thrive together. The prosperity domain has five population outcomes that encompass access to secure employment, financial security, entrepreneurship opportunities, a thriving and sustainable economy, and fair recognition of all forms of work. The population outcomes emphasise that prosperity extends beyond individual financial security to include how Tasmania's economy creates opportunities while operating sustainably within environmental limits. A strong, diverse economy supports local businesses, fosters innovation in renewable energy, and ensures economic benefits reach all communities. When Tasmanians can find meaningful work with fair pay and manage their finances without constant stress, they experience stability that enables participation in other aspects of life.

Population outcomes	What this might look like in our communities
Tasmanians have access to meaningful, secure work with fair pay and career development opportunities	<ul style="list-style-type: none"> • Tasmanians can find work and participate in the workforce • Tasmanians can work the hours they want and need • Tasmanians have opportunities for career progression, skills development, and training to adapt to changing work • Tasmanians are satisfied with their jobs and career opportunities • Tasmanians of working age are engaged in work, education, or training
Tasmanians have the financial and material resources to meet their needs and plan for the future	<ul style="list-style-type: none"> • Tasmanians can access clothing, household goods, and other essentials for daily life • Tasmanians can afford food, pay their bills, and keep their electricity connected • Tasmanians have access to food that is safe, appropriate, and supports wellbeing • Tasmanians can access emergency funds when unexpected costs arise • Tasmanians understand how to manage their money and make informed financial decisions



The Wellbeing Framework

Tasmanians have access to business and entrepreneurship opportunities	<ul style="list-style-type: none"> • Wages keep pace with the cost of living • Communities have strong local economies with thriving businesses and opportunities • Business support and resources are accessible to all Tasmanians
Tasmanians benefit from a creative, innovative, and sustainable economy that creates opportunities for everyone to do well	<ul style="list-style-type: none"> • The economy creates opportunities for all Tasmanians to thrive • Tasmania's economy is diverse with opportunities across multiple industries • Tasmania produces renewable energy that benefits communities and the economy
Tasmanians paid and unpaid work is recognised, valued, and shared fairly	<ul style="list-style-type: none"> • Different genders receive equal pay for equal work • Paid and unpaid work, including caring, household, and volunteer work, are recognised and valued • Tasmanians contribute to their communities through volunteering and have their contributions valued

The connections between meaningful work, financial security, and economic inclusion emerged consistently throughout our consultations. Tasmanians expressed that wellbeing requires "having sufficient funds to lead a fairly simple, inexpensive lifestyle" and "having enough money for necessities and a little extra for an occasional indulgence." One participant said: "For good wellbeing, I need to find balance between maintaining good relationships, maintaining my physical health and having leisure time, meaningfully contributing to my community through volunteering roles, feeling a sense of achievement and contribution through my paid work." For Tasmanians to have this balance, supportive systems—across workplaces, communities, and government—are needed to create the conditions where everyone can thrive.

Others emphasised the broader economic context, noting that wellbeing means "living in an economic system for the people and not geared towards wealth creation for the top few." These perspectives reflect how Tasmanians view prosperity not just as individual financial security but as an inclusive economic system where meaningful work, fair compensation, and diverse opportunities enable everyone to thrive and contribute to their communities.



4.5 Principles

The framework is guided by the following core principles:

- **Equity:** Addressing disparities and ensuring fair access means recognising that different people face different barriers and need different levels of support. Equity requires identifying and addressing systemic disadvantage while ensuring our decisions do not inadvertently create or increase inequities.
- **Inclusivity:** Recognising the diverse experiences, needs, and aspirations of all Tasmanians means ensuring voices from all backgrounds are heard and reflected in decision-making. This includes Tasmanian Aboriginal people, people from culturally diverse communities, people with disability, LGBTIQ+ individuals, and people across age groups and geographic locations.
- **Sustainability:** Ensuring that wellbeing today does not compromise the wellbeing of future generations encompasses environmental sustainability, responsible use of natural resources, and economic practices that support long-term prosperity. It means considering the lasting impacts of our decisions on communities, ecosystems, and future Tasmanians.
- **Collaboration:** Working across government, sectors, and communities toward shared goals recognises that progress on wellbeing requires contributions from multiple agencies and sectors. Effective solutions require partnerships and social networks between government departments, community organisations, businesses, and individuals, with shared responsibility for outcomes.
- **Knowledge-informed:** Drawing on diverse forms of knowledge, experience, and wisdom includes evidence from research and data, lived experience from communities, expertise from practitioners, and Aboriginal knowledge systems. Valuing multiple ways of knowing leads to richer understanding and more effective responses.
- **Continuous learning and adaptation:** Embracing ongoing reflection, learning, and adaptation means responding to new insights and challenges as they emerge. Wellbeing is dynamic and our approaches must evolve as we learn what works, as circumstances change, and as new opportunities arise to enhance our effectiveness in promoting wellbeing outcomes.

These principles guide how we interpret and pursue the population outcomes described in this Framework. Applying them throughout policy development, program design, and service delivery helps ensure that our work remains responsive, equitable, and effective for all Tasmanians.



5. The way forward

5.1 Shared responsibility for wellbeing outcomes

Achieving the population outcomes in the Wellbeing Framework requires shared responsibility and collective action. The framework encourages consideration of the broader social, environmental, cultural, and economic drivers of wellbeing, fostering collaboration across traditional policy divisions.

Everyone has a role in contributing to wellbeing outcomes:

- **Tasmanian Government agencies** can use the Framework to guide priority-setting, policy development, and program design, building outcomes-focused evaluation capability and evidence-informed decision-making.
- **Tasmanian local government councils** can align strategic planning and service delivery with the Framework to enhance quality of life in ways specific to their local context.
- **Community organisations** can use the Framework to guide program development and strengthen cross-sector collaboration.
- **Businesses** can consider how their operations and community engagement contribute to broader wellbeing.
- **Individuals and families** can use the Framework to understand what contributes to wellbeing, advocate for what matters in their communities, and contribute to collective wellbeing.

The Wellbeing Framework marks a commitment to putting wellbeing at the centre of decision-making across Tasmania. By working together with this shared understanding of wellbeing, we can create the conditions for all Tasmanians to thrive, now and for future generations.





Department of Premier and Cabinet

Resilience and Recovery Tasmania Highlights for Financial Year 2024-25

June 2025

Resilience and Recovery Overview

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

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

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



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

The Tasmanian Disaster Resilience Strategy

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

Our Role

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

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

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

Key Achievements in 2024-25

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



Image: Community consultation

Regional Drought Resilience Planning

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

Our Role

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

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

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

Key Achievements in 2024-25

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

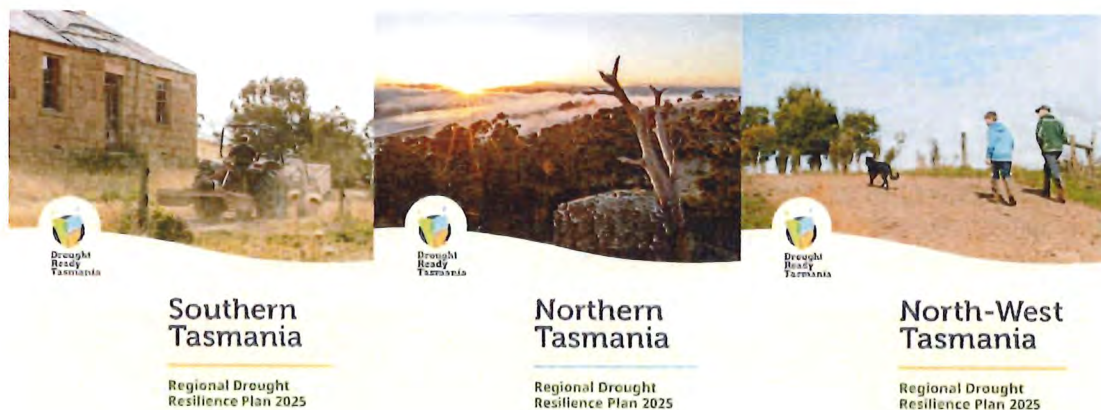


Image: Report covers for the Regional Drought Resilience Plans

Tasmania's Protective Security Policy Framework

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

Our Role

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

Key Achievements in 2024-25

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



Image: Tasmania's Protective Security Policy framework

The Disaster Ready Fund in Tasmania

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

Our Role

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

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

Key Achievements in 2024-25

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

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

Applicant feedback provided through the Round Three application portal

TasALERT App

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

Our Role

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

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

Key Achievements in 2024-25

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



The Risk Information Portal – Tasmania

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

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

Our Role

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

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

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

Key Achievements in 2024-25

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



Image: Screenshot of the Risk Information Portal Demonstrator

Helping Tasmanians recover from disasters

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

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

Our Role

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

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

Key Achievements in 2024-25

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



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

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

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

Our Role

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

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

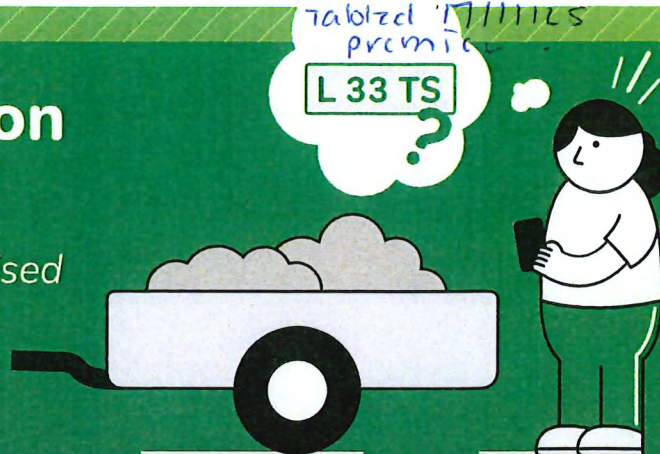
Resilience and Recovery Tasmania supported the WoG response by:

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

myServiceTas information

1 July 24 to 30 June 25

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



132,496

unique accounts
created

myServiceTas transactions

881

fire
permits

95,495

vehicle
renewals



4,133

burn
registrations

14,020

licence
renewals



1,982

short term unregistered
vehicle permits



5,938

Plates Plus
sign ups

Coming soon



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

Additional information



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

Service Tasmania



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

Key highlights | 1 July 24 to 30 June 25

Customers



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

myServiceTas



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

Community Grants & Programs



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

Community Grants

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

Community Programs

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

Capital investments



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

New customer communications systems



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

Community engagement



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

New Services



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

Service Tasmania



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Tasmania's Plan for Closing the Gap 2025–2028





About the artwork from the artist: 'Interconnected'

This artist statement underscores the fundamental belief that collaboration is essential to the creative process.

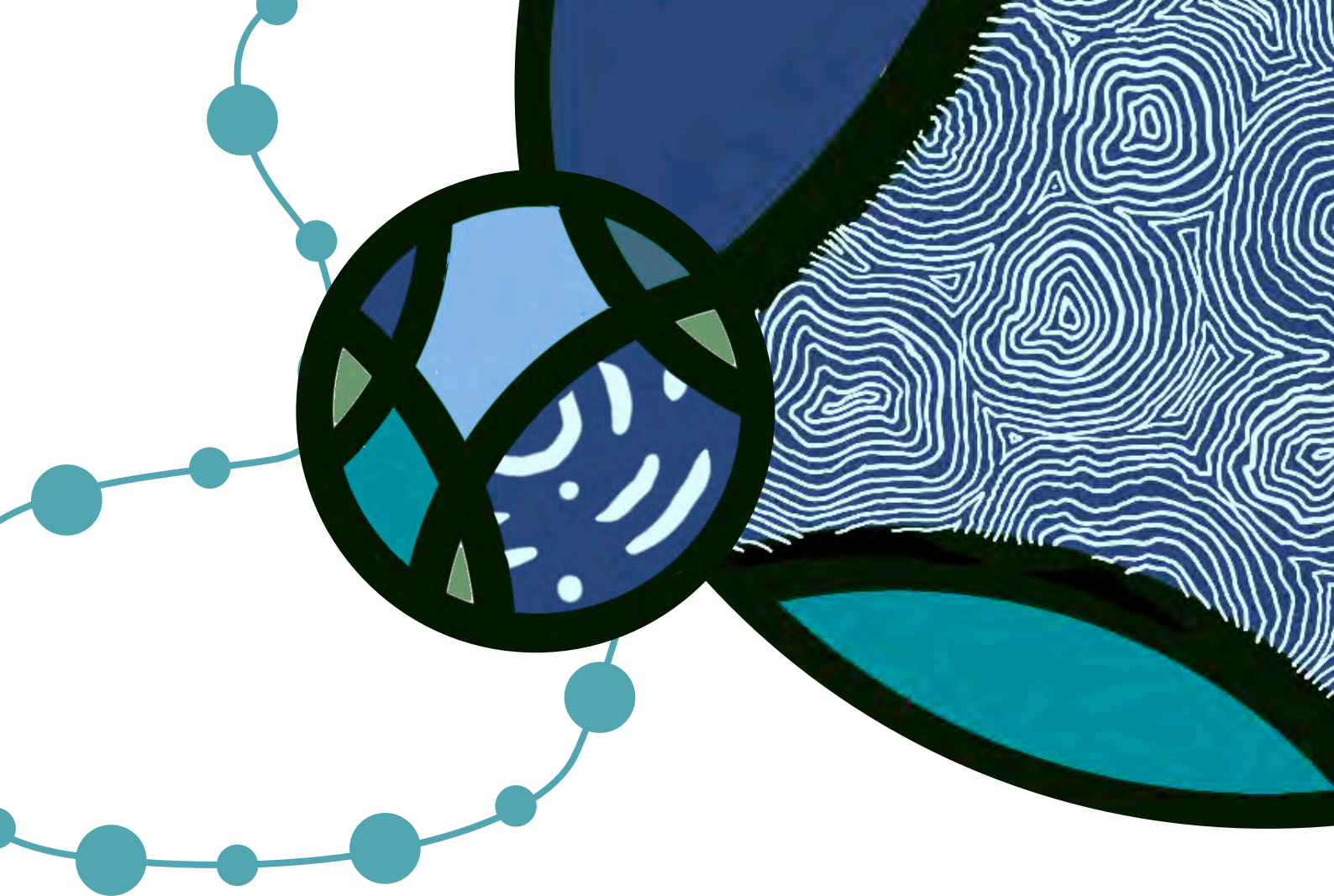
The notion that 'nothing should happen in silos' speaks to the idea that individual endeavours are often enriched by the contributions and perspectives of others. In a community, diverse voices come together and ideas flourish and evolve. This collective engagement creates shared space for learning, where experiences and insights are exchanged freely, enabling the blending of viewpoints and supporting better outcomes, deeper understanding, innovation and creative breakthroughs. It produces rich tapestry, woven from many threads of thought and experience.

The emphasis on partnerships highlights the relational aspect of community, reminding us that creativity is often a communal journey enriched by dialogue and collaboration. By acknowledging the interconnectedness of our lived experiences, we can encourage inclusion, valuing the contributions of everyone.

The use of overlapping circles and connected lines in 'Interconnected' represents the connections formed within a community. Each circle symbolises different areas of the community; the areas where they intersect represent shared experiences, ideas and influences that emerge from collaboration. This visual metaphor highlights the relationships that bind us and the profound impact we can have on each another.

As the circles overlap and lines connect, our actions and insights ripple outward, affecting those around us.

'Interconnected' emphasises the responsibility we hold to foster environments where people can thrive, together.



About the artist

Emma Robertson is a proud Palawa woman, artist, and cultural practitioner. Her passion for the environment and sustainability is reflected in her art and jewellery, which often use – or are inspired by – natural materials like kelp, quills and shells.

Emma strives to create meaningful art that is rooted in her ancient culture yet resonates with people worldwide, evoking emotions and inspiring people to connect with nature and create positive change to protect Country.

By incorporating traditional Palawa elements in her art, Emma fosters a sense of identity and pride in her community and cultural heritage, while embracing contemporary aesthetics.

Acknowledgement of Country

The Tasmanian partners to the National Agreement on Closing the Gap honour Country and Elders, past and present. Elders are the cultural knowledge holders, and we thank them for their contributions to Country and their people.

We also acknowledge the important role of Aboriginal young people as they listen and are guided by Elders and senior Aboriginal people on the ways of Country and the old people. The wellbeing of Tasmanian Aboriginal children and young people is based on a deep and continuous connection to community and Country.

The Tasmanian Government pays respect to Tasmanian Aboriginal people as the traditional and original owners and continuing custodians of Tasmania. We recognise and value Aboriginal histories, knowledge and lived experiences and commit to being culturally inclusive and respectful in our relationships with all Aboriginal people.

A note on language

Tasmania's First Nations people are Aboriginal people. Accordingly, in this document the term 'Aboriginal people' is used in place of 'Aboriginal and Torres Strait Islander people'. This recognises Tasmanian Aboriginal people's original ownership and ongoing custodianship of Country. The term 'Aboriginal people' should be read as inclusive of all First Nations people in Tasmania, including Torres Strait Islander people.

Feedback on this plan

To provide feedback on this plan, contact Aboriginal Partnerships (Department of Premier and Cabinet) by email to: ap@dpac.tas.gov.au or telephone: 6232 7569.

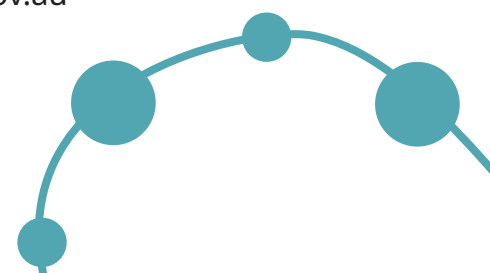
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Department of Premier and Cabinet

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Abbreviations

ACCO	Aboriginal community-controlled organisation
CoI	Commission of Inquiry into the Tasmanian Government's Responses to Child Sexual Abuse in Institutional Settings
Coalition of Peaks	Coalition of Aboriginal and Torres Strait Islander Peak Organisations
DECYP	Department for Education, Children and Young People
DoH	Department of Health
DoJ	Department of Justice
DoTAF	Department of Treasury and Finance
DPAC	Department of Premier and Cabinet
DPFEM	Department of Police, Fire and Emergency Management
DRC	Royal Commission into Violence, Abuse, Neglect and Exploitation of People with Disability (Disability Royal Commission)
IPP	Indigenous Participation Plan
National Agreement	National Agreement on Closing the Gap 2020
NRE Tas	Department of Natural Resources and Environment Tasmania
PC Review	The Productivity Commission's Review of the National Agreement
State Growth	Department of State Growth
the Plan	Tasmania's Plan for Closing the Gap 2025–2028
TRACA	Tasmanian Regional Aboriginal Communities Alliance
TSS	Tasmanian State Service
UNDRIP	United Nations Declaration on the Rights of Indigenous Peoples

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Section 1: Opening statements



Statement from the CEO, the Tasmanian Government's Coalition of Peaks partner, the Tasmanian Aboriginal Centre

The Tasmanian Government's second Closing the Gap implementation plan shows progress. It reflects some improvement in engagement with community and a growing recognition of the need to centre Aboriginal voices in this work. We acknowledge the steps taken to involve Aboriginal people and organisations in this revised plan and recognise that these efforts must deepen over time.

Still, this plan is not yet complete. While it represents an improvement on the first iteration, it continues to contain gaps that must be addressed if we are serious about achieving the outcomes Aboriginal people in lutruwita/Tasmania have long been calling for.

We must ensure that this plan is not treated as a finished product or a fixed set of commitments. It must remain a living, working document that guides ongoing action and accountability. The Closing the Gap framework is only as strong as its implementation, and implementation must be led by Aboriginal people, for Aboriginal people.

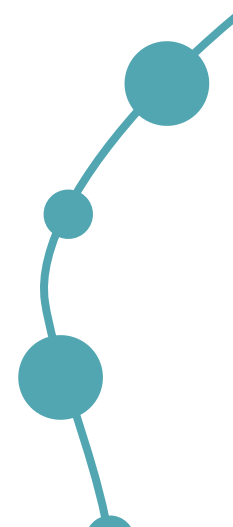
This includes a clear and ongoing commitment to working in genuine partnership with the Coalition of Peaks and ensuring that Aboriginal-led processes are not only respected but embedded at every level. The Coalition of Peaks exists because Aboriginal people demanded a seat at the table, not just as stakeholders but as decision-makers. This principle must guide all future development, implementation, and evaluation of this plan.

All four priority reforms of the National Agreement on Closing the Gap 2020 are essential to this work. They are not optional components; they are foundational. Each reform demands real investment, structural change, and a sustained commitment to truth-telling and self-determination.

We thank the Community for their tireless advocacy and their contributions to this process. Their insight continues to be the most valuable guide to what Closing the Gap should mean in practice. As the plan continues to evolve, we will remain steadfast in holding governments to account and ensuring that the outcomes reflect the aspirations, rights, and leadership of Aboriginal people.

Heather Sculthorpe

Tasmanian Aboriginal Centre & Coalition of Peaks for Lutruwita/Tasmania



Statement from the Premier of Tasmania

The Tasmanian Government's first Closing the Gap plan (*Closing the Gap Implementation Plan 2021–2023*) strengthened relationships with Tasmanian Aboriginal people, delivered employment opportunities and supported Aboriginal-led organisations.

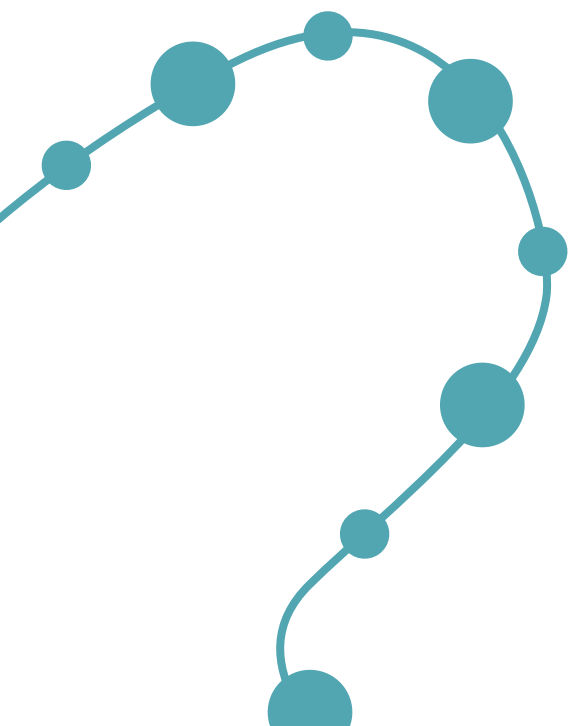
To build on this important foundational work, we have developed *Tasmania's Plan for Closing the Gap 2025–2028*. This follows extensive consultation commencing in 2023 and continuing throughout 2024, with Aboriginal people about what will make practical differences for them and their families.

This plan will deliver practical progress with focus on actions that will create more jobs for Tasmanian Aboriginal people, deliver better education results, grow Aboriginal community-controlled services and support Tasmanian Aboriginal enterprises. The actions in this plan are transformative and will embed the priority reforms of the *National Agreement on Closing the Gap 2020* in the Tasmanian Government reform agenda for child safety, health, youth justice, disability and prevention of family and sexual violence.

Closing the Gap requires commitment and action across all government organisations and ministerial portfolios. All Ministers have endorsed this plan and are working to embed the Closing the Gap priority reforms across their portfolios. All government agencies were involved in negotiating the actions within it.

By working together, and if we all put in, our collective efforts will ensure Tasmanian Aboriginal people can enjoy the same quality of life outcomes as all Tasmanians.

Hon Jeremy Rockliff MP
Premier



Statement from the Minister for Aboriginal Affairs

Closing the Gap in life outcomes for Aboriginal people is a high priority for me, both as Minister for Aboriginal Affairs and Minister for Health.

When I received the Aboriginal Affairs portfolio in late October 2024, I set to work in the first month to meet Aboriginal people and organisations across our state, including on Cape Barren Island, to hear about their priorities. I also met with the Australian Government Minister for Indigenous Australians and the Joint Council on Closing the Gap, comprising ministers for Aboriginal affairs from around the country and 12 representatives from the Coalition of Peaks.

Closing the Gap is a major undertaking underpinned by the knowledge that better outcomes for Aboriginal people are achieved when change is led by Aboriginal people, with Aboriginal people participating in decision-making about issues affecting them. This requires a change in mindset across government organisations, through implementation of the Closing the Gap priority reforms agreed to under the *National Agreement on Closing the Gap 2020*.

Progressing the priority reforms is underway across government organisations. For example, as Minister for Health, I am proud of the shared decision-making arrangements recently established in the Department of Health through the Health Board Aboriginal Health Subcommittee, which includes Aboriginal health representatives from the Aboriginal community-controlled sector.

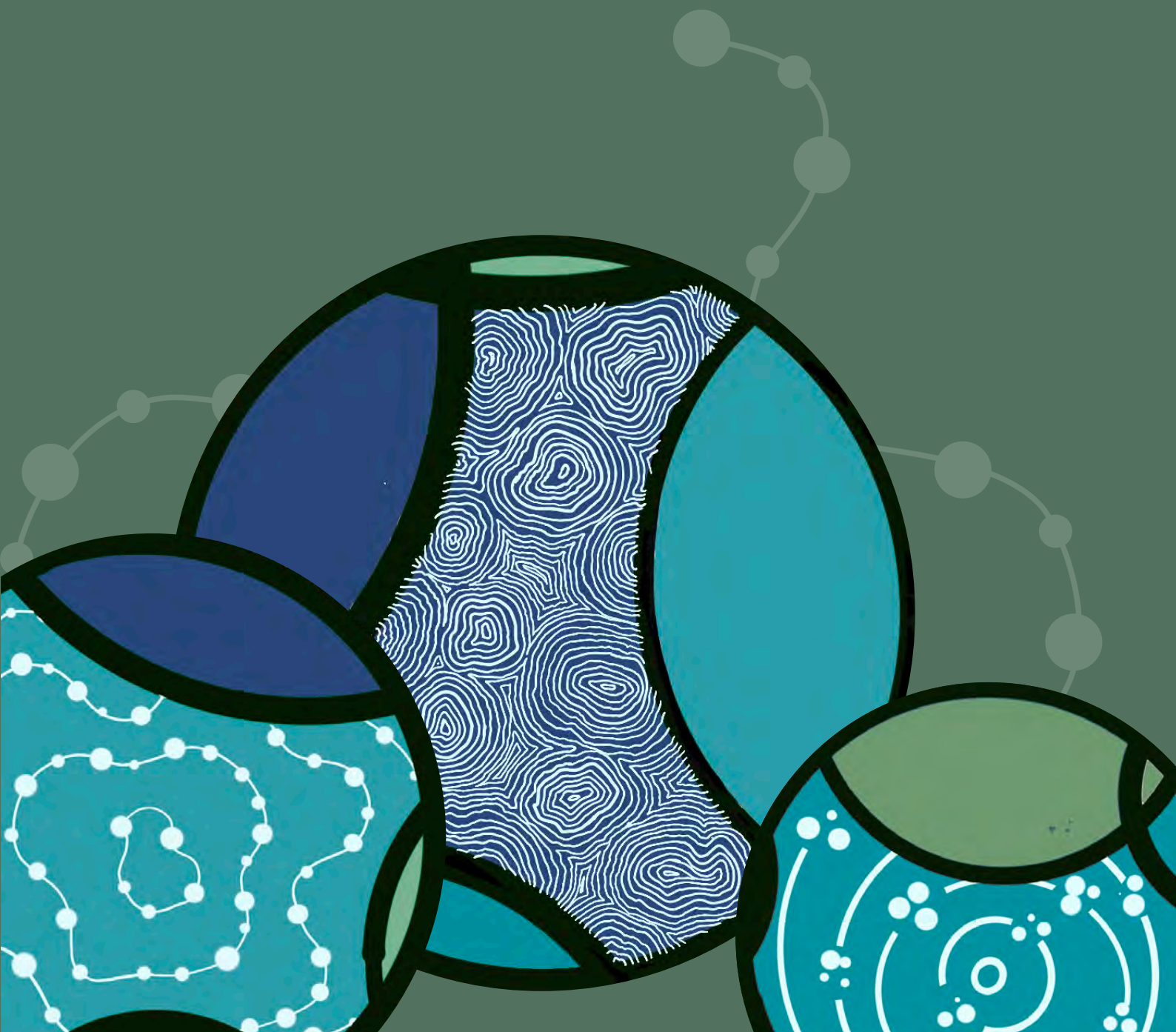
This is my first Closing the Gap plan as Minister for Aboriginal Affairs. It builds on work undertaken over the past five years to improve cultural safety for Aboriginal people across Tasmania's health system, the Tasmanian Government's considerable reform agenda and Tasmania's first Closing the Gap plan.

While Tasmania's first Closing the Gap plan focused on Priority Reform 1 (building the community-controlled sector) and building trust between the Tasmanian Government and Aboriginal people, this plan demonstrates new maturity in progressing the additional three priority reforms: formal partnerships and shared decision making; transforming government organisations; and shared access to data and information at a regional level, while continuing to build the Aboriginal community-controlled sector.

Being small presents both challenges and opportunities for Tasmania. One opportunity is our ability to work together for better outcomes. Through this plan we are playing to our strengths to achieve real progress, with and for Aboriginal people.

Hon Jacquie Petrusma MP
Minister for Aboriginal Affairs

Section 2: About this plan



Purpose of this plan

The purpose of Tasmania's *Closing the Gap Plan 2025–2028* (the Plan) is to show what the Tasmanian Government has agreed to do in partnership with its Coalition of Peaks partner, Aboriginal people and Aboriginal organisations to implement the *National Agreement on Closing the Gap 2020* (the National Agreement) in Tasmania from 1 July 2025 to 30 June 2028.

The Plan sets out the work to be done across government organisations in Tasmania and in conjunction with Tasmania's Aboriginal community-controlled sector to:

- address the Closing the Gap priorities of Tasmanian Aboriginal people
- progress the four priority reforms of the National Agreement
- deliver the outcomes sought through the National Agreement
- meet the Closing the Gap targets.

Approval of this plan

This plan has been approved by Tasmania's Coalition of Peaks partner and the Tasmanian Government.

Review of this plan

This plan will be reviewed in 2026–27. Actions will be updated and new actions added as funding becomes available and/or is transferred to Aboriginal community control, and as priorities change.

How this plan meets the national requirements

Clause 108 of the National Agreement outlines the requirements for state and territory government implementation plans. Table 1 lists these requirements and assessment of this plan against each.

Table 1: How this plan addresses requirements under Clause 108 of the National Agreement.

Clause	Minimum requirement	Status
108a	Be a whole-of-government plan, covering government agencies and statutory bodies.	Achieved. All Tasmanian Government agencies, Homes Tasmania and TasTAFE were involved in developing this plan. Other government organisations will be engaged through Priority Reform 3.
108b	Be developed and delivered in partnership between governments, the Coalition of Peaks partner and other Aboriginal partners.	Achieved. See Section 3 and Schedule 3.
108c	Set out how existing policies and programs will be aligned to the National Agreement.	Achieved. See Schedule 3.
108d	Set out actions to achieve the Priority Reforms.	Achieved. See Section 3.
108e	Set out actions to achieve the agreed outcomes and targets.	Achieved. See Section 3.
108f	Include information on funding and timeframes of actions.	Achieved. See Section 3.
108g	Include the approach to annual reporting, including when the public report will be released.	Achieved. See Schedule 3.
108h	Include information on how the State will work with local government to implement the National Agreement.	Achieved. See Section 3.

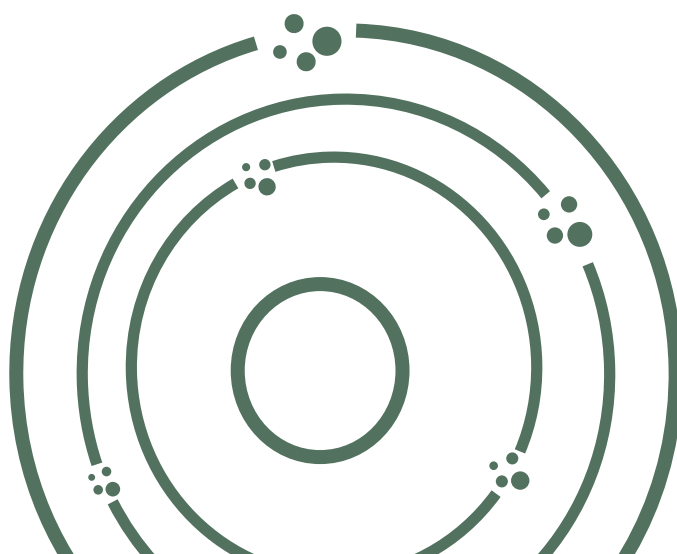
The Productivity Commission's Review of the National Agreement

In 2024, the Australian Government [Productivity Commission](#) published a report on its [review](#) of progress implementing the National Agreement around the country. The report highlighted piecemeal activity and lack of progress nationally and across the states and territories. The Productivity Commission's five high-level recommendations informed development of this Plan, as outlined in Table 2.

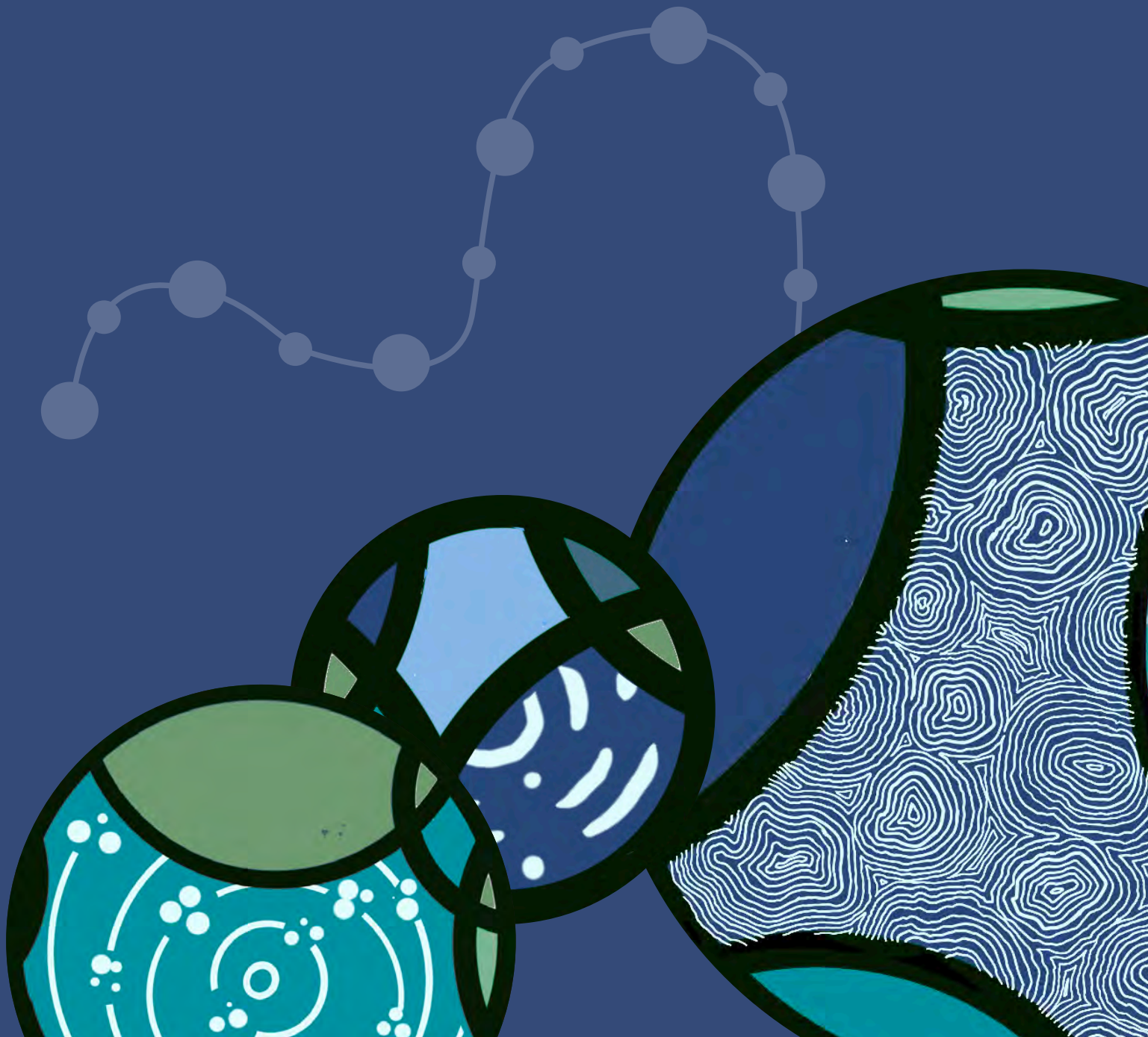
Table 2: The Productivity Commission's recommendations and how this plan aligns with the recommendations.

Recommendation	How this plan aligns with the recommendation
Power needs to be shared, including for governments to write implementation plans strategically and in collaboration with Aboriginal people.	This plan was written strategically in collaboration with Aboriginal people, and is focused on actions that are clear, meaningful, new and realistic.
Indigenous data sovereignty needs to be recognised and supported.	This plan includes actions to progress Indigenous data sovereignty through establishment of a Data and Data Sovereignty Working Group and Strategy.
Mainstream systems and culture need to be fundamentally rethought.	This plan includes a project to support transformation of government organisations and funded services.
Stronger accountability is needed to drive behaviour change.	This plan specifies stronger Tasmanian Government accountability arrangements for Closing the Gap.
Plans should include clear information on when actions will be delivered and the amount of funding provided.	Timeframes against each action are provided, and actions that are not feasible in the timeframes of this plan are not included. Actions will be funded through agencies' existing resources. This may include transfer of funding to Aboriginal community control. Actions that are not funded are not included.

The Productivity Commission also identified essential actions to progress the National Agreement. These essential actions are reflected in the actions in this plan, especially under Priority Reform 3: Transformation of government.



Section 3: The Actions to be undertaken



In identifying Actions to support progress towards the Closing the Gap socioeconomic outcomes, particular attention was given to targets that require additional effort and opportunities to leverage current Tasmanian Government reform agendas.

Funding and resourcing

The Tasmanian Government commits to the Actions in this plan in good faith.

Individual Actions are subject to being considered feasible and appropriate after further in-depth consideration by stakeholders and relevant experts.

All Actions will be funded and resourced through the designated lead agencies. Additional funding sources are noted under each Outcome as relevant.

Classification of Actions

Against the Closing the Gap priority reforms and outcomes, new Actions have been developed specifically for this plan. Continuing and related Actions that will support achievement of the outcomes sought through the National Agreement are included in Schedule 1.

Timing of Actions

This is a three-year plan commencing 1 July 2025 and ending 30 June 2028, spanning the financial years: 2025–26, 2026–27 and 2027–28.

Each new Action has a ‘by’ date that should be interpreted as the end of the noted financial year.

Lead organisations and Ministers

The tables listing the Actions to be undertaken include columns titled ‘Lead’ and ‘Minister’.

- ‘Lead’ means the government organisation that will lead or coordinate the action. The lead government organisation will work with other government organisations as relevant.
- ‘Minister’ means the Tasmanian Government Minister accountable for the action.

There may be changes to the lead agency and Minister over time. For example, the work of the Youth Justice Reform Unit is expected to transfer from the Department of Premier and Cabinet (DPAC) to the Department for Education, Children and Young People (DECYP) in 2025.

Working with Aboriginal organisations

It is assumed and expected that lead agencies will work in partnership with the Aboriginal Community-Controlled Organisation (ACCO) sector, in particular the Tasmanian Government's Coalition of Peaks partner, on implementing all Actions and that Aboriginal community control and leadership will be supported, encouraged and preferred.

This is a requirement under the National Agreement.

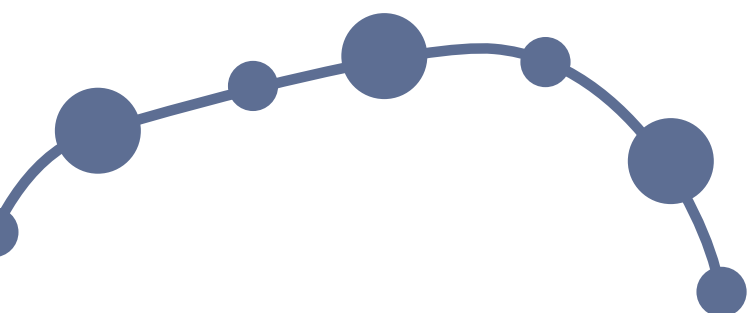
Actions to progress the priority reforms

Priority Reform 1: Formal partnerships and shared decision-making

	New actions	Lead	Minister	By end
1.	Engage Tasmanian Aboriginal people in decision making to progress truth telling and healing as a Tasmanian Government priority.	DPAC	Minister for Aboriginal Affairs	2025–26 and beyond
2.	Increase the number of formal partnerships between the Tasmanian Government and the ACCO sector, through partnership agreements and memorandums of understanding.	All	All	2027–28 and beyond
3.	Establish formal shared decision-making arrangements with Aboriginal people, building on and learning from the model used by the Department of Health (DoH) for the Health Board Aboriginal Health Subcommittee.	All	All	2026–27

Priority Reform 2: Building the Aboriginal community-controlled sector

	New actions	Lead	Minister	By end
4.	Scope and develop a plan for an ACCO sector scan that will include service mapping and identification of service gaps and workforce needs.	DPAC	Minister for Aboriginal Affairs (initially) then all Ministers	2025–26
5.	Identify priorities for building capacity of the ACCO sector and develop a plan to commence transfer of some Tasmanian Government services for Aboriginal people to the ACCO sector.	DPAC with all agencies		2027–28
6.	Develop an action plan to support implementation of the Justice Sector Strengthening Plan in Tasmania. This will include engaging the ACCO sector in provision of culturally appropriate support and programs for Aboriginal people in custody.	Department of Justice (DoJ)	Attorney-General and Minister for Justice Ministers for: <ul style="list-style-type: none"> • Corrections and Rehabilitation • Children and Youth 	2027–28



Priority Reform 3: Transforming government organisations

	New actions	Lead	Minister	By end
7.	<p>Develop and implement a Closing the Gap Transformation Strategy as per Essential Action 3.1 from the <u>Productivity Commission's Review of the National Agreement</u> (the PC Review) covering:</p> <ul style="list-style-type: none"> • governance, coordination and accountability • commitments and expectations • baseline data • actions to be taken relating to: <ul style="list-style-type: none"> - cultural respect and unconscious bias training - guidance for embedding the priority reforms in funding agreements - relevant policies and supporting resources - Tasmanian State Service employment requirements, as per Essential Action 3.5 of the PC Review. 	DPAC	Minister for Aboriginal Affairs	2026–27
8.	Engage the not-for-profit sector in Closing the Gap, including to promote their role in Closing the Gap and expectations on organisations receiving government funding.	DPAC		2027–28
9.	Ensure the Aboriginal Engagement Strategy builds on the <u>Guide to Aboriginal Engagement in Tasmania</u> and covers all key sectors and includes strategies for engaging Aboriginal young people.	DPAC		2026–27
10.	Work with the external consultant to finalise the audit of Tasmanian Government Aboriginal expenditure 2021–22 and 2022–23, then develop a Tasmanian Government Aboriginal Expenditure Report.	DPAC		2025–26

	New actions	Lead	Minister	By end
11.	Develop action plans for transformation of government, aligning with the whole-of-government transformation strategy.	All	All	2026–27
12.	Review relevant aspects of the Tasmanian Government Procurement Framework to ensure they support the Closing the Gap priority reforms, as per Essential Action 3.2 of the PC Review.	Department of Treasury and Finance (DoTF)	Treasurer	2027–28 and beyond
13.	Review the Tasmanian Government <i>Best Practice Guide for Administration of Grants</i> to ensure it supports the Closing the Gap priority reforms, as per Essential Action 3.2 of the PC Review.	DoTF		2026–27
14.	Review program-specific grant guidelines so they support the priority reforms, as per Essential Action 3.2 of the PC Review, and ensure evidence of partnerships is required when applicants claim they are working with ACCOs on initiatives.	All agencies managing grants	All Ministers overseeing grants	2026–27
15.	Develop strategies to improve identification and management of intergenerational trauma and integrate trauma-informed and healing practices across government services.	DPAC with all service delivery agencies	Attorney-General and Minister for Justice Ministers for: <ul style="list-style-type: none"> • Aboriginal Affairs • Education • Health • Mental Health and Wellbeing • Police, Fire and Emergency Management 	2026–27

	New actions	Lead	Minister	By end
16.	Engage local government in Closing the Gap in Tasmania, including to promote their roles and responsibilities in Closing the Gap and the potential development of tourism/interpretive information on local Aboriginal culture and heritage.	DPAC with Department of State Growth (State Growth) and Tourism Tasmania	Minister for Local Government	2027–28

Priority Reform 4: Shared access to data and information at a regional level

	New actions	Lead	Minister	By end
17.	Develop and implement a Closing the Gap Data and Data Sovereignty Strategy, with a framework to support access to data and strategies to progress Aboriginal data governance and sovereignty.	DPAC	Minister for Innovation, Science and the Digital Economy	2027–28
18.	Publish available Aboriginal population data as part of a series of data linkage modules and dashboards.	State Growth	Minister for Housing, Planning and Consumer Affairs	2025–26

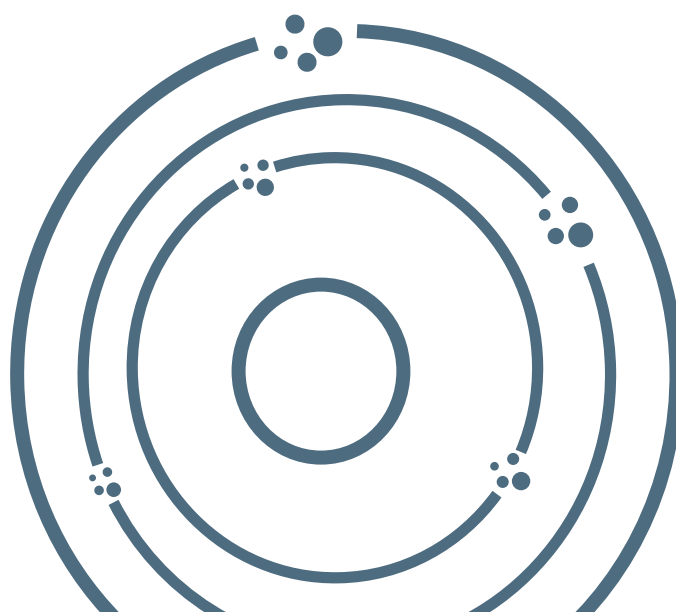
Actions to deliver targets and outcomes

Outcome 1: Aboriginal people enjoy long and healthy lives.

Target 1: Close the gap in life expectancy at birth, within a generation, by 2031.

Additional funding sources for these actions include [Healthy Tasmania](#), the Building the Healthcare Workforce budget and the Australian Government.

	New actions	Lead	Minister	By end
19.	Work with the Australian Government to address data gaps for Target 1, and identify indicators for which Tasmanian data is available to track progress against this target.	DPAC, DoH and DoJ	Attorney-General and Minister for Justice Ministers for: <ul style="list-style-type: none"> • Aboriginal Affairs • Health 	2026–27
20.	Work with the ACCO sector to better understand the unmet need for culturally appropriate alcohol and other drug services and identify options for improving service access. This includes reviewing service delivery and referral pathways through the Tasmanian Drug Strategy 2024–2029 .	DoH	Minister for Mental Health and Wellbeing	2026–27



	New actions	Lead	Minister	By end
21.	Work with the ACCO sector to co-design and undertake an Aboriginal Health Roundtable to identify priorities to improve health and wellbeing and progress the priority reforms. This will also inform development of the 20-Year Preventive Health Strategy.	DoH	Ministers for: <ul style="list-style-type: none"> • Health • Mental Health and Wellbeing 	2025–26
22.	With the Aboriginal community-controlled health sector, develop a Tasmanian Aboriginal health workforce plan aligning with the <i>National Aboriginal and Torres Strait Islander Health Workforce Strategic Framework and Implementation Plan 2021–2031</i> , to increase Aboriginal representation across the health workforce (all sectors).	DoH		2026–27
23.	With relevant ACCOs, develop a policy and procedure to guide hospital discharge of Aboriginal patients to ensure ACCOs providing support are informed, with mental health discharges a priority.	DoH		2026–27
24.	Explore expansion of the Tasmanian <u>Spectacles Assistance Scheme</u> for Tasmanian Aboriginal people.	DoH	Minister for Health	2025–26
25.	Through the existing partnership, expand delivery of community-controlled dental services.	DoH.		2025–26
26.	Collaborate with the Australian Government, Primary Health Tasmania and the Tasmanian <u>National Aboriginal Community Controlled Health Organisation</u> affiliate member to re-establish the Tasmanian Aboriginal Health Forum.	DoH		2025–26

Outcome 2: Aboriginal children are born healthy and strong.

Target 2: By 2031, increase the proportion of Aboriginal babies with a healthy birthweight to 91 per cent.

	New actions	Lead	Minister	By end
27.	Oversee the funding agreement with the Cancer Council Tasmania for the smoking and vaping cessation project (funded by the Australian Government). This project includes provision of intensive support from <u>Quitline</u> counsellors and free combination nicotine replacement therapy for Aboriginal people and people of child-bearing age and their partners.	DoH	Minister for Mental Health and Wellbeing	2026–27

Outcome 3: Aboriginal children are engaged in high quality, culturally appropriate early childhood education in their early years.

Target 3: By 2025, increase the proportion of Aboriginal children enrolled in 'Year Before Fulltime Schooling' early childhood education to 95 per cent.

	New actions	Lead	Minister	By end
28.	Support increased access to culturally responsive 'early years' spaces for children and families that highlight Tasmanian Aboriginal people and culture.	DECYP	Minister for Education	2026–27

Outcome 4: Aboriginal children thrive in their early years.

Target 4: By 2031, increase the proportion of Aboriginal children assessed as developmentally on track in all five domains of the Australian Early Development Census to 55 per cent.

Meeting this target is a priority given the influence of early years in determining life outcomes.

	New actions	Lead	Minister	By end
29.	Develop an Aboriginal Literacy Strategy with Aboriginal people and the ACCO sector.	DECYP	Minister for Education	2026–27

Outcome 5: Aboriginal students achieve their full learning potential.

Target 5. By 2031, increase the proportion of Aboriginal people 20–24 years attaining year 12 or equivalent qualifications to 96 per cent.

	New actions	Lead	Minister	By end
30.	Engage the ACCO sector in consideration of the recommendations of the Aboriginal Education Services Review and the next steps.	DECYP	Minister for Education	2025–26
31.	Review the use and effectiveness of individualised learning plans for Aboriginal students.	DECYP		2026–27
32.	With the ACCO sector, develop and evaluate a work-based-learning Junior Ranger Pilot Program to enable learning on Country and recognition of the learning that occurs; and explore options for expansion of the program across ACCOs. This includes development of a framework for recognition of learning and skills acquired on Country.	DECYP	Minister for Education	2026–27

Progress towards Outcome 5 will also be supported by:

- Action 29 against Outcome 4: Develop an Aboriginal Literacy Strategy with Aboriginal people and the ACCO sector; and
- engagement of the education and vocational education and training sector in activity under Priority Reform 3, including strategies to improve management of intergenerational trauma.

Outcome 6: Aboriginal students reach their full potential through further education pathways.

Target 6: By 2031, increase the proportion of Aboriginal people aged 25–34 years who have completed a tertiary qualification (Certificate III and above) to 70 per cent.

	New actions	Lead	Minister	By end
33.	With the ACCO sector, develop and implement an action plan to improve access to support programs for Aboriginal TAFE students.	TasTAFE	Minister for Skills and Training	2026–27
34.	Through the <i>National Skills Agreement</i> , build capacity and capability of Tasmania's Aboriginal registered training sector.	DSG		2026–27

Progress towards Outcome 6 will also be supported by:

- Action 29 against Outcome 4: Develop an Aboriginal Literacy Strategy with Aboriginal people and the ACCO sector; and
- engagement of the vocational education and training sector in activity against Priority Reform 3, to support retention and completion levels for Aboriginal learners through improved cultural competency and safety.

Outcome 7: Aboriginal youth are engaged in employment or education.

Target 7: By 2031, increase the proportion of Aboriginal youth (15–24 years) who are in employment, education, or training to 67 per cent.

	New actions	Lead	Minister	By end
35.	Assess and evaluate consultation that has been undertaken with Aboriginal young people about how to support their participation in employment and education, and the need for further consultation.	DPAC with TasTAFE, DECYP, State Growth	Ministers for: <ul style="list-style-type: none">• Aboriginal Affairs• Education• Skills and Training	2026–27
36.	Ensure any Tasmanian investment under the <i>National Skills Agreement</i> relating to expanding capability in the training sector includes broad engagement with the ACCO sector.	State Growth	Minister for Skills and Training	2027–28

The vocational education and training sector will also be engaged in activity to progress Priority Reform 3, including to build cultural competency and safety to support retention and course completion for Aboriginal learners.

Outcome 8: Strong economic participation and development of Aboriginal people and communities.

Target 8: By 2031, increase the proportion of Aboriginal people aged 25–64 years who are employed to 62 per cent.

An additional funding source for these actions is the State Roads Capital Investment Program.

	New actions	Lead	Minister	By end
37.	Provide proponents of large investment projects facilitated by the Office of the Coordinator-General with information on Indigenous Participation Plans (IPPs); advise proponents of projects exceeding \$7.5million in Australian Government contributions under the <i>Indigenous Employment and Supplier-use Infrastructure Framework</i> , that an IPP is required.	State Growth	Minister for Business, Industry and Resources	2027–28 and beyond
38.	Deliver a program of at least six community-led events, networking and information sharing sessions for the Aboriginal small business community, including ACCOs, statewide.	State Growth	Minister for Hospitality and Small Business	2025–26
39.	Provide a specific contact person for Aboriginal small businesses within <i>Business Tasmania</i> to facilitate support tailored to individual businesses.	State Growth		2025–26
40.	Develop and implement a strategy to build on/establish new partnerships between Tasmanian Aboriginal people/businesses and the civil construction industry to increase Aboriginal employment in State Roads projects and provision of services/goods to these projects.	State Growth	Minister for Infrastructure	2025–26
41.	Update TasTAFE procurement policies and procedures to prioritise and facilitate engagement with Aboriginal businesses; provide training to procurement staff on engaging with Aboriginal suppliers and meeting compliance standards.	TasTAFE	Minister for Skills and Training	2025–26

Outcome 9: Aboriginal people secure appropriate, affordable housing that is aligned with their priorities and need.

Target 9A: By 2031, increase the proportion of Aboriginal people living in appropriately sized (not overcrowded) housing to 88 per cent.

Target 9B: By 2031, all Aboriginal households:

- i. within discrete Aboriginal communities receive essential services that meet the relevant jurisdictional standard; and
- ii. in or near to a town receive essential services that meet or exceed the same standard as applies generally within the town.

	New actions	Lead	Minister	By end
42.	Review Tasmanian Aboriginal housing and develop a holistic Tasmanian Aboriginal Housing Policy and Action Plan.	State Growth	Minister for Housing, Planning and Consumer Affairs	2025–26
43.	Progress self-determination by supporting the Cape Barren Island Aboriginal community to lead the reform of Aboriginal housing on the island, including the transfer of six titles, through a community-led housing plan.	Homes Tasmania with support from State Growth		2026–27
44.	Progress self-determination on Cape Barren Island, including for the provision of essential and municipal services.	State Growth	Minister for Infrastructure	2027–28 and beyond

Outcome 10: Aboriginal people are not overrepresented in the criminal justice system.

Target 10: By 2031, reduce the rate of Aboriginal adults held in incarceration by at least 15 per cent.

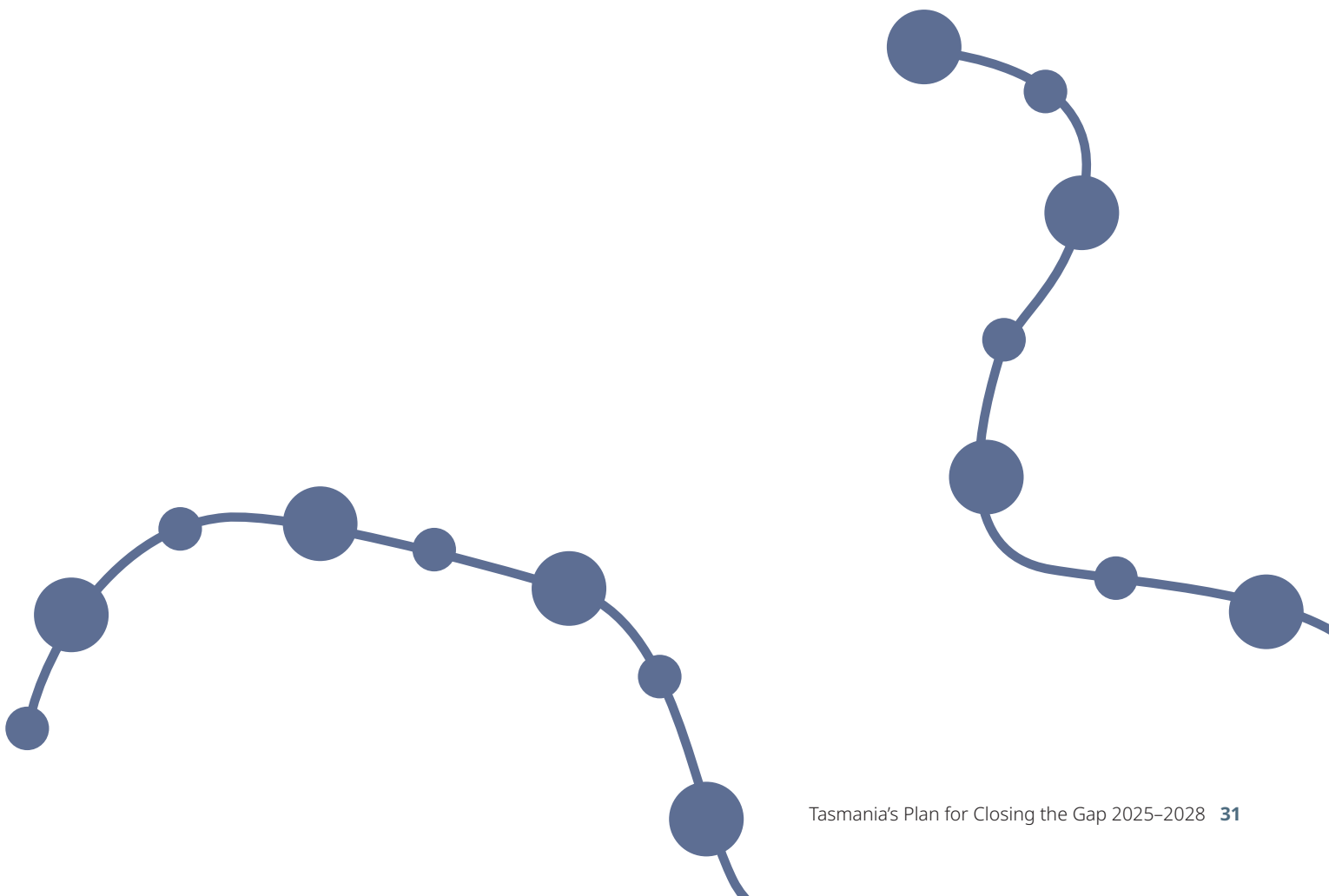
Work to reduce incarceration rates is a national priority, with work underway through the Justice Policy Partnership. This is also a focus for Aboriginal Affairs Ministers and Attorneys-General.

	New actions	Lead	Minister	By end
45.	Scope and build ACCO engagement in the provision of adult justice services, including by leveraging development of the Justice Sector Strengthening Plan.	DoJ	Attorney-General and Minister for Justice Minister for Corrections and Rehabilitation	2026–27
46.	Develop a Tasmanian justice impact assessment pre-Cabinet decision making tool (aligning with the <u>Justice Policy Partnership</u> post-Cabinet impact assessment template), developed with a view to applicability across other policy partnerships as a whole-of-government tool, and as per Essential Action 3.3 of the PC Review.	DoJ and DPAC		2026–27
47.	Explore establishment of a formal dual custody notification scheme.	DoJ, Department of Police, Fire and Emergency Management (DPFEM)		2026–27
48.	Review evaluation of, and consider re-establishing, the Bail Support Program.	DoJ		2025–26

	New actions	Lead	Minister	By end
49.	Fund the family violence prevention legal service through the <i>National Access to Justice Partnership</i> – the Australian Government and state/territory multilateral agreement for legal services.	DoJ	Attorney-General and Minister for Justice Minister for Women and the Prevention of Family Violence	2025–26

Action 6 and Action C6 under Priority Reform 2 in this plan are also relevant.

- Action 6: Develop an action plan to support implementation of the Justice Sector Strengthening Plan in Tasmania.
- Action C6: Continue to participate in the Justice Policy Partnership and support the national reform agenda outlined in the *Justice Policy Partnership Strategic Framework*.



Outcome 11: Aboriginal young people (10–17 years) are not overrepresented in the criminal justice system.

Target 11: By 2031, reduce the rate of Aboriginal young people in detention by at least 30 per cent.

Note: While most Aboriginal young people are not involved with the youth justice system, Aboriginal young people are almost six times more likely than non-Indigenous young people to be under youth justice supervision in Tasmania. ACCOs are best placed to ensure there are appropriate responses.

Youth justice reform is underway in response to the Commission of Inquiry into the Tasmanian Government's Responses to Child Sexual Abuse in Institutional Settings (COI). Out of the 191 COI recommendations, 39 relate to youth justice.

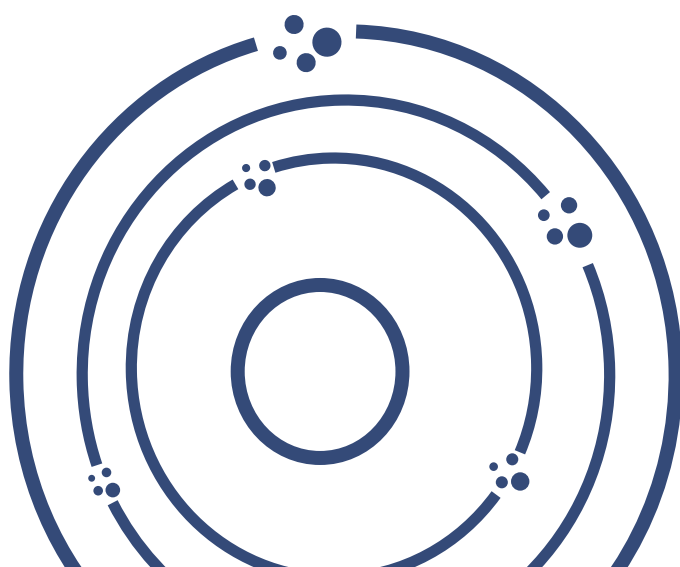
	New actions	Lead	Minister	By end
50.	Develop a Practice Model for the Palawa Youth Justice Futures Project, identifying how the sector can reduce Aboriginal children/young people connecting with the youth justice system, and keep children/young people safe while they are in the youth justice system. This model will also inform development of ACCO-led early intervention and diversionary programs and alternative models of remand and detention. (Relates to COI recommendation 12.28.)	DECYP and DPAC	Minister for Children and Youth	2025–26
51.	Develop an Aboriginal Youth Hub Model for Aboriginal children and young people in/at risk of engagement with the youth justice system, to be piloted in Launceston (with Australian Government funding).	DECYP		2026–27

Outcome 12: Aboriginal children are not overrepresented in the child protection system.

Target 12: By 2031, reduce the rate of over-representation of Aboriginal children in out-of-home care by 45 per cent.

This target is a priority for the Tasmanian Government and is linked with work flowing from the COI. It is also a national focus for Aboriginal Affairs Ministers and Attorneys-General.

	New actions	Lead	Minister	By end
52.	Commit to increased and dedicated funding for Aboriginal-led strategies to keep Aboriginal children safe, in the care of their families, and connected to community, culture and Country. This includes partnering with Tasmania's Coalition of Peaks partner and recognised ACCOs to progress the transfer of responsibility for Aboriginal child safety to the ACCO sector, as outlined in the Nukara Strategy.	DECYP	Minister for Children and Youth	2027-28
53.	Provide ACCO-led, place-based Aboriginal cultural respect training focused on child safety to all Child Safety Services staff, to ensure shared understanding of the requirement to fully implement the <u>Aboriginal and Torres Strait Islander Child Placement Principle</u> and the importance of this.	DECYP		2026-27



Outcome 13: Aboriginal families and households are safe.

Target 13: By 2031, the rate of all forms of family violence and abuse against Aboriginal women and children is reduced at least by 50 per cent, as progress towards zero.

The funding source for Action 55 is the National Partnership Agreement on Family, Domestic and Sexual Violence Responses 2021–2030.

	New actions	Lead	Minister	By end
54.	Explore opportunities to improve reporting against Target 13, including through the Safe Families Coordination Unit and DoJ data.	DoJ and DPFEM	Minister for Women and the Prevention of Family Violence	2026–27
55.	Develop a partnership between the Tasmanian Government and relevant ACCOs to support Aboriginal people who experience family or sexual violence, and develop and implement a plan aligned with: <ul style="list-style-type: none"> the <u>National Plan to End Violence against Women and Children 2022–2032</u> the <u>Aboriginal and Torres Strait Islander Action Plan 2023–2025</u> <u>Tasmania’s Third Family and Sexual Violence Action Plan: Survivors at the Centre</u> the draft <i>National Aboriginal and Torres Strait Islander Plan to End Family, Domestic and Sexual Violence: Our Ways Strong Ways Our Voices</i>. 	DPAC		2026–27

Outcome 14: Aboriginal people enjoy high levels of social and emotional wellbeing.

Target 14: Significant and sustained reduction in suicide of Aboriginal people towards zero.

	New actions	Lead	Minister	By end
56.	<p>Work in partnership with Tasmanian Aboriginal people and ACCOs to prevent deaths by suicide. This includes:</p> <ul style="list-style-type: none"> • supporting appropriate ACCOs to provide suicide prevention training • reviewing and developing a plan to implement actions from the <i>National Aboriginal and Torres Strait Islander Suicide Prevention Strategy 2025–2035</i> • drawing on the expertise of the ACCO sector to co-design suicide prevention resources and initiatives. 	DoH	Minister for Mental Health and Wellbeing	2026–27
57.	Work in partnership with the ACCO sector to improve access to health and social and emotional wellbeing supports in regional Tasmania.	DoH		2027–28

Outcome 15: Aboriginal people maintain a distinctive cultural, spiritual, physical and economic relationship with their land and waters.

Target 15A: By 2030, a 15 per cent increase in Australia's landmass subject to Aboriginal people's legal rights or interests.

Target 15B: By 2030, a 15 per cent increase in areas covered by Aboriginal people's legal rights/interests in the sea.

Target 15C: Not yet set. Tasmania's target relating to Aboriginal legal rights/interests in inland waters will be defined in 2025.

An additional funding source for these actions, where relevant, is the National Indigenous Affairs Agency.

	New Actions	Lead	Minister	By end
58.	With the <u>National Indigenous Australians Agency</u> Lead, transition the Working on Country Ranger Program to the Tasmanian Aboriginal community sector. This includes recruitment of engagement officers and development of a transition plan.	NRE Tas	Ministers for: <ul style="list-style-type: none"> • Parks • Aboriginal Affairs 	2027–28
59.	Work with Tasmanian Aboriginal people to understand priorities for Sea Country.	NRE Tas	Ministers for: <ul style="list-style-type: none"> • Business, Industry and Resources • Parks • Aboriginal Affairs 	2027–28 and beyond
60.	Develop a Tasmanian Closing the Gap inland waters target, covering access to and ownership of inland waters, and enabling reforms.	NRE Tas	Minister for Primary Industries and Water	2025–26

Outcome 16: Aboriginal cultures and languages are strong, supported and flourishing.

Target 16: By 2031, there is a sustained increase in number and strength of Aboriginal languages being spoken.

	New Actions	Lead	Minister	By end
61.	Review the Tasmanian Government <u>Aboriginal and Dual Naming Policy</u> , including broad consultation with ACCOs.	DPAC with NRE Tas	Ministers for: <ul style="list-style-type: none"> Aboriginal Affairs Parks 	2026–27
62.	In partnership with Tasmanian Aboriginal people, further develop practices for culturally appropriate use of language, heritage and culture in exhibitions, programs and online.	State Growth	Minister for the Arts and Heritage	2026–27

Action C2 under Priority Reform 1 will also support achievement of Outcome 16: Continue to participate on the Closing the Gap Languages Policy Partnership.

Outcome 17: Aboriginal people have access to information and services enabling participation in informed decision-making regarding their own lives.

Target 17: By 2026, Aboriginal and Torres Strait Islander people have equal levels of digital inclusion.

These actions will be resourced through the relevant agency and co-investment opportunities with the Australian Government and carriers through national digital connectivity funding programs.

Progress toward Outcome 17 will also be supported by actions under Priority Reform 4: Shared access to data and information at a regional level.

	New action	Lead	Minister	By end
63.	Support digital inclusion for Tasmanian Aboriginal people living on Cape Barren Island.	DPAC	Ministers for: <ul style="list-style-type: none"> Aboriginal Affairs Innovation, Science and the Digital Economy 	2027–28
64.	Support digital literacy for all ACCOs.	DPAC		2027–28

Schedule 1: Continuing and related actions



Continuing and related actions supporting the priority reforms

It is expected all continuing and related actions will be undertaken in partnership with the ACCO sector.

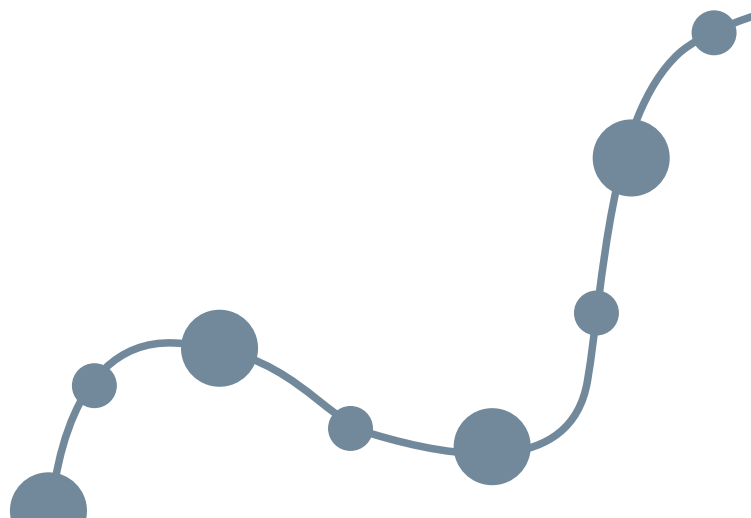
Priority Reform 1

	Continuing and related actions	Lead	Minister
C1	Complete a second stocktake of partnership arrangements between the Tasmanian Government and ACCOs.	DPAC	Minister for Aboriginal Affairs
C2	Continue to participate in the <u>Languages Policy Partnership</u> .	DPAC	
C3	As per CoI recommendations 9.4, 9.7, 9.14, 18.6, 18.7, establish: <ul style="list-style-type: none"> the role and office of the Aboriginal Commissioner for Children and Young People and the role of Deputy Regulator the role of the Executive Director for Aboriginal Children and Young People, and Office of Aboriginal Policy and Practice. 	DPAC DECYP	Premier and Minister for Children and Youth.
C4	Work with Aboriginal people with disability to co-design principles and guidelines for parenting capacity assessments for Aboriginal parents with disability. (<i>Royal Commission into Violence, Abuse, Neglect and Exploitation of People with Disability</i> [Disability Royal Commission, DRC] <i>Recommendation 9.1, subject to further consideration.</i>)	DECYP	Minister for Children and Youth
C5	Continue to participate in the <u>Early Childhood Care and Development Policy Partnership</u> .	DECYP	Minister for Education
C6	Continue to participate in the Justice Policy Partnership and support the national reform agenda outlined in the <u>Justice Policy Partnership Strategic Framework</u> .	DoJ	Attorney General and Minister for Justice

	Continuing and related actions	Lead	Minister
C7	Continue to participate in the <u>Social and Emotional Wellbeing Policy Partnership</u> .	DoH	Minister for Mental Health and Wellbeing
C8	Continue to participate in the <u>Housing Policy Partnership</u> .	State Growth	Minister for Housing, Planning and Consumer Affairs
C9	Implement the Closing the Gap elements of the <u>National Better and Fairer Schools Agreement</u> in Tasmania.	DECYP	Minister for Education
C10	Continue to support partnerships and shared decision-making through ACCO membership on the Health Board Aboriginal Health Subcommittee.	DoH	Minister for Health

Priority Reform 2

	Continuing and related actions	Lead	Minister
C11	Support development of a national strategy to develop First Nations local disability workforces in remote communities.	DPAC	Ministers for: <ul style="list-style-type: none"> • Aboriginal Affairs • Disability Services
C12	Support development of a national First Nations Disability Forum.	DPAC	Minister for Disability Services



Continuing and related actions	Lead	Minister
<p>C13 Continue to support and implement national Closing the Gap Sector Strengthening Plans, which focus on actions to support the ACCO sector around four workstreams: workforce, capital infrastructure, service provision, and governance.</p> <p>The sector strengthening plans include:</p> <ul style="list-style-type: none"> • Early childhood care and development • Housing • Justice • Health • Disability • Languages • Domestic, family and sexual violence. 	<p>DECYP State Growth DoJ DoH DPAC DPFEM</p>	<p>Attorney-General and Minister for Justice</p> <p>Ministers for:</p> <ul style="list-style-type: none"> • Education • Housing, Planning and Consumer Affairs • Health • Disability Services • Aboriginal Affairs • Prevention of Family Violence. • Corrections and Rehabilitation • Children and Youth • Police, Fire and Emergency Management

Priority Reform 3

	Continuing and related actions	Lead	Minister
C14	Appoint Tasmania's first Chief Aboriginal Health Advisor.	DoH	Minister for Health
C15	Develop an Aboriginal Engagement Strategy to support Aboriginal people's and organisation's engagement with Tasmanian Government organisations.	DPAC	Minister for Aboriginal Affairs
C16	Develop a Tasmanian Government Closing the Gap website with information and resources to support transformation of government and Closing the Gap accountability.	DPAC	
C17	Develop initiatives to eliminate racism within the TSS. This work will be informed by the <i>National Anti-Racism Framework</i> and include liaison with the Multicultural Advisory Group to identify opportunities for collaboration.	DPAC	
C18	Review the <i>Tasmanian Government Eligibility for Government services policy</i> , including processes and guidance relating to provision of communal recognition.	DPAC	
C19	Develop and implement an independent mechanism under Clause 67 of the National Agreement, to support, monitor and report on transformation of Tasmanian Government organisations.	DPAC	

Priority Reform 4

	Continuing and related actions	Lead	Minister
C20	Work with the Australian Government to identify additional data sources and develop alternative data indicators to measure and track progress on Closing the Gap targets where data for Tasmania is not currently reportable.	DPAC	Minister for Aboriginal Affairs
C21	Improve data collection and reporting on met and unmet demand for disability advocacy, including information on Aboriginal identity. (<i>DRC Recommendation 6.22, accepted in principle.</i>)	DPAC	Minister for Disability Services

Continuing and related actions supporting progress towards the Closing the Gap outcomes

Outcome 1: Aboriginal people enjoy long and healthy lives.

	Continuing and related actions	Lead	Minister
C22	Continue to implement the <i>Improving Aboriginal Cultural Respect Across Tasmania's Health System Action Plan 2020–2026</i> including responding to workforce issues, reviewing cultural respect training, collecting cultural safety data and improving data collection and use.	DoH	Minister for Health
C23	Through TAZREACH, continue to coordinate service delivery and programs in partnership with the Australian Government under: <ul style="list-style-type: none"> the Medical Outreach Indigenous Chronic Disease Program the Healthy Ears Better Hearing Better Listening program the Visiting Optometrists Scheme the Indigenous Eye Health Coordination program. 	DoH	
C24	Maintain the partnership with Aboriginal community-controlled health services to deliver dental services in North and North-West Tasmania.	DoH	
C25	Expand access to telehealth services on Cape Barren Island.	DPAC, DoH	Ministers for: <ul style="list-style-type: none"> Aboriginal Affairs Health

Outcome 2: Aboriginal children are born healthy and strong.

	Continuing and related actions	Lead	Minister
C26	Continue to partner with Aboriginal community-controlled health organisations to facilitate the provision of culturally appropriate pregnancy and childbirth support services.	DoH	Minister for Health

Outcome 3: Aboriginal children are engaged in high quality, culturally appropriate early childhood education in their early years.

	Continuing and related actions	Lead	Minister
C27	Continue the partnership with <u>Connected Beginnings</u> for collaborative resource development, shared professional development and strategic support.	DECYP	Minister for Education
C28	Continue to work with Aboriginal people to deliver supports, services and resources through <u>Launching into Learning</u> , Child and Family Learning Centres and Aboriginal Early Years Education Workers.	DECYP	
C29	Continue to provide culturally responsive 'early years' spaces for children and families that highlight Tasmanian Aboriginal people and culture.	DECYP	

Outcome 4: Aboriginal children thrive in their early years.

	Continuing and related actions	Lead	Minister
C30	Continue to share educational outcome data and support the ACCO sector and Connected Beginnings to use that data to develop local needs-based responses.	DECYP	Minister for Education

C31	Ensure all Aboriginal children up to five years of age coming into out-of-home care are screened using the culturally adapted developmental screening <u>Ages and Stages Questionnaire tool (ASQ – TRAK)</u> . <i>(DRC Recommendation 9.2; accepted in principle by the Tasmanian Government.)</i>	DoH and DECYP	Minister for Health Minister for Children and Youth
C32	Continue Kids Care Clinics, including to ensure all children in care have access to a timely, holistic assessment when entering care, and at least annual health and wellbeing assessments. <i>(Relates to CoI Recommendation 9.23.)</i>	DPAC, DoH and DECYP	Minister for Health Minister for Children and Youth

Outcome 5: Aboriginal students achieve their full learning potential.

	Continuing and related actions	Lead	Minister
C33	Improve access to inclusive and culturally appropriate education for Aboriginal students with disability through inclusive education units with Aboriginal expertise. <i>(DRC Recommendation 7.7, accepted in principle by the Tasmanian Government.)</i>	DECYP	Minister for Education

Outcome 6 and Outcome 7: Aboriginal students reach their full potential through further education pathways; Aboriginal youth are engaged in employment or education.

	Continuing and related actions	Lead	Minister
C34	Develop a Closing the Gap Implementation Plan under the <u>National Skills Agreement</u> and implement initiatives towards identified Closing the Gap priorities.	State Growth	Minister for Skills and Training

Outcome 8: Strong economic participation and development of Aboriginal people and communities.

	Continuing and related actions	Lead	Minister
C35	Finalise the new <i>TSS Aboriginal Employment Strategy and Action Plan 2025–2027</i> .	DPAC	Premier
C36	Develop a best practice guide for recruiting Aboriginal people to the TSS.	DPAC	
C37	Maintain the partnership with the <u>Palawa Business Hub</u> to facilitate increased access to information, services and programs by Aboriginal small businesses, including ACCOs.	State Growth	Minister for Hospitality and Small Business

Outcome 9: Aboriginal people secure appropriate, affordable housing that is aligned with their priorities and need.

	Continuing and related actions	Lead	Minister
C38	Update and improve essential services (power, water, communication) on Cape Barren Island, through a partnership between Tasmanian Government agencies and the Cape Barren Island ACCO sector.	State Growth	Minister for Infrastructure
C39	Implement the <i>Tasmanian Housing Strategy Action Plan 2023–2027</i> , which seeks to provide safe, appropriate and affordable housing to all Tasmanians.	State Growth	Minister for Housing, Planning and Consumer Affairs

Outcome 10: Aboriginal people are not overrepresented in the criminal justice system.

	Continuing and related actions	Lead	Minister
C40	Fund the family violence prevention legal service through the <i>National Access to Justice Partnership 2025–30</i> – the Australian Government and and state and territory governments’ multilateral agreement for legal services.	DoJ	Attorney General and Minister for Justice Minister for Women and the Prevention of Family Violence
C41	Maintain the Aboriginal Wellbeing Officer Program to support Aboriginal people in custody.	DoJ	Minister for Corrections and Rehabilitation

Outcome 11: Aboriginal young people (10–17 years) are not overrepresented in the criminal justice system.

	Continuing and related actions	Lead	Minister
C42	Develop an Aboriginal Youth Justice Strategy with relevant ACCOs and Tasmanian Aboriginal people, underpinned by self-determination and focused on prevention, early intervention and diversion strategies for Aboriginal young people. (<i>COI Recommendation, 12.13, 12.15 and 12.27.</i>)	DPAC DECYP	Minister for Children and Youth
C43	Develop and implement the Tasmanian Government Youth Justice Diversionary Services Framework. (<i>COI Recommendation 12.13.</i>) This includes reviewing the use of police discretion to determine whether opportunities for cautioning and community conferencing are being maximised as appropriate for young people.	DPAC	

	Continuing and related actions	Lead	Minister
C44	Fund the Magistrates and Supreme Courts to provide Aboriginal cultural safety training for judicial officers hearing matters involving young people in the adult jurisdiction. <i>(COI Recommendation 12.15.)</i>	DoJ and DECYP	Attorney General and Minister for Justice Minister for Children and Youth
C45	Implement changes to the bail system, including to require consideration of young people's Aboriginal status in bail decision-making, and to establish a statewide, culturally safe and trauma-informed 24-hour bail system for young people. <i>(COI Recommendation 12.14.)</i>	DECYP with DoJ and DPAC (for bail supports)	Attorney General and Minister for Justice Minister for Children and Youth

Outcome 12: Aboriginal children are not overrepresented in the child protection system.

	Continuing and related actions	Lead	Minister
C46	Establish an out-of-home care permanent advisory group with Aboriginal representation, and an independent community visiting scheme. <i>(COI Recommendation 9.6 and 12.36.)</i>	DECYP	Minister for Children and Youth
C47	Ensure out-of-home-care processes are tailored to the needs of Aboriginal children. <i>(COI Recommendation 9.22.)</i>	DECYP	
C48	Fully implement the <u>Aboriginal and Torres Strait Islander Child Placement Principle</u> . <i>(COI Recommendation 9.15.)</i>	DECYP	

Outcome 13: Aboriginal families and households are safe.

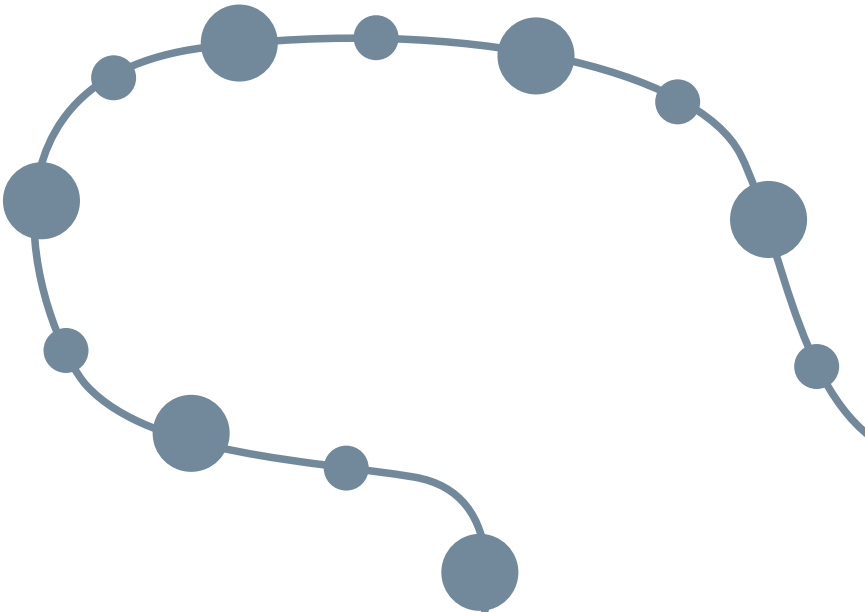
Continuing and related actions	Lead	Minister
C49 Prioritise collection and publication of data about institutional child sexual abuse, including trends relating to Aboriginal people. <i>(COI Recommendation 16.20.)</i>	DoJ	Attorney-General and Minister for Justice
C50 Facilitate stronger relationships between the ACCO and sexual assault support services sector, including to increase Aboriginal representation on boards of management and in executive structures. <i>(Relates to COI Recommendation 21.7.)</i>	DPAC	Premier and Minister for Women and Prevention of Family Violence
C51 Commence discussions with the ACCO sector on the design, development and implementation of healing services for Aboriginal victim-survivors of sexual assault in institutional settings, their families and communities. <i>(COI Recommendation 21.7.)</i>	DPAC	Premier
C52 Fund a dedicated position or program to work in partnership with ACCOs to develop specific actions and strategies to reduce/manage family violence, as committed to through <i>Survivors at the Centre</i> .	DPAC	Minister for Women and Prevention of Family Violence
C53 Continue to implement the <i>National Partnership Agreement on Family, Domestic and Sexual Violence Responses 2021–2030</i> .	DPAC	
C54 Establish a specialist unit to investigate child sexual abuse, with strategies to engage and build trust with Aboriginal people. <i>(COI Recommendation 16.1.)</i>	DPFEM	Minister for Police, Fire and Emergency Management
C55 Continue to support Aboriginal families through Aboriginal family safety workers in Child and Family Learning Centres, as committed to through <i>Survivors at the Centre</i> .	DECYP	Minister for Children and Youth

Outcome 14: Aboriginal people enjoy high levels of social and emotional wellbeing.

	Continuing and related actions	Lead	Minister
C56	Implement <i>Rethink 2020 – Tasmania’s strategic plan for mental health</i> .	DoH	Minister for Mental Health and Wellbeing
C57	Evaluate <i>Rethink 2020</i> and develop Tasmania’s next mental health plan.	DoH	
C58	Implement the <i>Tasmanian Suicide Prevention Strategy 2023–2027</i> and <i>Implementation Plan 2</i> (July 2024 – December 2025).	DoH	
C59	Implement the <i>Tasmanian Drug Strategy 2024–2029</i> .	DoH	

Outcome 15: Aboriginal people maintain a distinctive cultural, spiritual, physical and economic relationship with their land and waters.

	Continuing and related actions	Lead	Minister
C60	Continue conversations with Tasmanian Aboriginal people on land return and land management options.	NRE Tas	Ministers for: <ul style="list-style-type: none"> Aboriginal Affairs Parks
C61	Continue to provide sea fishing licences to Aboriginal people, for commercial and cultural purposes.	NRE Tas	Business, Industry and Resources

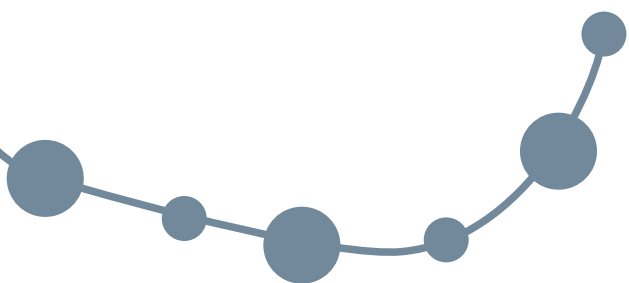


Outcome 16: Aboriginal cultures and languages are strong, supported and flourishing.

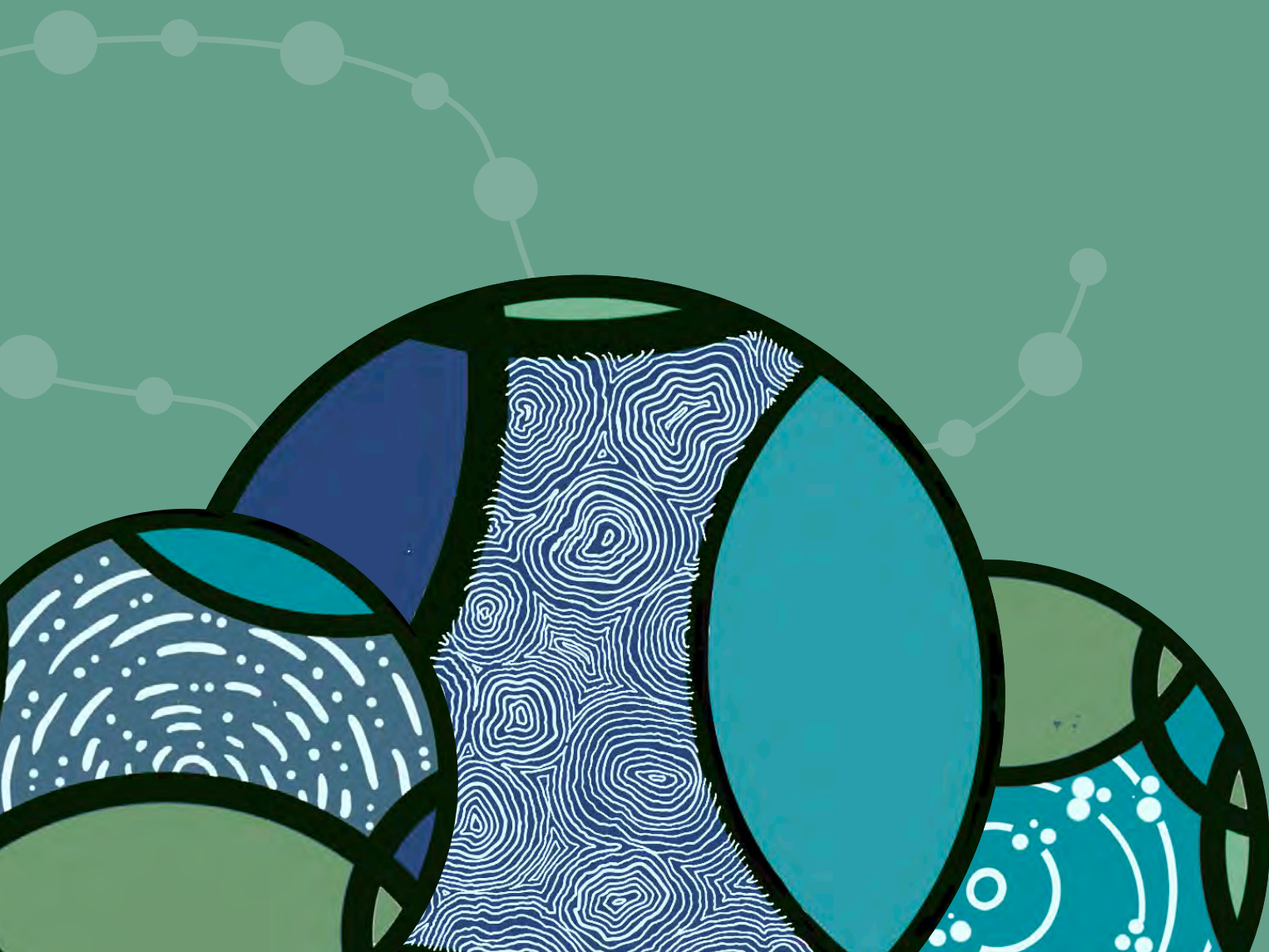
	Continuing and related actions	Lead	Minister
C62	Support ACCOs to access Australian Government funding for language research and linguistic support, including for regional languages. This includes sharing information and supporting application processes.	DPAC	Minister for Aboriginal Affairs

Outcome 17: Aboriginal people have access to information and services enabling participation in informed decision-making regarding their own lives.

	Continuing and related action	Lead	Minister
C63	Align whole-of-population digital inclusion initiatives to contribute to achieving Closing the Gap outcomes.	DPAC	Minister for Innovation, Science and the Digital Economy
C64	Publish Aboriginal population data as part of a whole-of-population data linkage dashboards.	State Growth	Minister for Housing, Planning and Consumer Affairs



Schedule 2: Tasmania's performance against the targets



Tasmania's performance against National Agreement targets

Table 3: Tasmania's performance against the Closing the Gap targets, as at 14 April 2025.

Source: www.pc.gov.au/closing-the-gap-data/dashboard

	Target	Tasmanian progress
1.	Close the gap in life expectancy at birth, within a generation, by 2031.	No data available. The Australian Bureau of Statistics advises the small number of Aboriginal deaths in Tasmania each year mean it is not possible to construct reliable Aboriginal life expectancy tables for the state.
2.	By 2031, increase the proportion of Aboriginal babies with a healthy birthweight to 91 per cent.	Target being met. Latest data (2022): 91 per cent of Aboriginal babies born are born with a healthy birthweight.
3.	By 2025, increase the proportion of Aboriginal children enrolled in Year Before Fulltime Schooling early childhood education to 95 per cent.	Target being met. Latest data (2023): 100+ per cent of Aboriginal children are enrolled in Year-Before-Schooling early childhood education. <i>Note, the enrolment proportion exceeds 100 per cent for some areas due to the numerator and denominator having different sources.</i>
4.	By 2031, increase the proportion of Aboriginal children assessed as developmentally on track in all five domains of the Australian Early Development Census to 55 per cent.	Moving towards target. Latest data (2021): 38.3 per cent of Aboriginal children are assessed as developmentally on track.
5.	By 2031, increase the proportion of Aboriginal people 20–24 years attaining year 12 or equivalent qualifications to 96 per cent.	Improving. Latest data (2021): 68.1 per cent of Aboriginal people aged 20–24 years attained year 12 or equivalent qualifications.

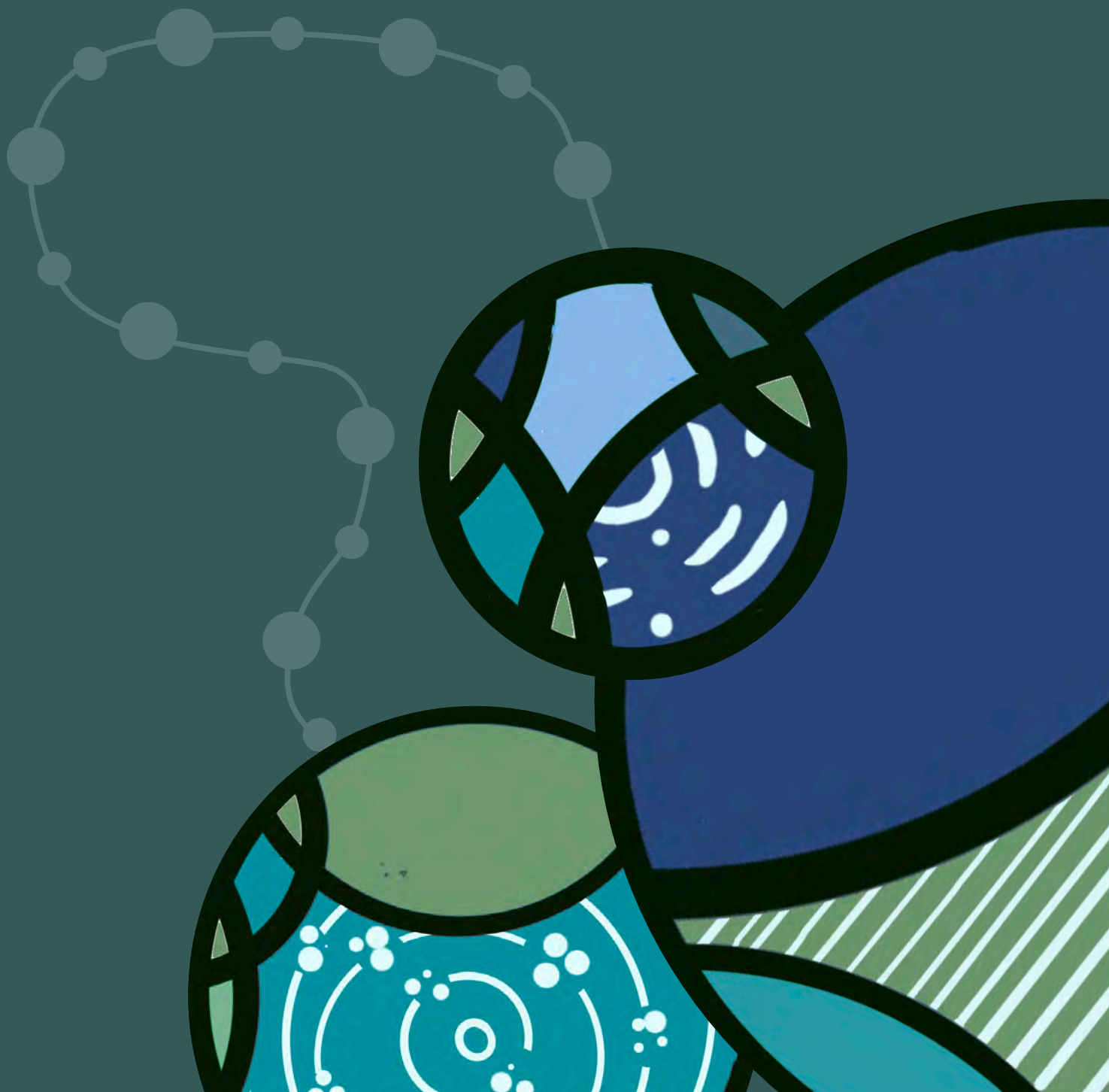
	Target	Tasmanian progress
6.	By 2031, increase the proportion of Aboriginal people aged 25–34 years who have completed a tertiary qualification (Certificate III and above) to 70 per cent.	Improving. Latest data (2021): 51.2 per cent of Aboriginal people aged 25–34 years have completed a tertiary qualification.
7.	By 2031, increase the proportion of Aboriginal youth (15–24 years) who are in employment, education, or training to 67 per cent.	Improving. Latest data (2021): 63.3 per cent of Aboriginal youth are engaged in employment, education or training.
8.	By 2031, increase the proportion of Aboriginal people aged 25–64 years who are employed, to 62 per cent.	Target being met. Latest data (2021): 62.4 per cent of Aboriginal people aged 25–64 years are employed.
9.	9A. By 2031, increase the proportion of Aboriginal people living in appropriately sized (not overcrowded) housing to 88 per cent.	Target 9A being met. Latest data (2021): 88.8 per cent of Aboriginal people are living in appropriately sized housing.
	9B: By 2031, all Aboriginal households: <ul style="list-style-type: none"> i within discrete Aboriginal communities receive essential services that meet the relevant jurisdictional standard; and ii in/near a town receive essential services that meet or exceed the same standard as applies generally within the town. 	No data available nationally; there is no data source that includes all the required elements. <i>Note: The Cape Barren Island Aboriginal community is Tasmania's only 'discrete Aboriginal community' within the scope of Target 9BI.</i>
10.	By 2031, reduce the rate of Aboriginal adults held in incarceration by at least 15 per cent. Tasmania will reach this target when no more than 620 Aboriginal adults out of 100,000 (0.62 per cent) are in detention.	Priority – work required. Latest data (2024): 876.1 per 100,000 Aboriginal adults (0.81 per cent) are incarcerated.

	Target	Tasmanian progress
11.	By 2031, reduce the rate of Aboriginal young people (10–17 years) in detention by at least 30 per cent. Tasmania will reach this target when no more than six in 10,000 Aboriginal young people are in detention.	Priority – work required. Latest data (2023–24): 8.3 per 10,000 Aboriginal young people (0.083 per cent) are in detention.
12.	By 2031, reduce the rate of over-representation of Aboriginal children in out-of-home care by 45 per cent.	Priority – work required. Latest data (2024): 30.4 out of 1,000 Aboriginal children in Tasmania (3.04 per cent) are in out-of-home care.
13.	By 2031, the rate of all forms of family violence and abuse against Aboriginal women and children is reduced at least by 50 per cent, as progress towards zero.	No new data available nationally due to concerns about how data was collected for the baseline (2018).
14.	Significant and sustained reduction in suicide of Aboriginal people towards zero.	Tasmanian data is not reported due to small numbers that can raise privacy and accuracy issues. Nationally, the target is not met; performance is regressing.
15.	15A: By 2030, a 15 per cent increase in Australia’s landmass subject to Aboriginal people’s legal rights or interests. To reach this target in Tasmania, an extra 95 square kilometres need to be returned.	No change since the baseline year (2020), when 631 square kilometres of land mass had been returned to Aboriginal legal rights or interests. No Sea Country has been returned to Aboriginal legal rights or interests.
	15B By 2030, a 15 per cent increase in areas covered by Aboriginal people’s legal rights/interests in the sea.	
	15C: Tasmania’s target relating to inland waters will be defined in 2025–26.	

	Target	Tasmanian progress
16.	By 2031, there is a sustained increase in number and strength of Aboriginal languages being spoken.	<p>Nationally, no new data is available since the baseline year (2018–2019).</p> <p>Collecting data on languages is challenged by varying methodologies, complexities in defining and measuring proficiency and vitality, and lack of data for some languages.</p>
17.	By 2026, Aboriginal people have equal levels of digital inclusion.	<p>Improving.</p> <p>In 2022–23, 92.7 per cent of Aboriginal people aged 15 years and over in Tasmania accessed the internet in the previous three months. There is no comparative data for non-Indigenous people.</p>



Schedule 3: Background



Tasmanian context

Tasmania's Aboriginal population is relatively small compared with other states and territories. The 2021 Census showed approximately 5.4 per cent of Tasmania's population identify as Aboriginal and/or Torres Strait Islander, which is around 30,000 people.

About half of Aboriginal people in Tasmania live in areas defined as inner regional Australia, and the other half live in areas defined as outer regional Australia, with 2.7 per cent living in remote and very remote areas.

Through the 2021 Census, 17.4 per cent of people who identified as Aboriginal in Tasmania reported having a long-term mental health condition, including depression and anxiety, compared with 11.5 per cent of the whole Tasmanian population.

Table 4 shows key demographic differences between Aboriginal people in Tasmania and the whole Tasmanian population.

Table 4: Key demographics, Tasmania, 2021

Sources: www.abs.gov.au/articles/tasmania-aboriginal-and-torres-strait-islander-population-summary and www.abs.gov.au/articles/snapshot-tas-2021

	Aboriginal people	Whole population
Percentage aged 14 years and under	31.5 per cent	16.7 per cent
Aged under 25 years	49.2 per cent	27.7 per cent
Aged 75 years and over	2.3 per cent	8.9 per cent
Median age	25 years	42 years

About the National Agreement on Closing the Gap

The National Agreement recognises that closing the gap in life outcomes between Aboriginal people and non-Aboriginal people will only be achieved when Aboriginal people are genuine partners in the design and delivery of policy, programs and services that are relevant to them.

The Agreement states that Parties commit to mobilising all avenues and opportunities available to them to meet the objective of the Agreement: *to overcome the entrenched inequality faced by too many Aboriginal people, so that their life outcomes are equal to all Australians.*

All Australian state and territory governments signed the National Agreement, as did the Coalition of Peaks and the Australian Local Government Association. The National Agreement is the first to include a non-government signatory, through the Coalition of Peaks. The formation of the Coalition of Peaks was an act of self-determination that provides legitimate community-controlled representation in Closing the Gap arrangements. The Coalition of Peaks is accountable to its member organisations and the communities to whom they deliver services.

Priority reforms, outcomes and targets

The overarching outcomes sought by the National Agreement are:

- 1. Shared decision-making between governments and Aboriginal people,** acknowledging that Aboriginal people are best placed to make decisions about government policy and programs that impact Aboriginal lives.
- 2. Building the community-controlled sector,** based on the evidence that Aboriginal people experience better outcomes from Aboriginal community-controlled services.
- 3. Improving mainstream institutions:** transforming government to embed Closing the Gap within agency operations and fund the delivery of culturally safe and responsive services to Aboriginal people.
- 4. Aboriginal-led data,** where Aboriginal people/organisations have data sovereignty (access to and the capability to use data that meaningfully informs service delivery priorities).

Achievement of these outcomes will be supported by the four priority reforms committed to through the National Agreement:

1. Formal partnerships and shared decision making

The Tasmanian Government's partnership arrangements with the ACCO sector have matured since signing the National Agreement. Government representatives meet regularly with ACCOs and Aboriginal people about issues affecting and of interest to, Aboriginal people.

The Tasmanian Government's Closing the Gap partner is the Tasmanian Aboriginal Centre, Tasmania's Coalition of Peaks member. A formal partnership between the Coalition of Peaks partner and the Tasmanian Government will be finalised in 2025 and will define how shared decision-making will be enabled and protected.

The Tasmanian Government also works in partnership with other ACCOs around the state on closing the gap in life outcomes.

2. Building the Aboriginal community-controlled sector

The National Agreement acknowledges that services delivered by Aboriginal organisations are often preferred by and more effective for Aboriginal people. Aboriginal organisations are the experts in the delivery of programs and services to Aboriginal people, an essential part of the network delivering services to achieve Closing the Gap outcomes, and a significant employer of Aboriginal people.

3. Transforming government organisations

In 2024, the Australian Government Productivity Review Commission identified Priority Reform 3 as vital to enable implementation of Priority Reforms 1, 2 and 4.

The Tasmanian Government has commenced building a framework to enable and support implementation of this reform, in line with the National Agreement (Clause 59).

4. Shared access to data and information at a regional level

The Tasmanian Government is committed to developing a Closing the Gap Data and Data Sovereignty Strategy to improve:

- culturally appropriate and respectful recording of Aboriginal identification across service areas
- use and sharing of Aboriginal identification data, to inform efforts to support Aboriginal people
- reporting of Aboriginal data.

The National Policy Partnerships

Under Clause 38(a) of the National Agreement, parties agreed to establish a joint approach between the Australian Government, states and territories and Aboriginal representatives, to priority areas. Accordingly, national policy partnerships, driven and coordinated nationally, have been established and focus on identifying opportunities to work more effectively across governments, reduce gaps and duplication, and improve outcomes.

Tasmania participated in the establishment and continues to participate in the five national policy partnerships, with the nature of state/territory representation defined nationally. Tasmania has a government representative on the Justice Policy Partnership, Social and Emotional Wellbeing Policy Partnership, Housing Policy Partnership, Early Childhood Care and Development Policy Partnership and the Language Policy Partnerships; and the Tasmanian Coalition of Peaks partner is represented on the Early Childhood Care and Development Policy Partnership and the Language Policy Partnership.

United Nations Declaration on the Rights of Indigenous Peoples

The United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP) interconnects with Closing the Gap, providing the international framework for protecting the rights of Indigenous peoples. Closing the Gap embodies central UNDRIP principles including the importance of Aboriginal self-determination – that is, Aboriginal people having greater management, control and responsibility over their lives – participation in decision-making and partnerships with government organisations. Fundamentally, Closing the Gap represents implementation of UNDRIP in Australia.

Tasmania's approach to Closing the Gap

Who are Tasmania's Closing the Gap signatories?

Tasmania's Coalition of Peaks member (the Tasmanian Aboriginal Centre), the Tasmanian Government and local government organisations (through the Australian Local Government Association) are signatories to the National Agreement.

As signatories, the Tasmanian Government and the Tasmanian Coalition of Peaks member have committed to work together in new ways to achieve the objective of the National Agreement, and to listen to the voices and aspirations of Aboriginal people across Tasmania.

What the National Agreement means for Tasmanian government organisations

Through the National Agreement, all government organisations in Tasmania have committed to making relevant policy in full and genuine partnership with Aboriginal people, and to sharing power and control over the way relevant programs and services are designed, delivered, monitored, and evaluated. This shift requires structural, systemic and cultural change in the way the Tasmanian Government, Australian Government agencies in Tasmania, Tasmanian local government organisations and their officers and funded organisations, work with Aboriginal people and the ACCO sector.

Governance and shared decision-making arrangements

Tasmanian arrangements

Tasmania's Closing the Gap governance arrangements reflect Tasmania's commitment to shared decision-making with the ACCO sector and Tasmanian Aboriginal people on policies and programs that affect Aboriginal people.

The Tasmanian Government is led by its Coalition of Peaks partner on Closing the Gap and engages with the Tasmanian Regional Aboriginal Communities Alliance (TRACA), the Tasmanian Aboriginal Health Reference Group and individual ACCOs.

Shared decision-making is achieved at the highest level through Tasmania's Coalition of Peaks partner and the Tasmanian Government through the Premier and Minister for Aboriginal Affairs.

High-level decision-making is supported by the Tasmanian Closing the Gap Partnership Forum, comprising representatives of the Tasmanian signatories to the National Agreement. Tasmanian Government representatives on the Tasmanian Closing the Gap Partnership Forum include members of the Closing the Gap Deputy Secretaries Coordination Group and Closing the Gap policy partnership representatives.

Shared decision-making with Tasmania's Coalition of Peaks partner is formalised through a partnership agreement.

At an organisational level, Tasmanian Government agencies engage with the ACCOs through various engagement mechanisms.

National arrangements

Tasmania's governance arrangements support participation in the national Closing the Gap arrangements involving the Joint Council and the Partnership Working Group.

The Joint Council comprises:

- the Coalition of Peaks chairperson and 12 representatives of the Coalition of Peaks
- one government minister from each state and territory
- one representative from the Australian Local Government Association.

Tasmania is represented on the Joint Council by the Minister for Aboriginal Affairs and Tasmania's Coalition of Peaks partner.

The Joint Council reports to the National Cabinet comprising the Prime Minister, Premiers and Chief Ministers.

Accountability arrangements

In delivering meaningful change, the Tasmanian Government is accountable to Aboriginal people in Tasmania and the Tasmanian public broadly.

In addition, the Joint Council and the Australian Government Productivity Commission monitor Closing the Gap implementation plans and progress against the National Agreement.

To support accountability, the Tasmanian Government commits to:

1. Yearly reporting on:
 - progress towards implementation of the National Agreement, including the priority reforms
 - progress toward the Closing the Gap targets
 - progress and effectiveness of actions implemented under this plan.

These reports will be published online and circulated to ACCOs.

2. Regular and consistent engagement with Aboriginal people and the ACCO sector, including for senior officers to present and discuss Closing the Gap annual reports.
3. Reporting on Closing the Gap activity in all Tasmanian Government organisations' annual reports tabled in Parliament, as per Essential Action 4.3 of the PC Review.
4. Work with its Coalition of Peaks partner towards establishment of an independent mechanism to support, monitor and report on transformation of Tasmanian Government organisations, as required under Clause 67 of the National Agreement.
5. Improve collection and management of data, and the ACCO sector's access to data.
6. Publish documents developed under this plan and under the National Agreement, as per Essential Action 4.4 of the PC Review.
7. Evaluate actions within this plan as a normal and important part of project management. This includes using performance measures to analyse how each action supports the Closing the Gap targets, for example the number of people supported and how they were better off.


Coordination of activity

With the breadth of Closing the Gap activity, coordination is vital to ensure resources across government organisations and the ACCO sector are used effectively and efficiently. This is especially important given Tasmania's relatively small government and ACCO sector, and the interrelated nature of Closing the Gap targets.

Coordination is achieved through:

1. Regular meetings of the Tasmanian Closing the Gap Partnership Forum, comprising the Coalition of Peaks partner and deputy secretaries of the key Tasmanian Government agencies.
2. Six-weekly meetings of the Closing the Gap Deputy Secretaries Coordinating Group, to steer and support interagency activities, especially in relation to Priority Reform 3: Transforming Government Organisations. This group comprises senior representatives from all Tasmanian Government service delivery agencies and is tasked with driving public sector change in line with Essential Action 3.4 of the PC Review.
3. Six-weekly meetings of the Closing the Gap Interdepartmental Committee to drive activities at Director level, especially in relation to Priority Reform 3: Transforming Government Organisations. This committee comprises representatives from Tasmanian Government organisations, including Homes Tasmania and TasTAFE.
4. Officer-level meetings as required between DPAC and Tasmania's Coalition of Peaks member.
5. Regular engagement with ACCOs and service providers participating in actions within this Plan, through the relevant lead agency.

Formal national and Tasmanian Closing the Gap governance and coordination arrangements are shown in Figure 1 and Figure 2.



"Addressing Closing the Gap targets separately leads to a siloed, inefficient approach inconsistent with community needs."

Tasmanian Aboriginal person, 2024

Figure 1: National formal Closing the Gap governance and coordination arrangements

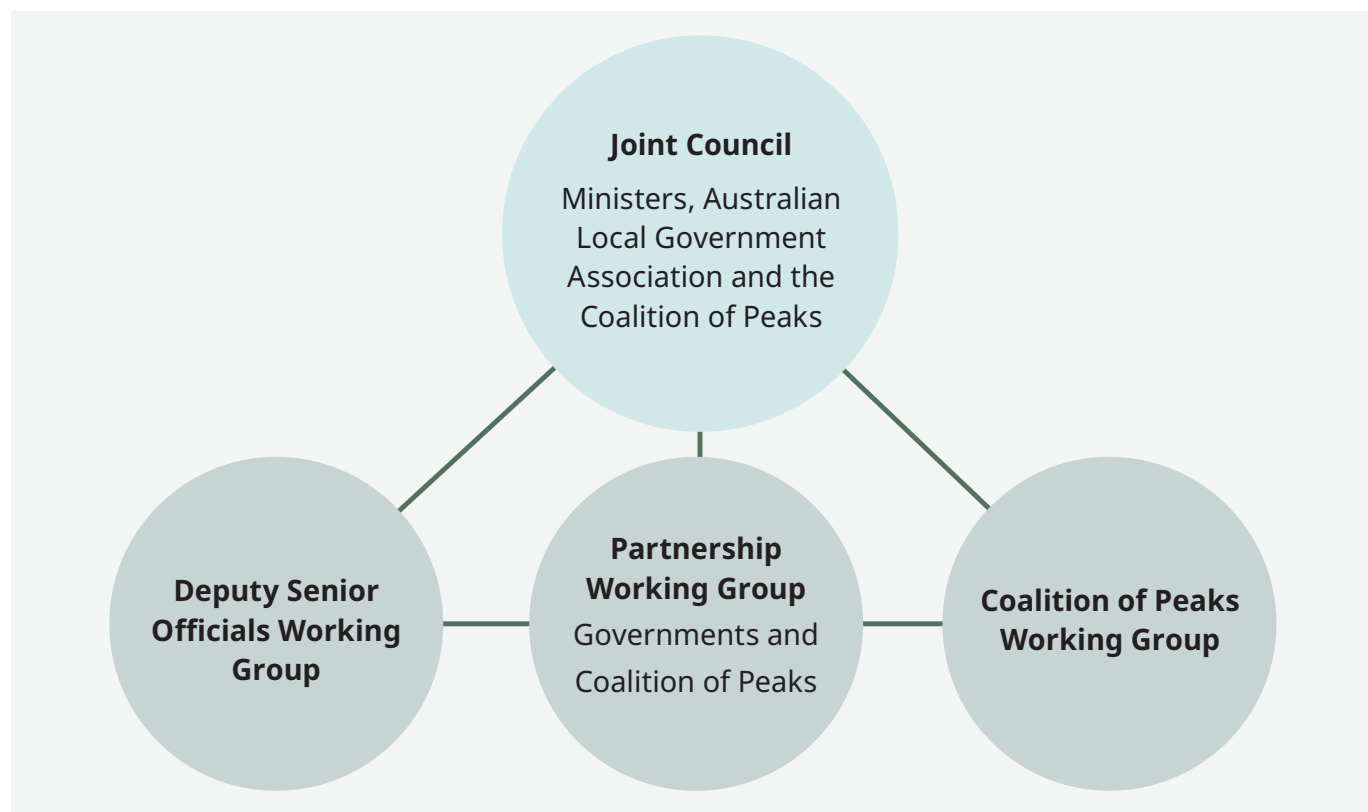
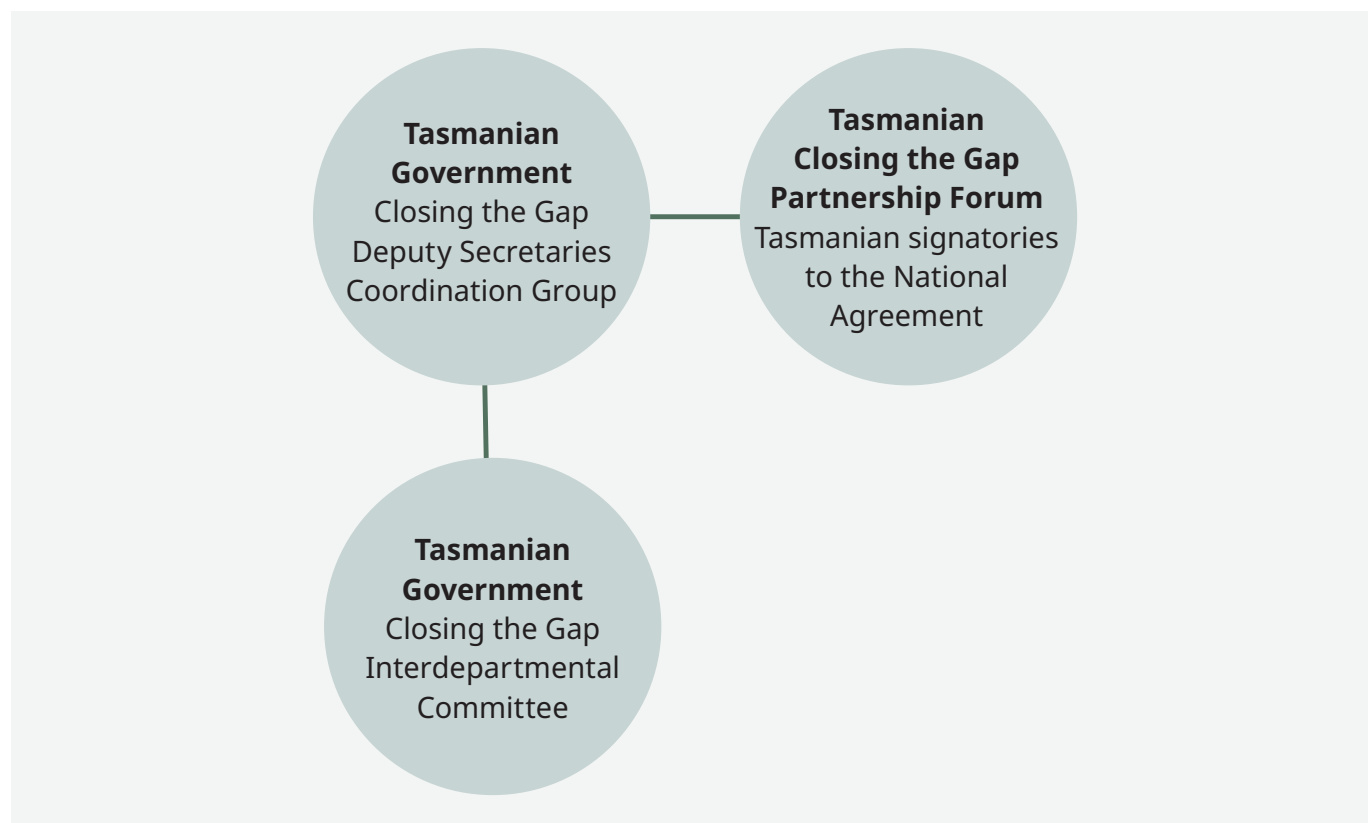


Figure 2: Tasmanian formal Closing the Gap coordination arrangements



Aligning other government policies and programs to the National Agreement

A function of the Closing the Gap Deputy Secretaries Coordinating Group and Interdepartmental Committee is to progress the Closing the Gap priority reforms across their organisations. This includes:

- ensuring new policies and programs relevant to Aboriginal people are developed in partnership with Aboriginal people
- working to align existing policies and programs to the National Agreement
- ensuring Closing the Gap actions are embedded in corporate plans
- embedding the commitments of the National Agreement in other intergovernmental agreements, as per Essential Action 4.2 of the PC Review.

Development of this plan and its actions

The actions in the plan were drafted by Tasmanian Government agencies using information provided by Aboriginal people, along with information about what is feasible within the existing resources, advice from subject matter experts, and in constant consideration of the need to progress the Closing the Gap priority reforms.

Figure 3 demonstrates the process used to develop the actions.

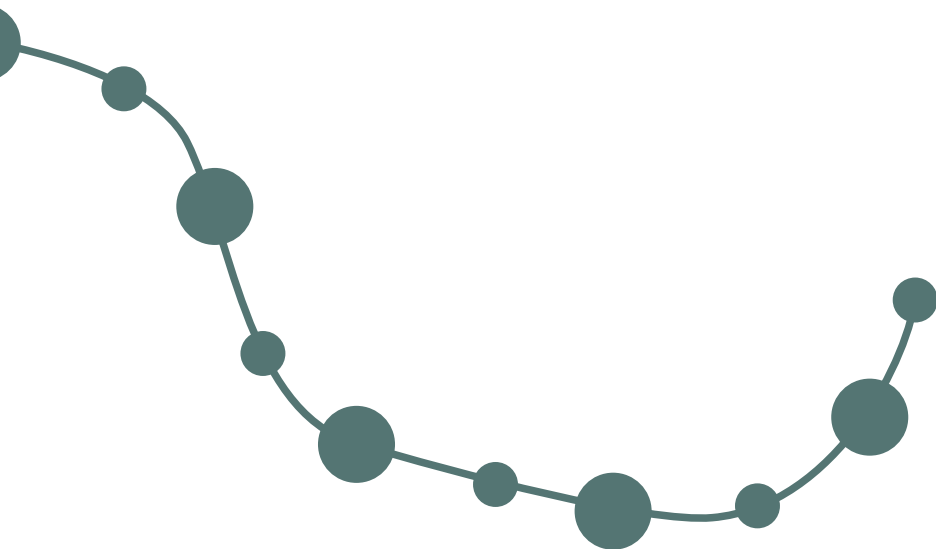
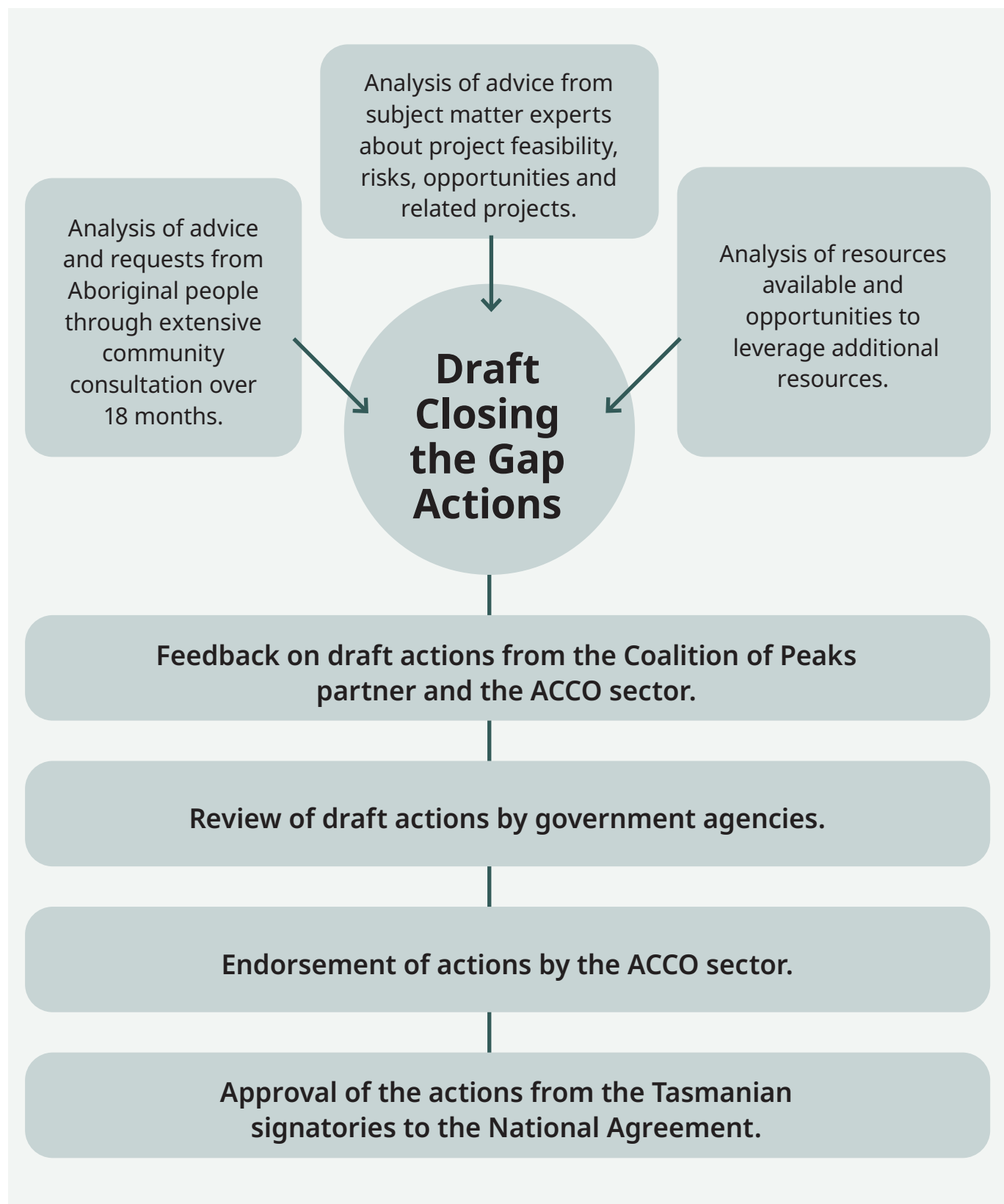


Figure 3: The process to develop the actions in this plan: noting that the review and endorsement steps between partners and ACCOs were repeated multiple times to develop the Plan.



Evaluation of actions

To support evaluation of this plan,

- for each Closing the Gap outcome sought, where feasible and useful, lead agencies will translate the national target/s to Tasmanian targets, clearly communicating the amount of change required; and consider a yearly goal for Tasmanian progress
- for each action, lead agencies will be responsible for ensuring evaluation processes are in place and, where appropriate, feasible and useful, a theory of change showing how/why the action is expected to support progress towards the relevant Closing the Gap outcome.

How we track our progress

The latest Information about Tasmania's performance against the Closing the Gap targets is available online on the Australian Government Productivity Commission's Closing the Gap dashboard at www.pc.gov.au/closing-the-gap-data/dashboard

Related initiatives

Truth telling

Truth-telling was identified as a priority by Aboriginal people in Tasmania.

In response to the *Pathway to Truth-Telling and Treaty Report* (Professor Kate Warner, Professor Tim McCormack and Ms Kurnadi, 2021) the Tasmanian Government committed to delivering a pathway to Truth-telling and Treaty, led by Tasmanian Aboriginal people. The Aboriginal Advisory Group on Truth-telling and Treaty was subsequently established to advise on the pathway.

The Truth-telling process will support healing, sharing and better policy processes. Truth-telling will provide deeper understanding of the impact of colonisation and historical dispossession, injustices and assimilation policies, and the ongoing intergenerational trauma experienced by Tasmanian Aboriginal people.

Tasmanian Government reform activity

The Tasmanian Government has committed to significant reform that will support Closing the Gap in life outcomes for Tasmanian Aboriginal people. This includes reform from the Tasmanian Government's responses to:

- the *Commission of Inquiry*
- the *Disability Royal Commission*.

COI and DRC recommendations relating to Closing the Gap are included in this plan as ongoing actions against the related Closing the Gap priority reforms and outcomes.

The Commission of Inquiry

The CoI made significant recommendations, both in number and complexity, relating to Aboriginal children and young people. The Tasmanian Government committed to implementing every recommendation and will work with the ACCO sector to achieve this. *Change for Children: Tasmania's 10-year strategy for upholding the rights of children by preventing, identifying and responding to child sexual abuse* (Change for Children) is Tasmania's 10-year strategy for upholding the rights of children by preventing, identifying and responding to child sexual abuse.

Of particular concern to Aboriginal people in Tasmania are:

- the need for reform of youth justice arrangements; this is reflected in the recommendations of the COI, the *Youth Justice Reform Taskforce Action Plan 2024–2025* and commitment to development of the Tasmanian Aboriginal Youth Justice Strategy
- the need to fully implement the *Aboriginal and Torres Strait Islander Child Placement Principle*, as reflected in Action C51 of this plan.

The Disability Royal Commission

Volume 9 of the Final Report from the Royal Commission into Violence, Abuse, Neglect and Exploitation of People with Disability is titled 'First Nations people with disability'.

The Tasmanian Government response to the DRC is online at dpac.tas.gov.au/disabilityroyalcommission

The National Skills Agreement

Closing the Gap is identified in the *National Skills Agreement* as a national priority requiring focused effort from all governments.

Through the National Skills Agreement, there is opportunity to design and implement initiatives in the skills and training sector that focus on the four Closing the Gap priority reforms.

Actions to be developed under the National Skills Agreement will aim to:

1. Establish partnerships with ACCOs in vocational education and training, to provide genuine engagement in policy making.
2. Expand investment in the capability, sustainability, and growth of the Aboriginal communitycontrolled training sector.
3. Grow the Aboriginal vocational education and training workforce and boost cultural capability of mainstream registered training organisations.
4. Boost data and evaluation capability in the Aboriginal vocational education and training sector.

Survivors at the Centre

Survivors at the Centre is the Tasmanian Government's *Third Family and Sexual Violence Action Plan 2022–2027*, which seeks to create a future where all Tasmanians are safe, equal and respected, and where homes, families and communities are free from family and sexual violence. The plan acknowledges the disproportionate impact of violence against Aboriginal women and children and outlines a five-year commitment to responding to family and sexual violence.

National Partnership Agreement on Family, Domestic and Sexual Violence Responses

The National Partnership Agreement on Family, Domestic and Sexual Violence Responses 2021–2030 aligns with and supports Survivors at the Centre. It provides a mechanism for the Australian Government to work with state/territory governments to deliver the vision of the *National Plan to End Violence against Women and Children 2022–2032*. Aboriginal people are a priority cohort within this Agreement, which facilitates dedicated funding being provided to support Tasmanian Aboriginal people who have experienced family and/or sexual violence.

Tasmania's Child and Youth Safe Organisations Act 2023

It is expected that implementation of all actions in this plan will align with Tasmania's Child and Youth Safe Organisations Act 2023, which includes 10 child and youth safe standards that mirror the National Principles for Child-Safe Organisations. In putting the standards into practice, organisations must also give effect to the Universal Principle for Aboriginal Cultural Safety, which means the right of Aboriginal children and young people to cultural safety must be respected.

The Better and Fairer Schools Agreement

The Tasmanian Government has signed a bilateral agreement outlining its approach to implementing the (national) Better and Fairer Schools Agreement 2025–2034, which includes:

- embedding the Closing the Gap priority reforms within actions
- ensuring all Tasmanian learners who identify as Aboriginal have access to the supports/opportunities they need
- strengthening DECYP's relationships with Tasmanian Aboriginal people and ACCOs, to improve cultural safety and responsiveness in the Tasmanian education system
- identifying and progressing initiatives to attract Aboriginal education workers.

Action Plan for Improving Aboriginal Cultural Respect Across Tasmania's Health System 2020–2026

The Action Plan for Improving Aboriginal Cultural Respect Across Tasmania's Health System 2020–2026 outlines how DoH will improve cultural respect for Aboriginal people up to 2026, with six focus areas:

1. Whole of organisation approach and commitment
2. Communication and cultural visibility
3. Workforce development and Aboriginal employment
4. Consumer participation and engagement
5. Partnerships with Aboriginal community-controlled organisations
6. Data and evaluation.

The Plan was developed following consultation with Aboriginal people across Tasmania and was informed by the Cultural Respect Framework for Aboriginal and Torres Strait Islander Health 2016–2026 and the National Safety and Quality in Health Service Standards (second edition).

The Tasmanian Drug Strategy 2024–2029

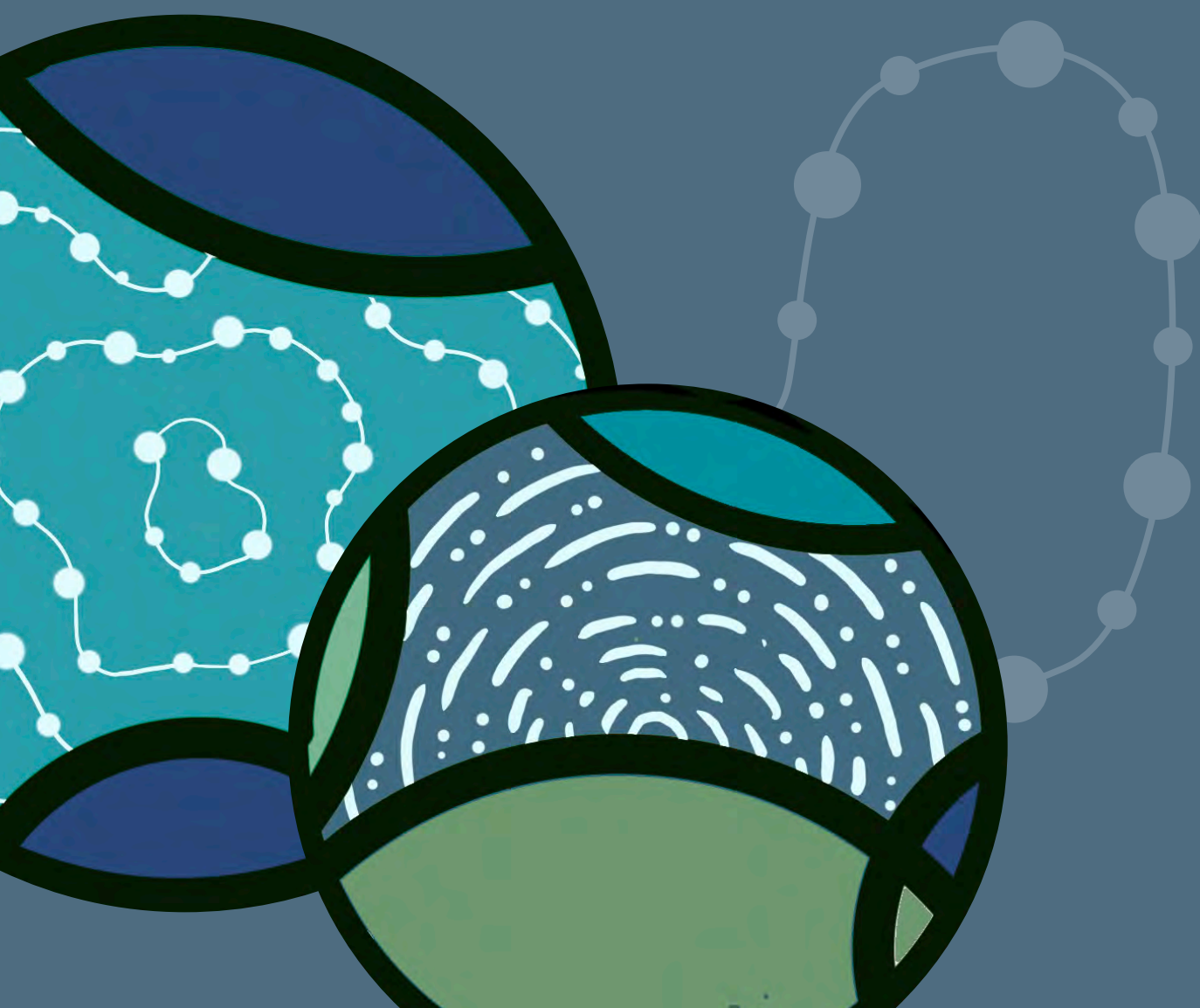
The Tasmanian Drug Strategy 2024–2029 provides a strategic framework to guide collaborative action to support and improve Tasmanians' health and wellbeing and prevent and reduce the health, economic and social harms of alcohol, tobacco and other drug use.

Tasmanian Housing Strategy Action Plan 2023–2027

Nationally, demographic and market forces have impacted access to appropriate housing over the past five years.

Improving access to appropriate housing is a Tasmanian Government priority, as demonstrated by the Tasmanian Housing Strategy Action Plan 2023–2027.

Schedule 4: Community participation in this plan



This section summarises the consultation undertaken to develop this plan and what Aboriginal people said are their priorities.

Tasmanian Aboriginal people were engaged in developing this Plan through community sessions, meetings and conversations throughout late 2023 to May 2025.

This included:

- community workshops across Tasmania facilitated by Tasmania's Coalition of Peaks member
- consultation sessions facilitated by DPAC
- further engagement with Tasmanian Aboriginal organisations listed with the Office of the Registrar of Indigenous Corporations, facilitated by an external consultant
- two ACCO networks being invited to consultation sessions facilitated by DPAC and an external consultant.

This plan was also informed by requests from Aboriginal organisations provided directly to the Premier of Tasmania and Minister for Aboriginal Affairs.

The Aboriginal organisations and groups that participated in consultation sessions for this Plan are listed below:

- Aboriginal Land Council of Tasmania
- Cape Barren Island Aboriginal Association (CBIAA)
- Circular Head Aboriginal Corporation (CHAC)
- Elders Council of Tasmania Aboriginal Corporation
- Flinders Island Aboriginal Association (FIAA)
- Karadi Aboriginal Corporation
- Leprena (Uniting Aboriginal and Islander Christian Congress)
- Melaythenner Teeackana Warrana (Heart of Country) Aboriginal Corporation (MTWAC)
- Six Rivers Aboriginal Corporation (SRAC)
- South East Tasmania Aboriginal Centre (SETAC)
- Tasmanian Aboriginal Centre
- Tasmanian Aboriginal Legal Service (TALS)
- TRACA (affiliated organisations are: CHAC, FIAA, MTWAC, Parrdarrama Pungenna Aboriginal Corporation, SRAC, SETAC and Weetapoonna Aboriginal Corporation)
- Tasmanian Aboriginal Health Reference Group (members are CBIAA, CHAC, FIAA, Karadi and SETAC).

What we heard about Tasmania's priorities

Aboriginal people told us their priorities are:

- child safety and out-of-home care
- young people and education
- health and mental health
- housing
- truth-telling
- land return
- languages
- justice reform, legal assistance and reducing incarceration rates
- employment
- self-determination.

Aboriginal people also said achieving the Closing the Gap priority reforms is vital to addressing the priorities of Aboriginal people in Tasmania. This includes:

- building the capacity of the ACCO sector to support progress on the Closing the Gap targets, including through:
 - transfer of funds for Aboriginal advancement to the ACCO sector
 - transfer of Australian Government funded Aboriginal staff from the TSS to the ACCO sector, with park rangers and Aboriginal heritage staff a priority
 - sustainable, long-term and transparent funding arrangements to support program continuity, organisational sustainability and workforce retention
 - improved access to data to inform service planning, policy and resource allocation
 - prioritisation of Aboriginal decision-making and genuine partnerships to co-design programs
 - building the capacity of ACCOs to progress Closing the Gap initiatives
 - transparent decision making about ACCO funding and inclusion of accountability measures in funding agreements
- improving cultural safety of mainstream services, including through

"Partnerships between Aboriginal organisations are also important if we are to effectively build the sector."

Tasmanian Aboriginal person, 2024

"Cultural respect training remains essential for government and non-government organisations, to build trust and ensure inclusive, culturally safe service environments."

Tasmanian Aboriginal person, 2024

- cultural respect training
- addressing data gaps, including for social and emotional wellbeing and family violence
- improving data collection and reporting against all targets
- providing relevant ACCOs with access to digital medical records to support community members post hospital discharge
- improving accountability of decision-making about Closing the Gap funding, and accountability of ACCOs receiving funding
- prioritising capacity building funding and ensuring equitable access to funding.

“Consistent data sharing across Aboriginal organisations, service providers and agencies would improve service delivery.”

Tasmanian ACCO Aboriginal staff member, 2024.

Table 5 provides further information about what Aboriginal people said about achieving the outcomes sought through Closing the Gap.

Table 5: What Aboriginal people said about the Closing the Gap outcomes

Outcome	What Aboriginal people said
1. Aboriginal people enjoy long and healthy lives.	<ul style="list-style-type: none"> • Achieving this outcome is inextricably linked with achieving the other outcomes. • There should be more wraparound services to address the interconnected issues relating to intergenerational trauma, poverty, health, housing, justice and family violence. • It’s difficult to get mental health support, dental care and care for chronic (long-term) conditions, especially in remote areas. • There are not enough Aboriginal health liaison officers. • There needs to be more integrated, wraparound services. • Mainstream health services are often not culturally safe. • Mobile health services could make it easier for Aboriginal people living in remote areas. • Aboriginal communities on the North East and East Coast do not have enough health service support. • We need more affordable mental health support. • We need to explain to the broader community and service providers the impact of intergenerational trauma.

2. Aboriginal children are born healthy and strong.	<i>Reflecting Tasmania's strong performance against this outcome, no suggestions were made about achieving this outcome.</i>
3. Aboriginal children are engaged in high quality, culturally appropriate early childhood education in their early years.	<ul style="list-style-type: none"> • Some parents haven't had good relationships with education in the past and are reluctant to engage with schools and teachers right from the start. They are happier to engage if a pathway is provided. • We need to foster relationships between ACCOs and education services. • We need to encourage parents to develop relationships with schools in the years before schooling starts, through programs like Mums and Bubs and other face-to-face programs for the early childhood years.
4. Aboriginal children thrive in their early years.	<ul style="list-style-type: none"> • Where's the support for families? We need to help parents parent. • Some Aboriginal parents need more help to set their kids up for success, and to commence engagement with the education system. • Early parenting support from the antenatal stage is crucial for setting children up for success. • Legislation should specify direct responsibility for the Aboriginal Children's Commissioner to Parliament.
5. Aboriginal students achieve their full learning potential.	<ul style="list-style-type: none"> • A large gap [in life outcomes] starts to appear in years eight to 10. • We need to ask Aboriginal youth what they need. They know what they need. • We need information about kids on suspension from schools. What happens to those kids, who supports them?
6. Aboriginal students reach their full potential through further education pathways.	<ul style="list-style-type: none"> • Aboriginal young people need better support in vocational education and training programs, and in work readiness. • Local apprenticeships are important; opportunities in rural areas have dropped off. • We need more opportunities for agricultural studies, with local on-the-job training. • Funding is needed for DECYP and TasTAFE to partner with ACCOs to provide junior ranger programs for Aboriginal students, especially students who are disengaging from education. • There needs to be appropriate funding for Aboriginal vocational education and training courses and Vocational Preparation Programs.

7. Aboriginal youth are engaged in employment or education.	<ul style="list-style-type: none"> Aboriginal young people are held back by insufficient transport options in rural areas.
8. Strong economic participation and development of Aboriginal people and communities.	<ul style="list-style-type: none"> We need government commitment to provide training funds through the National Skills Agreement to the Aboriginal community-controlled registered training organisation, and for any funding agreement to require consultation with the ACCO sector on regional training needs.
9. Aboriginal people secure appropriate, affordable housing aligned with their priorities and need.	<ul style="list-style-type: none"> There needs to be more Aboriginal housing, especially near workplaces and for young people with limited rental history.
10. Aboriginal people are not overrepresented in the criminal justice system.	<ul style="list-style-type: none"> Ongoing funding is required to support the 24-hour Custody Notification Service, extend the Bail Support Program, and extend the Aboriginal Wellbeing Program in the Tasmanian Prison Service. A proportion of Tasmanian Government funding provided to the non-government sector for legal aid should transition to the Aboriginal community-controlled sector. The Aboriginal community-controlled sector should control delivery of all Aboriginal legal services.
11. Aboriginal young people are not overrepresented in the criminal justice system.	<ul style="list-style-type: none"> We need to provide a positive environment and pathways. Bush camps providing life and survival skills are great. On Country experiences and cultural connections are vital for Aboriginal youth wellbeing and rehabilitation. Culturally grounded youth programs, including school-based initiatives and diversionary programs, would help young people.
12. Aboriginal children are not overrepresented in the child protection system.	<ul style="list-style-type: none"> There are too many Aboriginal children in out-of-home care. Parents need support from the start of their parenting journey. Establishing relationships early, before problems emerge, is vital. Children's and youth programs, including for child safety, should be transferred to the ACCO sector.

13. Aboriginal families and households are safe.

- The priority for Aboriginal families is prevention of family violence, including increasing funding for family violence prevention programs.
- ACCOs need support navigating the family violence response system, including first response, court liaison and liaison with other authorities.
- Ongoing funding is required for SiS Tasmania as the only family violence prevention legal service dedicated to Aboriginal people in Tasmania.
- Rehabilitate rather than punish, and start support early.

14. Aboriginal people enjoy high levels of social and emotional wellbeing.

- Truth-telling will make us stronger.
- It's difficult to get mental health support, dental care and care for chronic (long-term) conditions, especially in remote areas.
- Teachers, healthcare workers and community leaders should get Aboriginal mental health training to support early identification and management of mental health issues, and training in cultural competence.
- There needs to be more mental health knowledge across community members; community information sessions and workshops would help.
- We need more mental health first aid training for the local community.

15. Aboriginal people maintain a distinctive cultural, spiritual, physical and economic relationship with their land and waters.

- For Tasmanian Aboriginal people, land, sea and waterways, community, family and individual wellbeing are inextricably linked through Country.
- More land should be returned to Aboriginal people, including to support development of cultural tourism and other commercial programs.
- The ACCO sector should be funded to manage land returned.
- Agreements are required with NRE Tas to access crown land and national parks for cultural practices.
- Aboriginal sea rights are needed; we need a Sea Country Indigenous Protected Areas Program.
- We need access to Crown Land reserves and national parks through agreements for traditional land management and feral pest control.
- There should be a review of the ban on offshore abalone farming in Tasmanian coastal waters.
- We need more recognition and protection of cultural sites.
- Ex-situ carvings and other cultural heritage artefacts should be returned to the ACCO sector.
- Underutilised government resources and equipment, including vehicles, boats and firefighting equipment, could be shared with ranger programs for land and sea management activities.

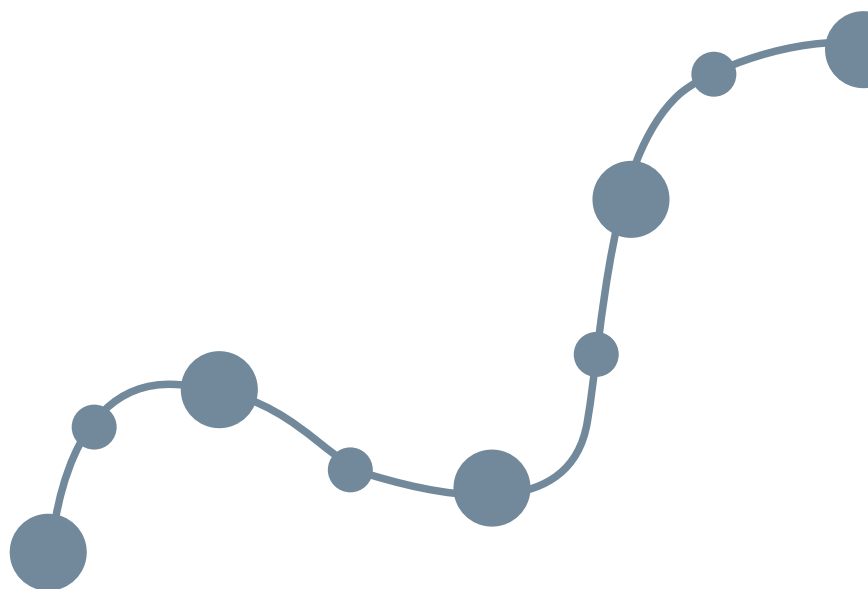
16. Aboriginal cultures and languages are strong, supported and flourishing.

- Children feel a sense of community when exposed to language.
- Authentic palawa names confirmed through 30 years of community and academic research should inform the Aboriginal and Dual Naming Policy.
- Traditional languages should not be lost. We don't want to lose the unique beauty of our regional languages and ancient place names.
- Language programs should be funded to support regional language research, access to linguistic support and submission of applications for dual naming.

17. Aboriginal people have access to information and services enabling participation in informed decision-making about their own lives.

Aboriginal people in Tasmania did not prioritise or raise concerns about digital inclusion.







NUKARA STRATEGY

Weaving a wise, bold and strong
basket to safely hold Aboriginal
children and their families



ACKNOWLEDGEMENTS

The Tasmanian Aboriginal Centre acknowledges the profound and enduring negative impacts of colonisation on Aboriginal people, including abuse, discrimination, inequity and the loss of culture and language. As one organisation and many individuals, we are committed to overcoming and learning from these injustices as we take positive steps to safeguard the rights of current and future generations of Aboriginal children and to ensure their safety and wellbeing.

Thank you to everyone who contributed to the development of this document. Special acknowledgment and thanks are extended to those members of the Aboriginal community who demonstrated vulnerability and strength in sharing their stories, which are vital for creating meaningful change and improving the lives of Aboriginal children.

We are especially indebted to Heather Sculthorpe, Chief Executive Officer of the Tasmanian Aboriginal Centre and author of the landmark 2014 report *luwutina mana-mapali krakani waranta*. Without Heather's leadership, insights, dedication and commitment to achieving positive life outcomes and equality for the Tasmanian Aboriginal community, this work would not have been possible.

Nukara was developed by the Tasmanian Aboriginal Centre as part of the Palawa Children's Future Project, supported and funded through the *National Agreement on Closing the Gap* and the Tasmanian Government's Closing the Gap Capacity Building Grant Program.

Feedback or comments on this document may be emailed to hobart@tacinc.com.au.

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March 2025

The Tasmanian Aboriginal Centre acknowledges Aboriginal community members who contributed to this report and have since passed away. We thank the families for giving permission to include their photos.

Our vision is for all
Aboriginal children living
in Lutruwita to be safe
and well in the care of
their families, proudly
connected with and
strongly supported by
their community,
culture and country.

REDUCE ENTRY



THE TIRRI

The Tasmanian Aboriginal Community
Weaving a Wise, Bold and Strong Basket to

The NUKARA STRATEGY

How we make a
STRONG BASKET



Secure funding



Aboriginal workforce
capacity and
capability



Aboriginal child-safe
practices



Lawful
authority



Governance
accountability
data sovereignty

1. Handle

Community
leadership

2. Fibres

Voices for change

Children, parents
held and carried



NINGINA MODEL

Community's Approach to Keeping Children Safe
safely hold Aboriginal Children and their Families

3. Design

Systemic support

4. Weavers

Community wisdom

Children and families
held with care

DELIVERING New Programs



Primary contact
through TAC



Expand family
support and IFES



Aboriginal-led
decision making
forum



Expanding care
of Aboriginal children
on safety orders



Culturally safe
legal support



Transformational
change




The Aboriginal basket artworks featured throughout this document are the work of Ruby Moore, a proud Palawa woman and great-granddaughter of Aunty Ida West.

Ruby's work was inspired by the dilly bags and other baskets woven by Aunty Ida and Aunty Lennah Newson.

Other illustrations are the work of Zahra Zainal, a live graphic recorder and illustrator. Zahra attended the consultation forums, sketching visual images of community voices in real time

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When people understand
what you say and what
you mean, they are
more likely to trust and
connect with you.

WORDS AND MEANINGS

For ease of reading, please familiarise yourself with some of the words and meanings used throughout this document.

- **Lutruwita** is generally used in preference to Tasmania.
- **Aboriginal people** is used in preference to Indigenous or Aboriginal and Torres Strait Islander people, acknowledging Aboriginal people as the First Peoples of Lutruwita.
- **Children** is intended to mean anyone under the age of 18, including older children, such as those aged 12-17, who may otherwise be referred to as young people.
- **Child safety** is intended to mean measures to protect the safety and wellbeing of children.
- **Transfer of responsibility** means the transfer of lawful authority, government funding and other resources.

Palawa kani language

kani pama	(kah-nee pah-mah)	to talk or speak first
ningina	(neeng-ee-nah)	to bring, to get, to give
nukara	(nu-kah-rah)	to make or twine a basket
rrala	(rah-lah)	strong
takariliya taypani	(tah-kah-ree-lee-ya tie-pah-nee)	bringing families together
tirrina	(tee-ree-nah)	basket
tirrina rrala	(tee-ree-nah rrah-lah)	strong basket



Palawa kani audio




Other words and abbreviations

ACCO	Aboriginal Community Controlled Organisation, being an organisation that provides services to the Aboriginal community that controls it, through a locally elected board of management
active efforts	affirmative, active, thorough and timely efforts intended primarily to maintain or reunite an Aboriginal child with their family, viewed as the 'gold standard' of practice in applying the <i>Aboriginal and Torres Strait Islander Child Placement Principle</i>
ARL	<u>Strong Families Safe Kids Advice and Referral Line</u> , which is Tasmania's existing first point of contact for child wellbeing and safety
Bringing them Home report	<u>Bringing Them Home: Report of the National Inquiry into the Separation of Aboriginal and Torres Strait Islander Children from their Families</u> (1997) exposed the devastating impact of Australia's forced removal policies on Aboriginal and Torres Strait Islander people
child	any person under the age of 18
child abuse	maltreatment of a child that includes neglect, physical, emotional, psychological and sexual abuse, and exposure to, or involvement in, domestic or family violence
child-safe	encompasses all the determinants needed to keep children safe and well, including their health, cultural, economic, educational, housing and social needs
child safety system	all child safety services and programs including ARL, Bringing Baby Home, IFES, early years assessment, response, out-of-home care, adoptions, permanency, restoration, after care support, child safety and wellbeing liaisons
child sexual abuse	involvement of a child in any sexual activity that the child does not fully comprehend, is unable to give informed consent to, is developmentally unprepared for, or otherwise violates the laws or norms of society
Coalition of Peaks	<u>representative group</u> of more than 80 Aboriginal and Torres Strait Islander community-controlled organisations, assembled as an act of self-determination to partner with Australian governments in Closing the Gap decision-making
Closing the Gap	<u>National Agreement on Closing the Gap</u>
Commission of Inquiry (or Commission)	<u>Commission of Inquiry into the Tasmanian Government's Responses to Child Sexual Abuse in Institutional Settings</u>
CSS	<u>Child Safety Service (Tasmanian Government)</u>
DECYP	Department for Education, Children and Young People
DMF	Decision-Making Forum (CSS)
IFES	Intensive Family Engagement Service, being a voluntary program currently provided by the Tasmanian Government's Child Safety Service, through which intensive support is provided to families with the aim of reducing safety concerns and risks to children so they may be able to remain safely in their family home

institutional child sexual abuse	child sexual abuse that occurs within, is enabled by or attributable to the premises, action, inaction, activities or operations of a government or non-government organisation and its workers, whether paid or voluntary, in the course of or in connection with their duties, or by any other child or adult on the premises
National Agreement	<u>National Agreement on Closing the Gap</u>
NGO	Non-government organisation
Our Safe and Supported Action Plan	<i>Safe and Supported Aboriginal and Torres Strait Islander First Action Plan 2023-2026</i>
Placement Principle	Aboriginal and Torres Strait Islander Child Placement Principle
self-determination	the ongoing process that ensures that Aboriginal people are able to make decisions about matters that affect their lives, including the essential elements of participation, choice and control
SNAICC	<u>SNAICC – National Voice for our Children</u> (formerly the Secretariat of National Aboriginal and Islander Child Care)
truth-telling	the process of openly sharing historical truths so as to move forward in an inclusive, healing and just way, which is an essential element of transformative change





It's time to stop
our kids going into
welfare and get them
back to family and
community.

EXECUTIVE SUMMARY

In June 2023, Tasmanian Aboriginal Centre received a grant through the *Closing the Gap Capacity Building Grant Program* to **develop a strategy and action plan for the transfer of responsibility for Aboriginal child safety to the Aboriginal community.**¹ To achieve this, the Palawa Children's Future project was implemented. The project is being undertaken in two stages:

Stage 1 was to develop the strategy and action plan. This stage is complete and the primary output of this stage is this document: *Nukara*.

Stage 2 will begin once government funding is secured for the statewide implementation and management of the *Tirrina* model, as outlined in the *Nukara* strategy. This should include the redirection of existing funding and resources from both government and non-government sectors.

Strategic direction



Tasmanian Government to **fund the *Nukara* strategy and *Tirrina* model**, supported by a formal partnership agreement and commitment to ongoing future investment, including redirecting existing government and non-government funding and resources.



Establish an Aboriginal designed and managed **first point of contact service** for Aboriginal-led child safety.



Redesign existing **prevention and early intervention services** for keeping Aboriginal families together, ensuring these services are Aboriginal designed and delivered.



Establish an Aboriginal designed and led **decision-making forum that encourages participation** by Aboriginal children and their families.



Expand Aboriginal designed and led **services for Aboriginal children in out-of-home care**, focusing on achieving positive life outcomes and meaningful connections with family, community, culture and country.

INTRODUCTION

Aboriginal children continue to be significantly overrepresented in the child protection systems of Australia's states and territories, including Lutruwita, compared with non-Aboriginal children.²

As part of national efforts to address this problem, the Tasmanian Aboriginal Centre established the Palawa Children's Future project. Refer to [Appendix 1](#).

The project aims to improve safety and life outcomes for Aboriginal children living in Lutruwita, consistent with the *Safe and Supported Aboriginal and Torres Strait Islander First Action Plan 2023-2026* (Our Safe and Supported Action Plan).



TIRRINA a basket

Our model: Tirrina

Tirrina is the Aboriginal community's model for keeping Aboriginal children safe, symbolised as a Tasmanian Aboriginal basket with enough wisdom, boldness and strength to safely hold and carry our children and their families.

The *Tirrina* model is evidence-based, culturally appropriate and designed to:

- **prevent the entry** of Aboriginal children into the child safety system
- **support the exit** of Aboriginal children from the child safety system.

NUKARA to make a basket

Our strategy: Nukara

Nukara is the Tasmanian Aboriginal Centre's strategy and action plan for implementing the *Tirrina* model and transferring responsibility for Aboriginal child safety to the Aboriginal community.

While the model was designed for seamless adoption by any Aboriginal Community Controlled Organisation (ACCO), the community views the Tasmanian Aboriginal Centre as best placed to take on that responsibility on behalf of the Aboriginal community.



Keeping our kids SAFE & WELL in the care of their FAMILIES

How Nukara was developed

In 2014, Heather Sculthorpe³ investigated and reported to government on the experiences of Tasmanian Aboriginal families who 'came to the attention' of the child safety system, noting that children in those families were more likely than non-Aboriginal children to be removed for reasons of neglect or abuse. Sculthorpe's report also found that, once removed, the children were rarely returned to their families.

Ten years on, very little had changed. In 2024, Sculthorpe's findings and recommendations were reconsidered and revalidated at statewide consultation forums held as part of the Palawa Children's Future project.

The clearest and strongest message that continues to be conveyed by the Aboriginal community is that any new model must prioritise the best interests of children and the community by keeping them together. This is the key message that shaped development of the *Tirrina* model.

About this document

This document describes *Nukara* and *Tirrina*, highlighting why, how and what changes are needed for the Tasmanian Aboriginal Centre to take on responsibilities for keeping Aboriginal children safe.

To ensure that the implementation process stays on track, our action plan will incorporate multiple 'review and assess' points. In this way, issues and risks will be identified and managed as and when they arise.

What success looks like

Nukara and *Tirrina* mandate Aboriginal designed and led services, strengthened by outcomes-driven, genuine partnerships with government and non-government organisations.

The success of *Nukara* will be measured by:

- timely transfer of all responsibilities for keeping Aboriginal children safe to the Tasmanian Aboriginal Centre
- full implementation of the *Tirrina* model.

The Aboriginal community in Lutruwita has spoken again. Together, we have developed solutions to realise positive and sustainable change for Aboriginal children and their families.

SYMBOLISM OF TIRRINA: THE MODEL

Tirrina is a unique concept that symbolises the Tasmanian Aboriginal community's approach to keeping children safe.

What is a tirrina?

A tirrina is a culturally significant Tasmanian Aboriginal basket, used to gather, hold and carry items with care. Traditionally woven from native fibres, tirrinas are durable and practical. The intricate weaving process includes deciding which fibres to use, the size of the basket and how tightly to weave the basket.

What the different parts symbolise

The model emphasises the importance of community, culture and country, interwoven with established and new practices and systems, and the commitments and resources of government and non-government organisations.

The **handle** must be strong enough to carry the weight of a fully-laden tirrina. The handle symbolises the work of Aboriginal organisations and leaders, carrying and upholding the voice of the community. The handle will ensure that the model is culturally appropriate, community-led, child-centred and developed in accordance with the *Nukara* strategy.

Fibres are needed to weave a tirrina. The fibres symbolise the resources necessary to make a sturdy and sustainable child-safe basket. The fibres encompass the voices and drivers for change, including the voices of the Aboriginal community and strategic initiatives and action plans at national and state levels.

The pattern of the weave ensures the fibres work together to give the tirrina strength. The weave of the model is founded on the actions established by *Our Safe and Supported Action Plan*, with the fibres carefully interwoven into core streams of action, each designed to safely carry our children and their families.

The weavers are Aboriginal community members, whose role it is to collect the fibres and determine the size and shape of the basket and when it should be woven. The weavers of the model will continue to work closely with children, families and others to ensure that decisions impacting the lives of Aboriginal children and their families are Aboriginal-led and culturally safe, both now and into the future.

Sitting within the tirrina are Aboriginal children and their families who, while lifted up and supported, are encouraged to make decisions about their own journeys, consistent with the principle of self-determination. Our focus is always to ensure safe carriage of the children at the centre of the basket.



DILLY BAG a long-handled loosely woven tirrina

Strengthening the Dilly Bag

A dilly bag is a type of loosely-woven tirrina, with long handles for wearing around the neck, across the body or over the shoulder.

The dilly bag represents the current state of programs delivered by the Tasmanian Aboriginal Centre through the existing child safety system for more than 40 years. While successful, these programs are limited by inadequate levels of funding, resourcing and community involvement in decision-making. Some programs are also not delivered statewide.

When the *Nukara* strategy is implemented, the dilly bag will be strengthened by adding new fibres of responsibility, resourcing and self-determination.

Strengthening the Dilly Bag will build on the success of existing programs and introduce new programs and responsibilities as the relevant functions and powers are progressively transferred.

In this way, the dilly bag will be transformed into a stronger, more sustainable, child-safe basket.

TIRRINA RRALA a strong basket

Achieving Tirrina Rrala

After the dilly bag is strengthened and tested for durability, the handle of the dilly bag will be shortened, the weave tightened, and the basket fully transformed into a Tirrina Rrala.



You can move, breathe and grow in a tirrina.

You may be held securely within your community's carefully woven fibres, but you can see up, down and out, where you've been and what lies ahead.

You can ask the weavers to add, remove or repair any fibres that unravel.


You can test or trust in the strength of the handle.

You can ask to be carried high or low, fast or slow.

You can make your journey smooth or bumpy.

You can ask to be held tightly or loosely.

You can feel safe and be safe in a tirrina.

A woman with glasses and a black hoodie stands on the left, gesturing with her hands as if speaking. In the foreground, a man with a grey beard and glasses, wearing a traditional Indigenous Australian beanie and a patterned shirt, sits at a table, writing on a document. The background is slightly blurred, showing other people and a large screen.

For the Tirrina model to be strong and sustainable into the future, adequate funding and resources must be provided by the Tasmanian Government.

STRENGTHS OF THE TIRRINA MODEL

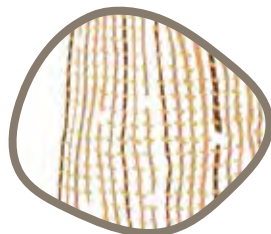
Handle of community leadership



The effectiveness of the handle relies on strong Aboriginal community leadership, connections with children and families, outcomes-driven genuine partnerships and good governance and management throughout and beyond implementation of *Nukara*.

The handle of community leadership will ensure that *Nukara's* theory of systems change and principles of managing change are applied.

Weave of safety and support

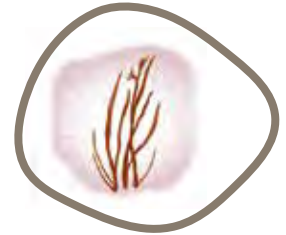


Unacceptably high and increasing numbers of Aboriginal children in Lutruwita continue to be removed from their families and communities. This is neither equitable nor tolerable.

To address these and other issues, the Tasmanian Government is committed to reforming the existing child safety system, including transferring responsibility for keeping Aboriginal children safe, from government to the Aboriginal community.

The priority actions of *Nukara* were developed by the Aboriginal community to support Aboriginal families and keep children safe. Our consultation and research findings were considered alongside national and state targets and strategies to design a strong weave for the *Tirrina* model.

Fibres of growth and renewal



The *Tirrina* model is only as strong as the fibres from which it is made, including the voices and drivers for change. The fibres of growth and renewal must be robust but flexible enough to meet the needs of current and future generations. If one part of the basket is weak or weakens, the whole structure may unravel or become unusable.

For the *Tirrina* model to be sustainable into the future, adequate funding and resources must be provided by the Tasmanian Government.

Wisdom of community



Nukara is the Tasmanian Aboriginal Centre's strategy for implementation of the *Tirrina* model and for progressive transfer of responsibilities for keeping Aboriginal children safe.

The Aboriginal community and *Nukara* recognise that:

- the Aboriginal community must be ready and resourced to take on responsibility
- statutory powers and functions cannot be fully transferred until people and systems are in place
- throughout the transfer process, no Aboriginal child should be subjected to unnecessary or additional risk.

FIBRES OF THE TIRRINA MODEL

The eight fibres of *Tirrina* have been localised to reflect and reinforce the eight actions outlined in our *Safe and Supported Action Plan*. They also align with the commitments and work of the Tasmanian Government and the governments of all Australian states and territories.

The eight fibres of the *Tirrina* model are:

- 1. Lawful authority:** commitment to progressively transferring statutory functions and powers, for keeping Aboriginal children safe, to the Aboriginal community.
- 2. Adequate and ongoing investment and resources:** commitment to adequate, coordinated and ongoing funding and resourcing of Aboriginal-designed and led programs for keeping Aboriginal children safe.
- 3. Data sovereignty:** commitment to establishing policies and infrastructure for the Aboriginal community to be provided with custodianship of existing data, and sovereignty of all data transferred and collected.
- 4. Aboriginal workforce:** commitment to developing and maintaining a sustainable Aboriginal child and family workforce.
- 5. Active efforts:** commitment to implementing the Aboriginal and Torres Strait Islander Child Placement Principle (Placement Principle) to the standard of active efforts.
- 6. Legal supports:** commitment to improving the availability and quality of legal support for Aboriginal children and families.
- 7. Accountability and oversight:** commitment to establishing and strengthening advocacy and oversight through the Commissioner for Aboriginal Children and partnership agreements.
- 8. Social determinants:** commitment to working across portfolios to address the social determinants impacting Aboriginal children and families.

Research findings and more detailed analysis of the fibres are described in the supporting documents.



HOW THE TIRRINA MODEL WORKS

GATHER THE FIBRES FOR WEAVING

FUNDING | GOVERNANCE | ACCOUNTABILITY



CLOSING THE GAP
FAMILY MATTERS



OUR VOICES



SAFE AND SUPPORTED
COMMISSION OF INQUIRY



ABORIGINAL COMMUNITY WEAVERS

Weaving a wise, bold and strong basket to safely hold
Aboriginal children and their families



FOUR NEW SERVICE PROGRAMS



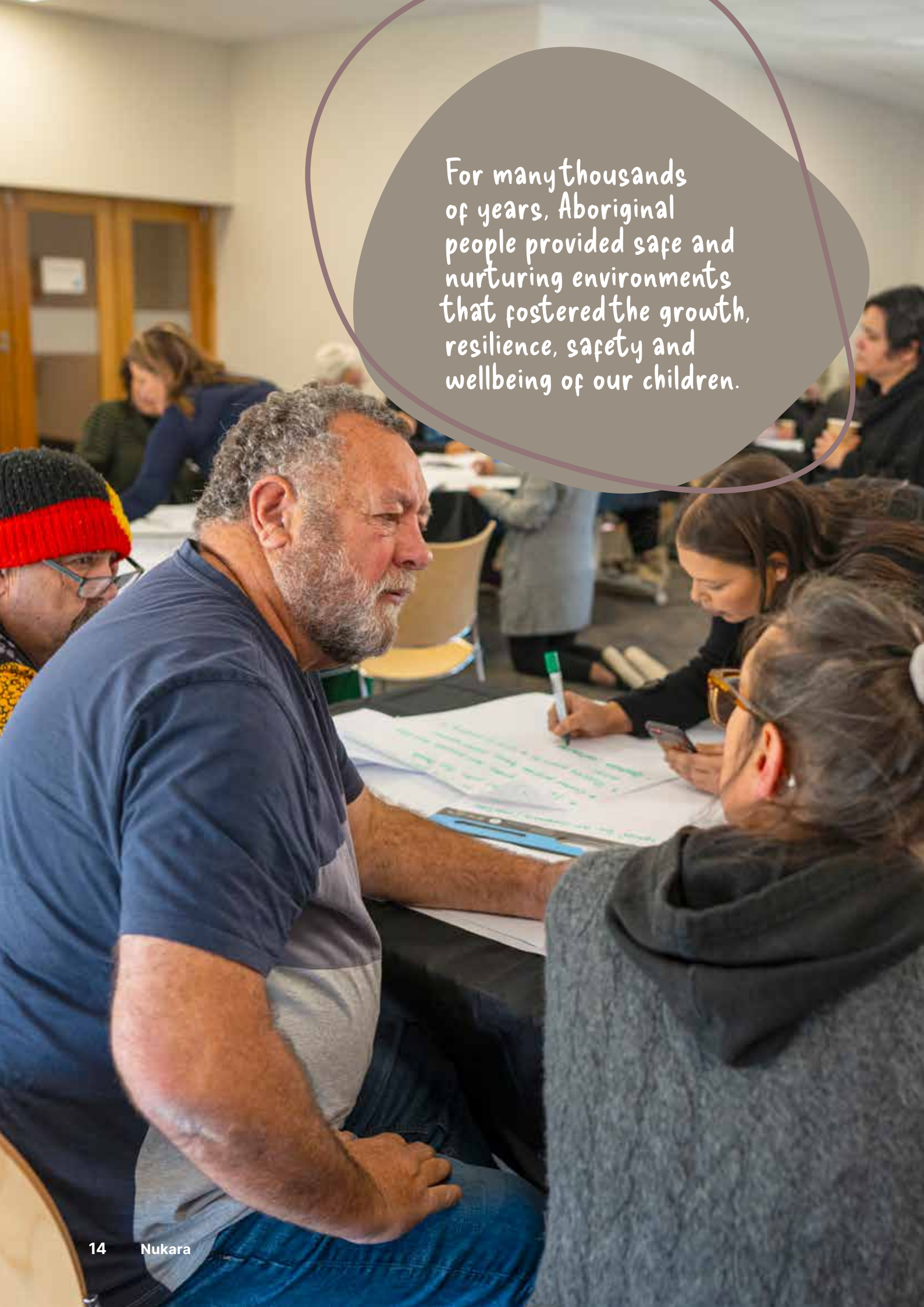
PREVENT THE ENTRY INTO AND SUPPORT THE EXIT FROM THE CHILD SAFETY SYSTEM



CLOSING THE GAP TARGET: REDUCE THE OVERREPRESENTATION OF ABORIGINAL
CHILDREN IN OUT-OF-HOME CARE BY 45 PER CENT BY 2031



THE TASMANIAN ABORIGINAL COMMUNITY'S VISION IS FOR ALL ABORIGINAL CHILDREN LIVING IN
LUTRUWITA TO BE SAFE AND WELL IN THE CARE OF THEIR FAMILY AND COMMUNITY.



For many thousands of years, Aboriginal people provided safe and nurturing environments that fostered the growth, resilience, safety and wellbeing of our children.

WHY CHANGE IS NEEDED

Legacy of tragedy

For many thousands of years, Aboriginal people provided safe and nurturing environments that fostered the growth, resilience, safety and wellbeing of our children. This history was devastated by invasion and the ensuing extreme domination by white society, as comprehensively documented in the Royal Commission into Aboriginal Deaths in Custody.

The legacy of this brutal history includes the ongoing impact of intergenerational trauma and shattered connections to community, culture and country. In the face of these, and other forms of systemic discrimination, mistreatment and inequality, the wellbeing and cultural longevity of Aboriginal people and communities were critically damaged.

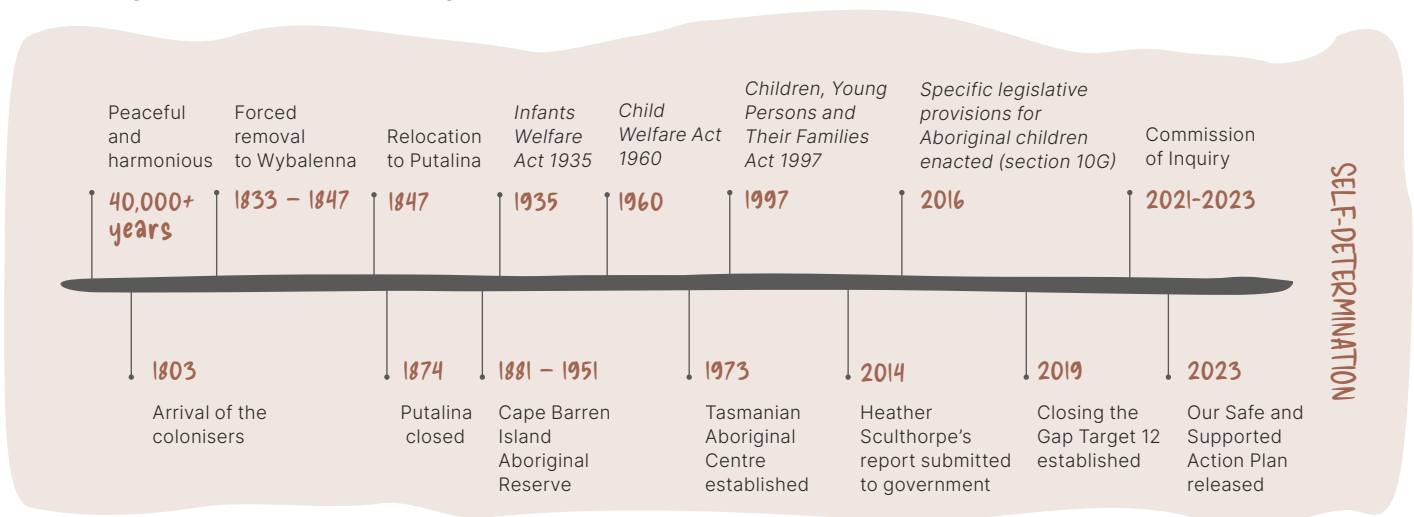
Trauma of separation

Almost 30 years ago, the landmark *Bringing Them Home: Report of the National Inquiry into the Separation of Aboriginal and Torres Strait Islander Children from their Families* was published, drawing national and international attention to the pain and suffering of the Stolen Generations of Aboriginal children who were forcibly taken from their families and communities.

The *Bringing Them Home* report highlighted the need for significant structural change to address the impacts of colonisation and Stolen Generations, including legislating for ACCOs to have decision-making powers in Aboriginal child safety issues, and for the greater involvement of Aboriginal people in designing and delivering the services that affect them. The report unequivocally identified self-determination and accountability as essential aspects of meaningful change.

Despite the recommendations of the *Bringing them Home* report, the findings and recommendations of more recent inquiries and reports, and national and state commitments and strategies, little progress has been made to achieve self-determination and accountability in Lurruwita.

200 years of enforced separation



DRIVERS AND VOICES FOR CHANGE

Keeping our children with us

In 2014, Heather Sculthorpe reported to the (previous) Tasmanian Government on the significant scope of reforms needed to improve the child safety system for Aboriginal people living in Lutruwita.³

After months of extensive research and consultation with more than 150 members of the Aboriginal community, Sculthorpe submitted a comprehensive report *luwutina mana-mapali krakani waranta* for government consideration. This came 23 years after the final report of the Royal Commission into Aboriginal Deaths in Custody and 17 years after the release of the *Bringing Them Home* report.

Sculthorpe's report included ten recommendations that aligned with the recommendations of the Royal Commission and *Bringing them Home* including that the Tasmanian Government:

1. accept the wish of the Aboriginal community for the transfer of jurisdiction over child safety issues to the Aboriginal community, and
2. amend the *Children, Young Persons and Their Families Act 1997* to enable [Aboriginal people] to opt to have our matters dealt with under Aboriginal jurisdiction rather than under the Tasmanian legislation.

While none of Sculthorpe's recommendations were formally acknowledged or accepted at that time, the drivers, relevance and substance of those recommendations are still valid.

Community voices

In 2023, the Tasmanian Aboriginal Centre started work on the Palawa Children's Future Project, with a clear view to progressing and building on Sculthorpe's recommendations.

In partnership with the Aboriginal community, the *Nukara* strategy and *Tirrina* model were developed, reflecting the voices of more than 200 Aboriginal people, heard and recorded during more than 100 hours of conversation. Our voices are echoed in and supported by national and state government commitments and initiatives.

The wrongs of the past inevitably informed our goals for the future, guiding our path towards Aboriginal people regaining control of decisions about the safety and wellbeing of their children and families.

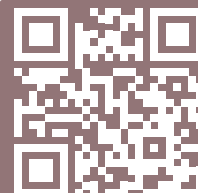
Our community acknowledges that the Tasmanian Aboriginal Centre has been supporting and championing the interests of Aboriginal children for more than half a century, working hard to keep families together wherever possible.

One of the loudest, most frequent calls to action we heard during consultation was:

We need Aboriginal-led, designed and delivered services and programs.

Other voices and findings

In 2024, we undertook a comprehensive review of Aboriginal-led child safety models in other Australian jurisdictions and First Nations communities in the United States of America, Canada and New Zealand. The findings of our research were analysed and helped to inform *Nukara* and *Tirrina*.



Giving voices
to children
Ada

Closing the Gap

In 2020, the *National Agreement on Closing the Gap* was established to address ongoing inequality and achieve the same life outcomes for Aboriginal people as other Australians. Closing the Gap recognises that more needs to be done, and done differently, to overcome 'entrenched disadvantage, political exclusion, intergenerational trauma and ongoing institutional racism'.⁴

As a signatory to the National Agreement, the Tasmanian Government is committed to working with Aboriginal people and other Australian governments to progress national work on four priorities for changing the way governments work with Aboriginal people.

Priorities and targets for reform

The National Agreement establishes Priority Reforms for changing the way governments work with Aboriginal people by:

- strengthening formal partnerships and shared decision-making
- building the ACCO sector
- transforming government services so they work better for Aboriginal people
- improving and sharing access to data and information to support informed, shared decision-making.

As Lutruwita's Coalition of Peaks member for Closing the Gap, the Tasmanian Aboriginal Centre works in partnership with the Tasmanian Government to progress this work. Specific targets are used to measure progress, including targets for reducing the overrepresentation of Aboriginal children in the out-of-home care systems.



Community voice
Natika



Overrepresentation in out-of-home care

Closing the Gap Target 12 is to reduce the overrepresentation of Aboriginal children in out-of-home care by 45 per cent by 2031.⁵

In 2024, the Productivity Commission reported that Tasmania was not on track to achieve this target, with no progress made in 2019-2023.⁶

In 2022-23, Tasmania recorded its **highest ever rate of over-representation of Aboriginal children** in out-of-home care, showing a steady increase over the last decade. Over the same period, Aboriginal children in Tasmania were **5.6 times more likely** than non-Aboriginal children to be placed in out-of-home care or other supported living arrangements.⁷

Early Childhood Care and Development Sector Strengthening Plan

Clause 49 of the *National Agreement on Closing the Gap* requires the development of sector strengthening plans, with initial focus on childhood care and development.

A sector strengthening plan for childhood care and development was developed through Australia-wide consultation. The plan covers many aspects of Aboriginal workforce development in child safety and family support services, including cultural competency, trauma responsiveness and early intervention. The plan also seeks out opportunities to progressively transfer statutory functions and powers to ACCOs. More information is provided at [Appendix 2](#).



Family Matters

Family Matters is an annual publication that holds governments to account for progressing Closing the Gap Target 12.

Family Matters 2024 identifies and reports on 16 recommendations to address systemic issues and foster positive change, including:

- more funding for ACCO-led prevention programs and establishing nationally integrated early years services, ensuring families have access to quality, culturally safe supports
- empowering communities to control decisions affecting children, by directing funding to ACCOs and implementing family-led decision-making models
- ending the adoption of Aboriginal children from out-of-home care, and implementing national standards for the Placement Principle
- enhancing **accountability** by creating peak bodies for Aboriginal participation in decision-making, establishing commissioners for Aboriginal children and improving data practices to better meet the needs of communities.

Family Matters findings for 2024 include:

- Since 2019, Tasmania has seen an **eight per cent increase** in the Aboriginal out-of-home care population.⁸
- In 2022-23, **only 17 per cent** of Aboriginal children in out-of-home care in Tasmania were placed with Aboriginal relatives or kin, well below that year's national average of 32.2 per cent.⁹
- Tasmania continues to demonstrate **very low funding** to ACCOs for family support.
- Child protection systems **continue to fail** Aboriginal children and families, exposing them to ongoing trauma.

A summary of *Family Matters* recommendations is provided at [Appendix 3](#).

Safe and Supported

Safe and Supported: The National Framework for Protecting Australia's Children 2021-2031 aims to improve the lives of all Australian children and families experiencing disadvantage, neglect and abuse.

Implementation of the framework is supported by two action plans, including *Our Safe and Supported Action Plan*.

In 2024, Community Service Ministers from around Australia launched the *Safe and Supported Partnership Agreement*, supporting their shared commitment to joint decision-making, oversight and implementation.

Our *Safe and Supported Action Plan* guides and aligns the collective efforts of all stakeholders to achieve Closing the Gap Target 12. More information is included at [Appendix 4](#).

Commission of Inquiry

In 2023, the Commission of Inquiry into the Tasmanian Government's Responses to Child Sexual Abuse in Institutional Settings (Commission) examined and reported on responses to incidents and allegations since the year 2000, focusing on systemic issues and recommendations for reform.

The Commission specifically acknowledged the overrepresentation of Aboriginal children in out-of-home care, highlighting the fact that the removal of Aboriginal children from their families and communities can expose these children to even greater risks of child abuse, such as institutional child sexual abuse and institutional betrayal.

The Commission found that Aboriginal children who were institutionally abused in out-of-home care did not receive culturally appropriate support or care.

The Commission also heard that many Aboriginal families do not trust child safety services, are worried that their parenting will be unfairly judged or that children will be removed from their care.¹⁰

All the Commission's findings and recommendations were accepted by the Tasmanian Government.



' The Tasmanian Government needs to recognise how historical mistreatment of Aboriginal people has contributed to the present-day increased risk of ... [institutional] ... child sexual abuse of Aboriginal children. It needs to invest in Aboriginal-led programs that will keep children safe and work to divert them from out of home care and the youth justice system to support them to live safely in the care of their families.' "



Recommendations for reform

The Commission's report includes specific recommendations to address the overrepresentation of Aboriginal children in out-of-home care, including to provide them with culturally appropriate support and care.

The Commission's recommendations align closely with the principles and actions of Closing the Gap and *Our Safe and Supported Action Plan*. The recommendations of all these initiatives are underpinned by the need for Aboriginal self-determination, including:

- investing in Aboriginal-led programs to keep children safe and support them in living safely within the care of their families and communities
- more funding to ACCOs to better support Aboriginal children and families, with particular focus on funding for early, targeted and culturally safe supports
- giving greater power to ACCOs, including through models that transfer responsibility for Aboriginal child safety to the Aboriginal community
- pursuing active efforts to implement all elements of the Placement Principle

- appointing a Commissioner for Aboriginal Children and Young People to monitor the experiences of Aboriginal children in out-of-home care and youth detention
- ensuring active involvement of the Aboriginal community in the child safety reform process.

The Tasmanian Government's draft strategy for responding to the Commission's recommendations assigns specific resources and timelines. These are expected to be tracked and reported on by the Child Safety Reform Implementation Monitor.

Bringing it all together

Through the Palawa Children's Future Project, we collated and analysed findings from the voices and drivers for change. These provided the foundation for designing and developing *Nukara* and *Tirrira*.

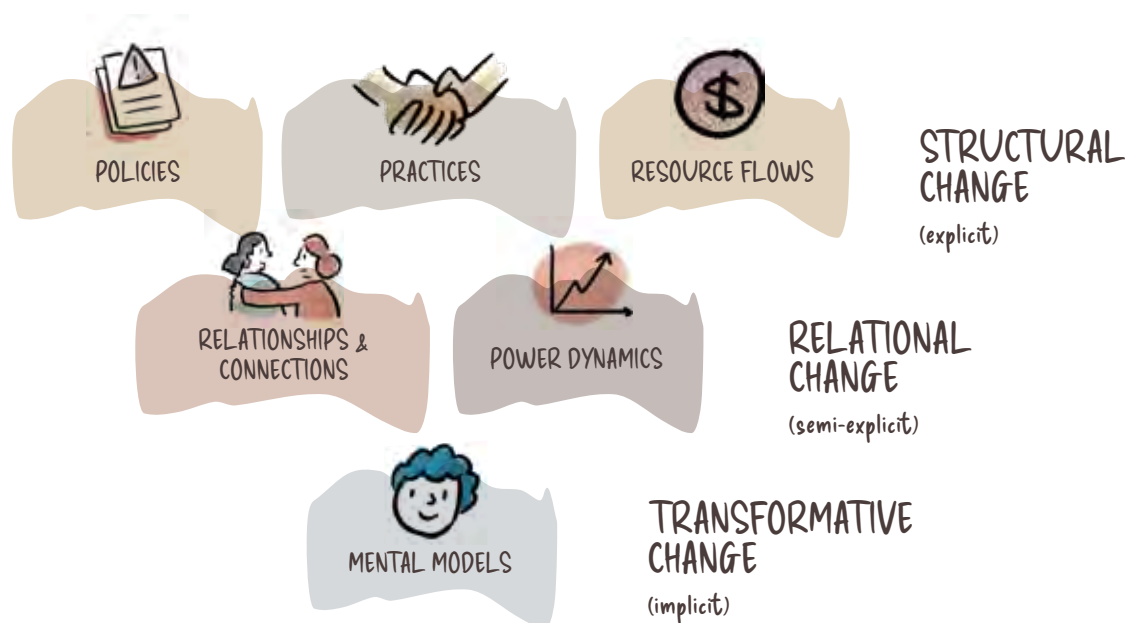
Research findings and more detailed analysis are summarised in the supporting documents. Refer to Appendix 5 for a list and links to more information.



TAC involvement
Jual



NUKARA'S STRATEGIC APPROACH



Theory of systems change

Nukara adopts a systems change approach founded in *The Water of Systems Change*¹² theory and framework. To achieve enduring, transformational change, **the six conditions that 'hold the problem in place' must also be transformed.** This will only happen if we establish genuine committed partnerships, with all parties working together to remove visible and invisible barriers that may be holding the problem in place.

In practice, this means changing **structures and relationships**: the policies, practices, legislation, resources, connections and power dynamics of organisations and individuals.

Truly transformational change will not be achieved unless the **mental models** of individuals and organisations are also changed. This has the greatest impact but poses the greatest challenge, as mental models include the implicit or unconscious beliefs, values and ways of thinking that influence the way people behave, work and make decisions. Unless we work hard to implement change at this level, full systems change will only be temporary or incomplete.¹³

Principles for managing change

In researching and developing Nukara, we learned how important it is for everyone involved in the implementation process to respect and abide by four community-designed principles:

- **Self-determination**: the principles and practices that guide self-determination should underpin all decisions.
- **Aboriginal voice**: always hearing and considering the needs, priorities and readiness of the Aboriginal community.
- **Commitment**: recognising that successful implementation requires dedication and a strong commitment to collaboration and truth-telling at all levels.
- **Continuous improvement**: learning together, gathering evidence and using that evidence to improve what we do and how we do it.

Nukara has adopted and embedded these principles as the foundation of our approach to transformational change.

Applying theory to practice

In applying our principles and the conditions of systems change to the structural weaves of *Nukara*, seven action areas were developed. These are the basis of the *Nukara* action plan.

Action Areas

- 1. Establish the Palawa Children's Future Project Stage 2:** to secure funding and implement *Nukara* and *Tirrina*.
- 2. Build Aboriginal workforce capacity and capability:** strengthen the Aboriginal child-safe workforce and services. This action area includes securing ongoing funding and resources.
- 3. Establish Aboriginal child-safe practices:** establish new practices and ensure existing systems are considered and improved to support new ways of working.
- 4. Enable the transfer of lawful authority:** establish legislation and policies that enable the progressive transfer of responsibilities, while keeping children safe from harm.
- 5. Establish robust governance, accountability and data sovereignty:** ensure structures are in place for all parties to work together and transparently to achieve shared goals.
- 6. Provide access to culturally safe legal support:** ensure ready access to quality, culturally safe legal support and services.
- 7. Embed transformational change:** overcome systemic issues through truth-telling and encouraging better understandings of the strengths and importance of Aboriginal community, culture and country.



Two phases of implementation

In honoring the voices of the Aboriginal community, *Nukara*'s approach envisages two distinct phases:

- 1. Strengthening the Dilly Bag:** enhancement of programs and approaches to allow progressive transfer of responsibilities for keeping Aboriginal children safe in the care of their families.
- 2. Achieving Tirrina Rrala:** readiness for full transfer of statutory functions and powers to the Aboriginal community.

Tirrina Rrala envisages a future in which self-determination is embedded in theory and practice, and the Aboriginal community has lawful authority over all matters involving the safety of Aboriginal children.

Governance and management

The success of *Nukara* ultimately relies on the strong commitment of all parties, backed by a formal partnership agreement between the Tasmanian Government and the Tasmanian Aboriginal Centre.

An Aboriginal-led steering committee will be established to enable timely implementation and provide sound strategic direction. Proposed governance and management arrangements are included at [Appendix 6](#).

STRENGTHENING THE DILLY BAG

Strengthening the Dilly Bag involves progressive delivery of the four service programs of the *Tirrina* model.

Service programs

Program 1

Kani Pama (talk first)

Development of a new first point of contact for keeping Aboriginal children safe, to be delivered through the Tasmanian Aboriginal Centre. This service will be an alternative to the existing first point of contact (ARL).

Objective: to provide early, culturally safe support for children and families.

Program 2

Ningina (to bring, to get, to give)

Expansion of existing family support and Intensive Family Engagement Service (IFES) programs.

Objective: to provide culturally appropriate prevention and early intervention services to prevent or reduce escalating concerns about child safety.

Program 3

Palawa Partnership Team

Development of a new Aboriginal-led decision-making forum, working with Child Safety Services to promote the use of culturally informed practices and to ensure active efforts are made to implement the Placement Principle.

Objective: to establish a respectful team that ensures culturally safe decision-making.

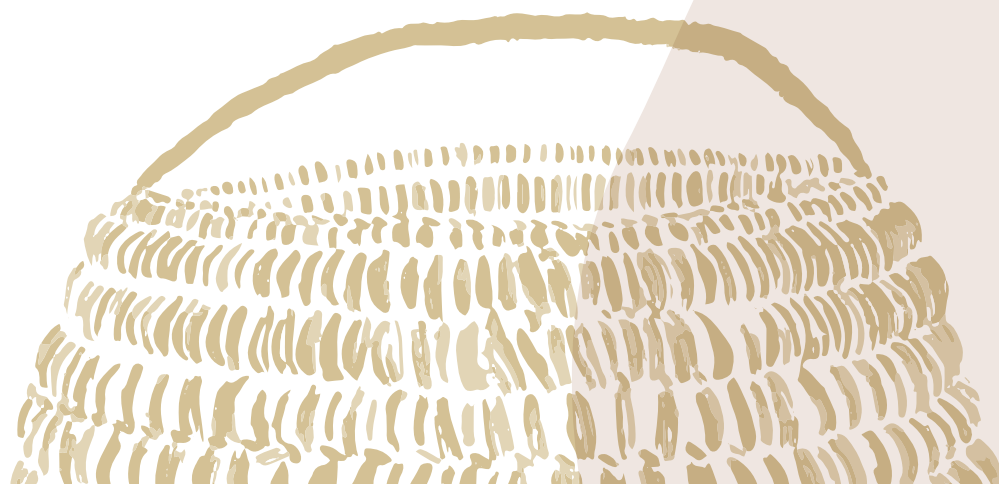
Program 4


Takariliya Taypani
(bringing families together)

Strengthening and expanding the existing program, delivered by the Tasmanian Aboriginal Centre, that provides care for Aboriginal children on child safety orders.

Objective: to meet each child's needs by prioritising connections to family, community, culture and country.

Strengthening the Dilly Bag is scheduled to commence at the beginning of the 2025-26 financial year. More information on the service programs is provided at [Appendix 7](#).





Another problem is the
Aboriginality process. It's too
political. Some people say they
are Aboriginal when they're
not, and at the same time our
Aboriginal kids are being lost
in the system. It's wrong.

Appendix 1: Palawa Children's Future Project

Palawa Children's Future Project	
Project structure	The project is to be undertaken in two or more distinct stages.
Funding source	<i>Closing the Gap Capacity Building Grant Program</i> (administered by the Tasmanian Department of Premier and Cabinet).
Vision	Our vision is for all Aboriginal children living in Lutruwita to be safe and well in the care of their families, proudly connected with and strongly supported by their community, culture and country.
Project objective	<p>The project objective is to develop, pilot and successfully implement an evidence-based and culturally appropriate model for Aboriginal child safety and wellbeing, designed, controlled and managed by the Tasmanian Aboriginal community.</p> <ul style="list-style-type: none"> ▪ Stage 1: COMPLETED development of the model, supported by a strategy and action plan to guide Stage 2 of the project, in alignment with the <i>Safe and Supported: Aboriginal and Torres Strait Islander Action Plan 2023-2026</i>. ▪ Stage 2: NOT COMMENCED implementation involves establishing the foundations and progressively implementing the strategy and action plan, including critical evaluation/refinement of the model developed in Stage 1.
Project outcomes	<p>Specific outcomes against which overall project success will be measured are:</p> <ul style="list-style-type: none"> ▪ anecdotal and statistical evidence of better overall child safety and wellbeing outcomes for Aboriginal children in Lutruwita ▪ reduction in the over-representation and number of Aboriginal children in the child safety system ▪ deliverables that contribute to the achievement of positive life outcomes for Aboriginal and Torres Strait Islander children at national and state levels.
Stakeholders	<p>Primary: Tasmanian Aboriginal children, families and community.</p> <p>Secondary: Department of Premier and Cabinet; Department for Education, Children and Young People; Combined Peak and Government Closing the Gap Working Group; SNAICC - National Voice for our Children; Safe and Supported Leadership Group.</p>

Stage 1 Project Completion Report			
Commencement	June 2023	Completion	March 2025
Stage 1 objective	To design an evidence-based, culturally appropriate, Aboriginal community-led model for Aboriginal child safety in Lutruwita and to develop an implementation strategy and action plan to guide the work to be undertaken in Stage 2 of the project, including for the transfer of responsibility for control of the model to the Tasmanian Aboriginal community.		
Stage 1 outcomes	<p>The outcomes used to measure the success of Stage 1 are:</p> <ul style="list-style-type: none"> ▪ project deliverables that evidence the findings of statistical, academic and anecdotal research, are designed to uphold the rights of children and young people and aim to deliver better life outcomes for Aboriginal children ▪ meaningful and productive engagement with key stakeholder groups, in particular with a range of Aboriginal community groups, representatives of government and non-government organisations ▪ a model, strategy and action plan that are legally and culturally robust, and align with and support achievement of the target outcomes and objectives of relevant national and state strategies and initiatives ▪ progress towards achieving Target 12 of the Closing the Gap National Agreement, being to reduce the rate of overrepresentation of Aboriginal children in out-of-home care ▪ progress towards improving outcomes for Aboriginal children, through the delivery of a strategy and action plan for ensuring implementation of an Aboriginal community-controlled, culturally appropriate child safety model. 		
Stage 1 risks	<p>Critical risks were identified as:</p> <p>a) the final model/strategy will not be fit-for-purpose, and</p> <p>b) suitability skilled resources will not be available to help develop these outputs.</p> <p>To mitigate these risks, an extension of time was approved under the grant deed, allowing time for more rigorous research and input from subject matter experts.</p>		
Stage 1 outputs	<p>A. Combined model – strategy – action plan: <i>Strong, connected and together</i> (including progress draft/s of the model and options for consultation) .</p> <p>B. Detailed supporting documents – as identified below.</p>		
Other outputs	<ul style="list-style-type: none"> ▪ Summary report on research into academic/statistical evidence and similar, successfully implemented national/international models, legal frameworks and instruments, with particular focus on delegated authority/authorisation. ▪ Summary of outcomes and recommendations of Stage 1 stakeholder engagement and consultation . 		

Methodology	<p>Stage 1 was undertaken in four distinct, sometimes overlapping phases.</p> <p>The project plan included specific actions to support project delivery, including:</p> <ul style="list-style-type: none"> ▪ undertaking rigorous, evidence-based research ▪ engaging specialist staff to develop the strategy and action plan ▪ undertaking intensive community engagement and consultation.
Phase 1: Exploration	<ul style="list-style-type: none"> ▪ Identified relevant international and national First Nations' service models and analyse enablers, risks/benefits/disadvantages/barriers/opportunities. ▪ Researched legal impediments of transfer of legislative responsibility. ▪ Identified themes: What's interesting? What adds value? What to avoid? ▪ Consulted with a range of organisations and Aboriginal community leaders.
Phase 2: Consultation	<ul style="list-style-type: none"> ▪ Developed options paper, including potential service model. ▪ Liaised closely with Aboriginal-led organisations in other jurisdictions to compare and contrast the features of relevant models. ▪ Consulted with community and key thinkers.
Phase 3: Refinement	<ul style="list-style-type: none"> ▪ Consulted further with Community on draft service models. ▪ Incorporated feedback and refined the model and enabling arrangements.
Phase 4: Finalisation	<ul style="list-style-type: none"> ▪ Finalised model, strategy and action plan. ▪ Endorsement and publication.

Appendix 2: Early Childhood Care and Development Sector Strengthening Plan

In summary, **objectives** of the national *Sector Strengthening Plan: Early Childhood Care and Development* are to:

- increase the service delivery coverage, capacity, quality and resources for ACCOs
- develop dedicated, reliable and consistent funding models for relevant ACCO sectors
- increase Aboriginal workforces in early childhood education and care, child protection and family support
- increase the relevant qualifications and skills of the Aboriginal workforce, alongside professional recognition of the cultural knowledge, skills and relationships that are essential to effective service delivery
- support ACCOs' ability to attract, support and retain adequate workforce capability to meet current and future needs.

The relevant **measures of success** are:

- increased number, coverage and capacity of Aboriginal integrated early years services
- increased number of qualified Aboriginal early educators, including diploma and degree levels
- increased number and qualifications of Aboriginal workforce in early childhood care and development ACCOs
- increased proportion of government funding directed towards early intervention and prevention services delivered by ACCOs
- increased number of mainstream organisations facilitating transfer/transitioning programs, resources and funding to ACCOs to support Aboriginal families and manage child protection cases Increased number of ACCOs designing, managing and delivering programs, resources and funding to support Aboriginal families and manage child safety cases
- data on ACCO sector and workforce needs and progress is available to peak bodies and sector
- ACCO early childhood care and development stories of success are captured, told by the ACCO sector and made available to inform program and service development.

Shared responsibility for progressing areas for action under the plan is allocated to the Australian Government, in collaboration with the Tasmanian Government, other Australian state and territory governments and sector representatives.

Area for action	Goal
Workforce	A dedicated and identified Aboriginal workforce, with specialist skills and training relevant to the sector, with wage parity.
Capital infrastructure	Capital infrastructure needs identified and consistent funding stream.
Service delivery	Clearly defined standards and requirements for service delivery.
Governance	Governance of individual organisations, including compliance with sector-specific regulatory systems.
Consistent funding model	Across the early childhood care and development sector, funding for organisations is available/predictable and supports organisations to be responsive to the needs of those receiving the services.
Peak body	ACCOs that deliver common services are supported by a peak body.

Appendix 3: Family Matters Foundations

Family Matters is founded on a roadmap of interrelated building blocks, underpinned by evidence, ethics and human rights. The **four building blocks** involve:

1. access to quality, culturally safe, universal and targeted services that enable children to thrive
2. community participation in and control over decisions that affect their children
3. culturally safe and responsive child and family welfare laws, policy and practice
4. accountability of governments and services for children and families.

The *Family Matters 2024 Report* identifies and reports against 16 recommendations to address systemic issues and foster positive change. In summary, these recommendations are:

1	Increase the availability of universal and targeted prevention and early intervention support by: a) increasing investment in prevention and early intervention support programs delivered by ACCOs b) setting targets for the percentage of family support and intensive family support services funding directed to ACCOs in each jurisdiction and each region to be equivalent to the representation of Aboriginal and Torres Strait Islander children in child protection services, including setting annual targets to reflect ongoing progress towards this goal.
2	The Australian Government should commit to leading the design and implementation of a national, systematic and sustainable approach to funding ACCO-led integrated early years services, with a focus on ensuring equitable access and coverage across the country.
3	Develop and resource a joint state- and Commonwealth-funded national program for ACCO-led integrated family support services.
4	Set investment and commissioning targets for the proportion of funding for child protection and family support services directed towards ACCOs to be equivalent to the proportion of Aboriginal and Torres Strait Islander children involved in child protection systems in each jurisdiction and each region.
5	Establish, resource and support independent ACCO and Aboriginal and Torres Strait Islander family-led decision-making models in every state and territory, across all regions and supported by legislation, for all families across all significant child protection decision-making points.
6	Expand and appropriately fund the transfer of authority to Aboriginal and Torres Strait Islander community-controlled organisations for statutory child protection functions across Australia, ensuring ACCOs are fully resourced to perform statutory roles.
7	Develop community-based, youth-led models for participation of children and young people in matters that affect them, as part of mechanisms for partnership and shared decision-making with Aboriginal and Torres Strait Islander communities.
8	End adoption of Aboriginal and Torres Strait Islander children from out-of-home care.
9	Legislate requirements that ACCOs must approve permanent care orders for Aboriginal and Torres Strait Islander children and partner with ACCOs to create alternative, culturally safe approaches to promoting stability and permanency, including ensuring ACCOs have information and roles to support ongoing cultural connections for Aboriginal and Torres Strait Islander children on permanent orders.

10	<p>Establish national standards to ensure family support and child protection legislation, policy and practices adhere to all five elements of the Child Placement Principle to the standard of active efforts, including:</p> <ul style="list-style-type: none"> a) nationally consistent standards for implementation of the Child Placement Principle to the standard of active efforts and linked jurisdictional reporting requirements under Safe and Supported b) increased representation of Aboriginal and Torres Strait Islander families, children and communities at each stage of the decision-making process, including through independent Aboriginal and Torres Strait Islander family-led decision-making in every jurisdiction c) comprehensive, active and dedicated efforts to connect Aboriginal and Torres Strait Islander children in OOHC to family and culture, through cultural support planning, family finding, return to Country, and kinship care support programs d) reform of legislative barriers that inhibit or restrict self-determination, in line with the Child Placement Principle.
11	<p>Increase investment in reunification services to ensure Aboriginal and Torres Strait Islander children are not spending longer in out-of-home care than is necessary due to inadequate planning and support for parents and increase investment in support services for families once children are returned to support sustained reunification outcomes for children and families.</p>
12	<p>Establish ongoing initiatives to improve practice, knowledge, responsiveness and accountability to Aboriginal and Torres Strait Islander people in government agencies, in accordance with Priority Reform 3 under the National Agreement on Closing the Gap, including:</p> <ul style="list-style-type: none"> a) applying the Family Matters Reflective Practice Tool on a regular basis to assess agencies' progress with regard to cultural safety, support for shared decision-making and self-determination, staff capability and safe and effective practice with Aboriginal and Torres Strait Islander children and families b) identifying and eliminating racism—by assessing capability to understand, apply and promote anti-racism c) employing Aboriginal and Torres Strait Islander people in both identified and nonidentified roles at all levels d) commitment to increasing capability and practice improvement to ensure culturally safe engagement with all Aboriginal and Torres Strait Islander stakeholders including service users, partner agencies and staff e) partnering with Aboriginal community-controlled organisations to engage with Aboriginal and Torres Strait Islander communities, deliver services, promote truth telling and ongoing healing and to improve service delivery by government and non-indigenous agencies f) improving engagement with Aboriginal and Torres Strait Islander people with transparent feedback processes and with Aboriginal and Torres Strait Islander leadership of these processes.
13	<p>Establish and resource peak bodies that support and enable equal participation of Aboriginal and Torres Strait Islander people in shared decision-making and partnership for policy and service design and in the oversight of systems impacting children, in accordance with the National Agreement on Closing the Gap Priority Reform 1.</p>
14	<p>Establish Commissioners for Aboriginal and Torres Strait Islander Children nationally and in every state and territory, in accordance with the UN Principles relating to the Status of National Institutions, empowered and resourced by legislation.</p>
15	<p>Establish partnerships between Aboriginal and Torres Strait Islander communities and governments to guide the design, collection, interpretation and use of data relevant to Aboriginal and Torres Strait Islander children. As a priority, we call on all jurisdictions to address data gaps identified throughout this report.</p>
16	<p>Change the definition and counting rules for out-of-home care to include children on permanent care orders.</p>

Appendix 4: Safe and Supported Action Areas

The *Safe and Supported Aboriginal and Torres Strait Islander First Action Plan 2023-2026* (Safe and Supported Action Plan) was developed in collaboration with the [National Coalition on Child Safety and Wellbeing](#), comprising more than 200 non-government and research organisations committed to advancing the national campaign on child safety in Australia.

The plan focuses on eight action areas (not in order of priority), which are:

Action 1 Delegated authority

commit to progressive systems transformation that has First Nations self-determination at its centre.

Action 2 Investing in the community-controlled sector

shift toward adequate and coordinated funding of early, targeted and culturally safe supports for Aboriginal and Torres Strait Islander children and families.

Action 3 Data sovereignty

build Aboriginal and Torres Strait Islander infrastructure for sovereignty of data and improve the Aboriginal and Torres Strait Islander evidence base.

Action 4 Aboriginal and Torres Strait Islander workforce

develop a national approach to continue building a sustainable Aboriginal and Torres Strait Islander child and family sector workforce.

Action 5 Active efforts

implement the Aboriginal and Torres Strait Islander Child Placement Principle (ATSICPP) to the standard of active efforts.

Action 6 Legal supports

improve availability and quality of legal support for Aboriginal and Torres Strait Islander children and families engaged with child protection systems.

Action 7 Advocating for accountability and oversight

establish and strengthen Aboriginal and Torres Strait Islander Commissioners and similar roles.

Action 8 Social determinants of child safety and wellbeing

work across portfolios impacting Aboriginal and Torres Strait Islander children and families.

Appendix 5: Supporting documents

Nukara is supported by a suite of documents summarising the findings of consultation research and analysis. These were developed as part of the Palawa Children's Project: Stage 1 and are available for viewing and download from the Tasmanian Aboriginal Centre's website: <https://tacinc.com.au>.

The detailed project documentation comprises:

Fibre 1: Lawful authority

Fibre 2: Investment and resources

Fibre 3: Data sovereignty

Fibre 4: Aboriginal workforce

Fibre 5: Active efforts

Fibre 6: Legal supports

Fibre 7: Accountability and oversight

Fibre 8: Social determinants

Appendix 6: Proposed Governance

Steering Committee - Draft Terms of Reference

Purpose and role	<p>The purpose of the Aboriginal-led Steering Committee is to champion and provide high-level strategic direction for implementation of the <i>Nukara</i> strategy and <i>Tirrina</i> model.</p> <p>The Steering Committee's role includes ensuring that representatives of the Tasmanian Aboriginal Centre, Tasmanian Government agencies and non-government organisations are active contributors to the timely transfer of responsibility for Aboriginal child safety to the Aboriginal community. The Steering Committee provides strategic direction and leadership for new and amended laws, principles, practices and frameworks to help remove the barriers to transformative change.</p>
Membership	<p>The steering committee should comprise senior Tasmanian Aboriginal and non-Aboriginal representatives, including senior government executives with current leadership roles and responsibilities for Safe and Supported deliverables and the current child safety system.</p>
Functions	<p>The functions of the Steering Committee are to:</p> <ul style="list-style-type: none">▪ champion and support the <i>Nukara</i> strategy and <i>Tirrina</i> model▪ oversee successful implementation of the strategy and action plan▪ ensure and oversee the appropriate and ongoing allocation of Government funding and resourcing to implement all the structures, services and systems that comprise the model, with clear focus on:<ul style="list-style-type: none">- expanding and supporting the resources of and services delivered by ACCOs, including workforce development strategies- increasing ACCO capacity and capability for child safety decision-making- enabling the progressive transfer of legislated functions and powers▪ ensure Tasmanian Government representative participation in critical national and state initiatives, including the two-way communication of activities and progress relevant to Closing the Gap, Safe and Supported and Family Matters▪ gather and share information in accordance with the principles of Aboriginal data sovereignty▪ champion, sponsor and enable the progressive transfer of statutory child safety decision-making to the Aboriginal community▪ encourage and embed truth-telling principles across and within all Tasmanian Government and non-government agencies, initiating and supporting efforts to improve knowledge and understanding of Aboriginal cultural heritage, strengths, values and ways of doing▪ ensure accountability, rigour and transparency across all parts and phases of the implementation process.

The proposed steering committee must adhere to the guiding principles and the theory and practice of systems change embedded in *Nukara*. Steering committee members must understand where *Nukara* fits within national and state commitments to ensuring safety and equity for Aboriginal children.

The purpose and functions of the steering committee may be accommodated within an existing or new child safety governance structure, contingent on the compatibility of terms of reference and the presence of executive-level membership.

Project management

The *Nukara* project manager and project team will sit within and be appointed by the Tasmanian Aboriginal Centre.

The **project manager will be a member** of the steering committee and report to that group on project status, milestones, risks and critical issues as they arise.

The project manager will lead, coordinate and report on the status of all project and sub-project activities, ensuring that all activities are undertaken in accordance with *Nukara's* theory of systems change and principles of change management.

Sub-project teams, working groups and reference groups will be established, as and when required, to support aspects of implementation.

Appendix 7: Tirrina Service programs

Program 1: Kani Pama

Current state

The Strong Families, Safe Kids Advice and Referral Line (ARL) is currently the first point of contact for concerns or reports involving the abuse or safety of all children in Lutruwita. Any child identified as Aboriginal is then referred to an Aboriginal Liaison Officer (ALO) for initial assessment.

In June 2022, a report published by the Tasmanian Auditor-General found that ALOs 'have wide coverage and limited capacity and are not resourced to deliver fully all aspects of their role'. Limitations and challenges of current ALO arrangements include:

- capacity and resourcing issues
- no decision-making powers
- time delays in receiving notifications from ARL
- ALOs are not located statewide.

Future state

When established, Kani Pama will be the first point of contact for concerns and reports involving the abuse or safety of Aboriginal children in Lutruwita. Initial referrals may pass through the ARL or be received directly from any person or organisation, including any member of the Aboriginal or broader Tasmanian community, staff of the Tasmanian Aboriginal Centre or a government or non-government organisation, including interstate child safety agencies.

The service program will feature:

- meeting with the family and discussing their needs
- assessing the child's safety against an Aboriginal child-safe practice framework (to be developed as part of Kani Pama)
- involving the family in the assessment process.

Potential pathways after initial referral are:

1. **Advice:** brief, focused interaction, with no further action required at the time

OR

2. **Onward referral:** to the Ningina program, Palawa Partnership Team, another authorised ACCO or back to the ARL.

Program 2: Ningina

Current state

The Tasmanian Aboriginal Centre currently provides family support and IFES programs for Aboriginal children statewide.

Limitations and challenges of the current state include:

- limited funding, despite evidence that culturally informed early intervention is critical to preventing escalating issues
- tightly controlled budgets, with onerous reporting requirements
- referrals to IFES require children and families to have an 'open' file with ARL and the Child Safety Service
- children and families frequently have to tell their story multiple times to many different workers.

Future state

Ningina will provide an enhanced program of Aboriginal-designed and delivered support services for prevention and early intervention, with the aim of preventing Aboriginal children entering the child safety and out-of-home care systems. Ningina will also allow Tasmanian Aboriginal Centre workers to focus more on service delivery and less on administrative tasks.

Ningina will enhance existing programs to:

- encourage and provide opportunities to families to take the lead in decision-making
- nurture a family-centred approach
- advance culturally informed and trauma-informed approaches
- offer a holistic, wraparound service program for families covering physical, mental, emotional and cultural health, intensive in-home support, parenting, housing and brokerage

- personalise the allocation of Tasmanian Aboriginal Centre workers to children and families. A worker may be allocated to more than one family but, wherever possible, each family is allocated only one worker
- provide ongoing support to families whose children are in out-of-home care, such as enrolment in parenting programs, coordination of family visits, support for reunification and family-finding.

Potential pathways are:

1. **Ongoing:** families will be provided with holistic support opportunities/services until that support is no longer required

OR

2. **Onward referral:** if concerns are unresolved and child safety concerns escalate, the family will be referred to the Palawa Partnership Team for further assessment and decision-making, while Ningina support will continue to be provided.

Program 3: Palawa Partnership Team

Current state

The Child Safety Service currently makes statutory decisions about child safety risks and family reunification through a structure known as a Decision-Making Forum (DMF).

When working with Aboriginal families, the Child Safety Service should do everything practical and possible to make sure the child is safe and stays connected to their family, culture and community.

Limitations and challenges of the current state include:

- a pattern of excluding or delaying invitations to Aboriginal families and Tasmanian Aboriginal Centre representatives to attend meetings

- voices of non-Aboriginal foster carers are frequently prioritised over the voices of children, families and Aboriginal community representatives
- there is a lack of adherence to departmental policies for application of the Placement Principle
- inconsistent approaches to shared decision-making
- current and historical information about children's circumstances is not always shared with the Tasmanian Aboriginal Centre.

Future state

The Palawa Partnership Team will demonstrate an authentic, Aboriginal-led and culturally informed approach to decision-making and take active efforts to apply the Placement Principle.

The Palawa Partnership Team will work together to ensure that:

- the Child Safety Service engages actively and productively with this team when statutory decisions are to be made that involve Aboriginal children
- the Team is supported by an Aboriginal legal service or team
- a strong cultural lens is applied to all decisions made.

Potential pathways are:

1. **Ongoing:** If child safety concerns are ongoing, decisions involving the child's safety remain with the Palawa Partnership Team and Ningina support will continue to be provided

OR

2. **Referral:** If a child safety order is required, the family will be referred to Takariliya Taypani.

Program 4: Takariliya Taypani

Current state

The Tasmanian Aboriginal Centre currently runs a program to identify Aboriginal children in out-of-home care who are eligible for the program. After being identified, children are invited to join the program, which supports them to set and achieve short and long-term goals, and to build closer family and cultural connections and keep them safe.

Future state

Takariliya Taypani will build on existing structures and resources, strengthen the program's capability to provide children with the best possible support for achieving positive life outcomes and meaningful connections with family, community, culture and country.

Potential pathways are:

1. **Ongoing:** children (and families) will continue to participate in the program on a voluntary basis until they are no longer subject to family safety orders

AND/OR

2. **Onward referral:** participants may be referred to the Palawa Partnership Team if statutory decisions are required.

ENDNOTES

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