

Internal Deliberative Information

[Redacted content]

Regards



Dale WEBSTER PSM
Acting Secretary
(he/him/his)
Department of Health

Personal Information
[Redacted]
www.health.tas.gov.au

It's always OK to speak up

Find out how at:

www.health.tas.gov.au/child-safety-and-wellbeing



I acknowledge and respect Tasmanian Aboriginal people as the traditional owners and ongoing custodians of the land on which I work and live, and pay respect to Elders past and present.

From: Office of the Deputy Secretary - Community Mental Health and Wellbeing
Sent: Monday, 27 May 2024 4:05 PM
To: Sutton, Dylan; Mayo, Anna J; Simpson, Tom; McDonald, Elizabeth (Exec Director Statewide Allied Health); Elijah, Bension; Schofield, Catherine A; Reid, Andrew S; Jacobs, Sarah R; Kim, Melissa L; Emery, Jordan D; Clarke, George A; Pinkard, Bronwen C; Steedman, Trudi L; Ford, Kim; Garvey, Kate; Jones, Ioan M; Bowden, Amy; Goodbourn, Jim; Monty, Rick L
Subject: CMHW Executive - Memo from Deputy Secretary: Vacancy Control and Budget Position
Attachments: D24_52224 - CMHW Memo - Budget position and Vacancy Control Committee.pdf

Hi All

Please find attached a memo from Rick Monty, Acting Deputy Secretary in relation to a Vacancy Control Committee and the Departments budget position.

Regards
Jo



Jo Berry
Principal Officer
Office of the Deputy Secretary, Community, Mental Health and Wellbeing
Department of Health

Personal Information

From: Office of the Secretary Mailbox
Sent: Friday, 17 May 2024 12:44 PM
To: Arya, Dinesh K; Badcock, Sally; Clarke, George A; Docherty, Brendan Q; Douce, Francine; Emery, Jordan D; Feike, Brent; Gregory, Shane T; Hargrave, Andrew J; Hyland, Paula; Jeffery, Craig R; Lieutier, Fiona C; McDonald, Joe; Monty, Rick L; Pyszkowski, Laura K; Searle, Michelle; Webster, Dale E
Cc: Wilson, Andrea
Subject: CONFIDENTIAL - Budget Development and Management Update - Budget and Finance Meeting Minute Extract - 2 May 2024

Dear Executive,

At Tuesday's Health Executive meeting, Craig noted that the full detail of the over view that he provided on the Budget was contained in the last Budget and Finance Minutes.

As they have not yet been circulated to you, please find the extract below of those minutes:

- 2024-25 Budget Development and
- 2023-24 Budget Management.

Please note, this information is CONFIDENTIAL and is not to be shared further than the Executive.

Internal Deliberative Information



Internal Deliberative Information

Kind regards



Tracy McCarthy
Projects & Communications Officer
Governance, Executive and Ministerial Services
Office of the Secretary - Department of Health
Phone: **Personal Information**
Email: **Personal Information**

It's always OK to speak up

Find out how at:

www.health.tas.gov.au/child-safety-and-wellbeing



File No.: D24/52224

Memo

To: CMHW Executive
From: Rick Monty, Acting Deputy Secretary, CMHW
Date Prepared: 27 May 2024

Subject: **Budget position and Vacancy Control Committee**

The Department's budget position has deteriorated significantly over this financial year and is forecast to continue to worsen in 2024-25 unless strategies are put in place. In addition, the Department is expected to make savings from next financial year.

The Secretary has advised that a Vacancy Control Committee will be in place as a strategy to assist with budget repair. The purpose of the Committee to assess recruitment as a final step prior to advertising. Membership is, Secretary/Associate Secretary, Chief Finance Officer and Chief People Officer.

The Committee will, assess the need for the position, assess whether it is an expansion or replacement of existing services, and play a key role in ensuring that redeployment is the first option in all recruitment processes, including whether there are unfunded staff elsewhere who could be redeployed.

In the job card, you need to ensure that you have mounted your case for approval. This should include what is the risk if the position is not filled.

It is not yet clear whether the Committee will also be reviewing PTVs. Hospitals and Primary Care has established a process whereby the Deputy Secretary HPC, the Chief Executives of the Hospitals and the Director Finance and Procurement are reviewing all PTVs prior to final approval. CMHW has had a strategy in place that PTVs to establish or increase positions must have a Minute or Business Case approved by the Deputy Secretary for a while now. In addition, the Director Finance and Procurement, is very carefully scrutinising PTVs ensuring that the funding exists, or that the funding aligns with the job (i.e., it is not creating a permanent role where there is only fixed term funding – regardless of difficulty to fill).

As you would also be aware, PTVs are taking a long time to approve due to DFP reviewing every single PTV, and Job Design being significantly understaffed.

Rick and Bronwen will provide more information once the Committee has met, and its terms of reference are clear.

Approval of Locum, Agency Nurse and Agency Allied Health Placements

It is not clear yet whether the Committee will also consider Locum, Agency Nurse and Agency Allied Health placements. However, the Secretary has requested that all requests for placements provide evidence of the following:

- If the role is not patient facing
 - is there a need to backfill the role?

- Is there a need to back fill the entire period of the vacancy?
- Can the vacancy be covered by adding duties to another role or other roles?
- If the patient is part patient facing, is there a need to backfill 100% of the duties, or can it be backfilled just for the patient facing element.
- If considering backfilling internally and this would then result in a locum or agency nurse at the lower level
 - is there a need to backfill the role?
 - Is there a need to back fill the entire period of the vacancy?
 - Can the vacancy be covered by adding duties to another role or other roles?
 - If the patient is part patient facing, is there a need to backfill 100% of the duties, or can it be backfilled just for the patient facing element.
- If the role is patient facing?
 - Can the vacancy be covered by a staff member in a non-patient facing role, which would not need to be backfilled?
 - Is a safe service reduction possible?
 - If leaving the role vacant would increase risk, is there a way of managing that risk without backfilling the role?
 - Is there a need to cover the entire period of the vacancy?
 - Does the role need 100% coverage, or can it be managed with reduced coverage (full time role covered as part-time)?
 - Does the entirety of every shift need coverage, or can the area manage if reduced hours per shift were available?
 - Can the vacancy be covered by another means (casual, VMO, EN for RN, Part time staff increasing hours temporarily, overtime, reconfiguring rosters etc)?
 - What other factors might impact the need for the backfilling of the role (e.g., if we are going to have a theatre out of action for a month may not need to backfill all theatre staff roles during the period)?

If the engagement is estimated to cost more than \$250,000, it needs to have a Minute to the Secretary or Associate Secretary approved. For engagements less than \$250,000, this needs to have Deputy Secretary CMHW approval (this is via the job cards in PageUp). The job card will need to provide the justification for the engagement.

From 1 June 2024, the new Agency Nurses & Midwives contract comes into effect which includes an updated contract advice and list of suppliers on the panel. The contract terms have been updated and the number of suppliers on the panel of providers has significantly increased. From 1 November 2023, the new Locum Medical Officer contract, the new Allied Health Locum contract came into effect. This should eliminate the use of providers not on the panels.

If the provider is not listed on the Department's panel of providers (see below), you will need to do a Direct Selection which includes a Minute to the Secretary and a paper to Procurement Review Committee, and PRC must endorse the direct selection. However, with all new contracts in place, this could be difficult to argue.

Manager – Finance and Business CMHW is also reviewing the Locum, Agency Nurse and Agency Allied Health job cards prior to Deputy Secretary approval and is working with HR to determine if the position can be added into the approval chain as an extra step before Deputy Secretary approval.

From: Emery, Jordan D
Sent: Monday, 27 May 2024 5:50 PM
To: Makrides, Tim; Kreismann, Erica; Baxter, Michelle S; Sweeney, Jane A; Salter, Debra JS
Cc: Ambulance Tasmania - Office of the Chief Executive; Ekdahl, Anna K
Subject: FW: CMHW Executive - Memo from Deputy Secretary: Vacancy Control and Budget Position
Attachments: D24_52224 - CMHW Memo - Budget position and Vacancy Control Committee.pdf

Hi Colleagues,

I am sharing the attached memorandum from the Deputy Secretary with you in confidence. The financial position of the Department, CMHW and Ambulance Tasmania will need to be carefully managed. In the coming weeks I will meet with Deb so that we can develop financial recovery templates for various parts of the organisation to prevent the same significant over-spend that we have had over the last six months.

Please familiarise yourself with the contents of the memorandum and the required actions for any new positions. I will need to consider this as I review any new positions that are cleared through me.

Sincerely,

Jordan Emery
Chief Executive
Ambulance Tasmania



Personal Information



Ambulance Tasmania



@AmbulanceTas



Ambulance Tasmania

Note – for all professional matters, please direct emails to **Personal Information (Office of the Chief Executive)**

From: Office of the Deputy Secretary - Community Mental Health and Wellbeing

Personal Information

Sent: Monday, May 27, 2024 4:05 PM

To: Sutton, Dylan **Personal Information**; Mayo, Anna J **Personal Information** >; Simpson, Tom **Personal Information**; McDonald, Elizabeth (Exec Director Statewide Allied Health) **Personal Information**; Elijah, Bension **Personal Information**; Schofield, Catherine A **Personal Information** >; Reid, Andrew S **Personal Information**; Jacobs, Sarah R **Personal Information**; Kim, Melissa L **Personal Information**; Emery, Jordan D **Personal Information** >; Clarke, George A **Personal Information**; Pinkard, Bronwen C **Personal Information**

Steedman, Trudi L [Personal Information] Ford, Kim [Personal Information]; Garvey,
Kate [Personal Information] Jones, Ioan M [Personal Information]; Bowden, Amy
[Personal Information] Goodbourn, Jim <[Personal Information]>; Monty, Rick L
[Personal Information]

Subject: CMHW Executive - Memo from Deputy Secretary: Vacancy Control and Budget Position

Hi All

Please find attached a memo from Rick Monty, Acting Deputy Secretary in relation to a Vacancy Control Committee and the Departments budget position.

Regards

Jo



Jo Berry
Principal Officer
Office of the Deputy Secretary, Community, Mental Health and Wellbeing
Department of Health
[Personal Information]



Meeting Paper

Committee Name: Community, Mental Health and Wellbeing Executive
Prepared by: Bronwen Pinkard, Manager Business Support Community, Mental Health and Wellbeing Executive
Date Prepared: 28 June 2023
Cleared by: George Clarke, Acting Deputy Secretary CMHW

Subject: **Creating New Positions and Increasing Existing Positions**

Recommendations

- 1 That the Executive note that a business case or Minute must be prepared and approved by the Deputy Secretary when creating any new position.**
- 2 That the Executive note that a business case or Minute must be prepared and approved by the Deputy Secretary when increasing the full time equivalent (FTE) associated with a position.**

Summary of Key Issues

- In 2022-23, the Department is estimating a budget deficit. This is expected to increase in 2023-24, and in 2024-25, the Government has announced it will be implementing an Efficiency Dividend.
- The 2023-24 Budget will be constrained in that the Government has only allocated wage indexation of 2.5 per cent thereby effectively already implementing an efficiency dividend.
- Similarly, the Consumer Price Index (CPI) to the end of the March 2023 quarter was 6.9 per cent, which is also significantly above the rate of indexation Treasury provide on non salary expenditure (2 per cent).
- The Independent Hospitals Pricing Authority has provided growth of 3.9 per cent for 2023-24 expenditure. This is the rate of indexation applied to the THS budget funded by the Australian Government under the National Health Reform Agreement.
- CMHW has been allocated additional funding for several reforms and initiatives in recent budgets. However, due to limited financial constraints, many of these were not fully funded and some initiatives were announced as funded from the Department's existing resources.
- CMHW also has budget pressures and risks that have evolved since the 2023-24 Budget process or were not included in the Budget submission process.
- Workforce is the biggest cost in the Department. The Department requires a proposal to vary establishment (PTVE) to create, increase or decrease FTE, or abolish a position. PTVES go through an

approval process including the appropriate delegate (Deputy Secretary CMHW), and the Director of Finance and Procurement (DFP) on behalf of the Chief Finance Officer.

- The DFP has implemented that all PTVs relating to CMHW will go through the Manager Business Support CMHW for approval.
- The current process of creating positions is inconsistent, with some areas of CMHW preparing a Minute or Business Case to substantiate the position.
- Going forward, to create a new position or increase the FTE, a business case or Minute needs to be prepared and approved by the Deputy Secretary CMHW. This needs to include:
 - What is the position
 - Why is the position required and what are the benefits of the role
 - What are the risks of not creating the position, including what will be the impact on service delivery
 - How does the position link to the Department's Strategic Priorities
 - What is the estimated cost of the position
 - How will the position be funded.
- Note that where a steering committee has approved creating positions as part of its reform activities, this will also be acceptable.
- Finance and Business Support can provide cost estimates and assist to prepare business cases or Minutes and these will go through the Manager Business support CMHW prior to Deputy Secretary consideration.
- The ultimate approval for a PTV is with the Director Finance and Procurement. Therefore, even if a position is approved by the Deputy Secretary CMHW, the DFP may reject the PTV.

Analysis of Options

- That a business case or Minute must be prepared and approved by the Deputy Secretary when creating a new position, or increasing the FTE associated with a position. This is the recommended option.
 - This will ensure that increases in the workforce in CMHW have substantiated the need for the position.
 - This will help CMHW make best strategic use of its limited resources.
 - That the appropriate delegates have a more robust framework to support increases in the establishment.
 - Note that there will be cases where unfunded positions are required and Finance will work with the business unit to manage and monitor these risks, and attempt to find a funding source for it in the future.
- Maintain the current process. This is not the recommended option.
 - The current process is ad hoc and inconsistent
 - The funding source of positions is often not clear and finance has to invest time ensuring PTVs are up to a standard that justifies the position and clearly explains the funding source.

- Reform related positions that are often created piecemeal which makes it difficult to get an overall picture and estimated cost of the proposed new structure or model of care and ensure that this is within the funding envelope.

Prepared by	Bronwen Pinkard	Manager Business Support CMHW	28 June 2023	Personal Information
Cleared by	George Clarke	Acting Deputy Secretary CMHW	30 June 2023	Personal Information

I

Ministerial Briefing

Savings Strategy Description	Ministerial Briefing [Redacted] [Redacted]
Ministerial Portfolio	Health Mental Health and Wellbeing
Implementation Overview	<h1>Ministerial Briefing</h1>
Operational Impact Summary	
Frontline Service Impacts	
Measurement and Reporting	
Summary of Key Risks	
Stakeholder Management	

Financial Information

	2024-25 \$'000	2025-26 \$'000	2026-27 \$'000	2027-28 \$'000
Annual Savings Estimate	<h1>Ministerial Briefing</h1>			
Expenses				
Purchases of Non-Financial Assets				
Total Annual Savings				

Ministerial Briefing

Savings Strategy Description	Ministerial Briefing
Ministerial Portfolio	Health Mental Health and Wellbeing
Implementation Overview	Ministerial Briefing
Operational Impact Summary	
Frontline Service Impacts	
Measurement and Reporting	
Summary of Key Risks	
Stakeholder Management	

Financial Information

	2024-25	2025-26	2026-27	2027-28
	\$'000	\$'000	\$'000	\$'000
Annual Savings Estimate				
Expenses				
Purchases of Non-Financial Assets				
Total Annual Savings				

Ministerial Briefing

Ministerial Briefing

Savings Strategy Description	Ministerial Briefing
Ministerial Portfolio	Health Mental Health and Wellbeing
Implementation Overview	<h1>Ministerial Briefing</h1>
Operational Impact Summary	
Frontline Service Impacts	
Measurement and Reporting	
Summary of Key Risks	
Stakeholder Management	

Financial Information

	2024-25	2025-26	2026-27	2027-28
	\$'000	\$'000	\$'000	\$'000
Annual Savings Estimate	<h1>Ministerial Briefing</h1>			
Expenses				
Purchases of Non-Financial Assets				
Total Annual Savings				

Ministerial Briefing

Savings Strategy Description	Ministerial Briefing [Redacted] [Redacted] [Redacted]
Ministerial Portfolio	Health Mental Health and Wellbeing
Implementation Overview	<h1>Ministerial Briefing</h1>
Operational Impact Summary	
Frontline Service Impacts	
Measurement and Reporting	
Summary of Key Risks	
Stakeholder Management	

Financial Information

	2024-25	2025-26	2026-27	2027-28
	\$'000	\$'000	\$'000	\$'000
Annual Savings Estimate	<h1>Ministerial Briefing</h1>			
Expenses				
Purchases of Non-Financial Assets				
Total Annual Savings				

Ministerial Briefing

Savings Strategy Description	<h1>Ministerial Briefing</h1>		
Ministerial Portfolio		Health Mental Health and Wellbeing	
Implementation Overview		<h1>Ministerial Briefing</h1>	
Operational Impact Summary			
Frontline Service Impacts			
Measurement and Reporting			
Summary of Key Risk			
Stakeholder Management			

Financial Information

	2024-25	2025-26	2026-27	2027-28
	\$'000	\$'000	\$'000	\$'000

Annual Savings Estimate

Expenses

Purchases of Non-Financial Assets

Total Annual Savings

Ministerial Briefing

Ministerial Briefing

Savings Strategy Description	Ministerial Briefing
Ministerial Portfolio	Health Mental Health and Wellbeing
Implementation Overview	Ministerial Briefing
Operational Impact Summary	
Frontline Service Impacts	
Measurement and Reporting	
Summary of Key Risks	
Stakeholder Management	

Financial Information

	2024-25	2025-26	2026-27	2027-28
	\$'000	\$'000	\$'000	\$'000
Annual Savings Estimate	Ministerial Briefing			
Expenses				
Purchases of Non-Financial Assets				
Total Annual Savings				

Ministerial Briefing

Savings Strategy Description	Ministerial Briefing
Ministerial Portfolio	Health Mental Health and Wellbeing
Implementation Overview	Ministerial Briefing
Operational Impact Summary	
Frontline Service Impacts	
Measurement and Reporting	
Summary of Key Risks	
Stakeholder Management	

Financial Information

	2024-25	2025-26	2026-27	2027-28
	\$'000	\$'000	\$'000	\$'000
Annual Savings Estimate				
Expenses				
Purchases of Non-Financial Assets				
Total Annual Savings				

Ministerial Briefing

Ministerial Briefing

Savings Strategy Description	Ministerial Briefing
Ministerial Portfolio	Health Mental Health and Wellbeing
Implementation Overview	Ministerial Briefing
Operational Impact Summary	
Frontline Service Impacts	
Measurement and Reporting	
Summary of Key Risks	
Stakeholder Management	

Financial Information

	2024-25	2025-26	2026-27	2027-28
	\$'000	\$'000	\$'000	\$'000
Annual Savings Estimate	Ministerial Briefing			
Expenses				
Purchases of Non-Financial Assets				
Total Annual Savings				

Ministerial Briefing

Savings Strategy Description	Ministerial Briefing
Ministerial Portfolio	Health Mental Health and Wellbeing
Implementation Overview	Ministerial Briefing
Operational Impact Summary	
Frontline Service Impacts	
Measurement and Reporting	
Summary of Key Risks	
Stakeholder Management	

Financial Information

	2024-25	2025-26	2026-27	2027-28
	\$'000	\$'000	\$'000	\$'000

Annual Savings Estimate

Expenses

Purchases of Non-Financial Assets

Total Annual Savings

Ministerial Briefing

Ministerial Briefing

Savings Strategy Description	Ministerial Briefing
Ministerial Portfolio	Health
Implementation Overview	Ministerial Briefing
Operational Impact Summary	
Frontline Service Impacts	
Measurement and Reporting	
Summary of Key Risks	
Stakeholder Management	

Financial Information

	2024-25	2025-26	2026-27	2027-28
	\$'000	\$'000	\$'000	\$'000
Annual Savings Estimate				
Expenses				
Purchases of Non-Financial Assets				
Total Annual Savings				

Ministerial Briefing

Savings Strategy Description	Ministerial Briefing
Ministerial Portfolio	
	Health Mental Health and Wellbeing
Implementation Overview	Ministerial Briefing
Operational Impact Summary	
Frontline Service Impacts	
Measurement and Reporting	
Summary of Key Risks	
Stakeholder Management	

Financial Information

	2024-25	2025-26	2026-27	2027-28
	\$'000	\$'000	\$'000	\$'000

Annual Savings Estimate
 Expenses
 Purchases of Non-Financial Assets
Total Annual Savings

Ministerial Briefing

Ministerial Briefing

Savings Strategy Description	Ministerial Briefing
Ministerial Portfolio	
	Health Mental Health and Wellbeing
Implementation Overview	Ministerial Briefing
Operational Impact Summary	
Frontline Service Impacts	
Measurement and Reporting	
Summary of Key Risks	
Stakeholder Management	

Financial Information

	2024-25	2025-26	2026-27	2027-28
	\$'000	\$'000	\$'000	\$'000
Annual Savings Estimate				
Expenses				
Purchases of Non-Financial Assets				
Total Annual Savings				

Ministerial Briefing

Ministerial Briefing

Savings Strategy Description	Ministerial Briefing
Ministerial Portfolio	
	Health Mental Health and Wellbeing
Implementation Overview	Ministerial Briefing
Operational Impact Summary	
Frontline Service Impacts	
Measurement and Reporting	
Summary of Key Risks	
Stakeholder Management	

Financial Information

	2024-25	2025-26	2026-27	2027-28
	\$'000	\$'000	\$'000	\$'000

Annual Savings Estimate
 Expenses
 Purchases of Non-Financial Assets
Total Annual Savings

Ministerial Briefing

Ministerial Briefing

Savings Strategy Description	Ministerial Briefing
Ministerial Portfolio	Health Mental Health
Implementation Overview	Ministerial Briefing
Operational Impact Summary	
Frontline Service Impacts	
Measurement and Reporting	
Summary of Key Risks	
Stakeholder Management	

Financial Information

	2024-25	2025-26	2026-27	2027-28
	\$'000	\$'000	\$'000	\$'000
Annual Savings Estimate				
Expenses				
Purchases of Non-Financial Assets				
Total Annual Savings				

Ministerial Briefing

Ministerial Briefing

Savings Strategy Description	<h1>Ministerial Briefing</h1>
Ministerial Portfolio	
Implementation Overview	<h1>Ministerial Briefing</h1>
Operational Impact Summary	
Frontline Service Impacts	
Measurement and Reporting	
Summary of Key Risks	
Stakeholder Management	

Financial Information

	2024-25	2025-26	2026-27	2027-28
	\$'000	\$'000	\$'000	\$'000
Annual Savings Estimate	<h1>Ministerial Briefing</h1>			
Expenses				
Purchases of Non-Financial Assets				
Total Annual Savings				

Ministerial Briefing

Savings Strategy Description	Ministerial Briefing
Ministerial Portfolio	Health Mental Health and Wellbeing
Implementation Overview	<h1>Ministerial Briefing</h1>
Operational Impact Summary	
Frontline Service Impacts	
Measurement and Reporting	
Summary of Key Risks	
Stakeholder Management	

Financial Information

	2024-25	2025-26	2026-27	2027-28
	\$'000	\$'000	\$'000	\$'000
Annual Savings Estimate	<h1>Ministerial Briefing</h1>			
Expenses				
Purchases of Non-Financial Assets				
Total Annual Savings				

Ministerial Briefing

Savings Strategy Description	Ministerial Briefing
Ministerial Portfolio	Health Mental Health and Wellbeing
Implementation Overview	Ministerial Briefing
Operational Impact Summary	
Frontline Service Impacts	
Measurement and Reporting	
Summary of Key Risks	
Stakeholder Management	

Financial Information

	2024-25	2025-26	2026-27	2027-28
	\$'000	\$'000	\$'000	\$'000
Annual Savings Estimate				
Expenses				
Purchases of Non-Financial Assets				
Total Annual Savings				

Ministerial Briefing

Ministerial Briefing

Savings Strategy Description	Ministerial Briefing
Ministerial Portfolio	Health Mental Health and Wellbeing
Implementation Overview	Ministerial Briefing
Operational Impact Summary	
Frontline Service Impacts	
Measurement and Reporting	
Summary of Key Risks	
Stakeholder Management	

Financial Information

	2024-25	2025-26	2026-27	2027-28
	\$'000	\$'000	\$'000	\$'000

Annual Savings Estimate

Expenses
Purchases of Non-Financial Assets

Total Annual Savings

Ministerial Briefing

Ministerial Briefing

Savings Strategy Description	Ministerial Briefing
Ministerial Portfolio	
Implementation Overview	Ministerial Briefing
Operational Impact Summary	
Frontline Service Impacts	
Measurement and Reporting	
Summary of Key Risks	
Stakeholder Management	

Financial Information

	2024-25	2025-26	2026-27	2027-28
	\$'000	\$'000	\$'000	\$'000


Annual Savings Estimate

Expenses
Purchases of Non-Financial Assets

Total Annual Savings

Ministerial Briefing

File No.: MIN23/2757

	APPROVED / NOT APPROVED
	Minister's Signature
	
	Date: 29 November 2023

Minute to the Minister

Hon Guy Barnett MP
Minister for Health

Critical Date: URGENT

Subject: 2023-24 Budget Efficiency Dividend Allocation and Proposed Savings Strategies

Recommendation:

It is recommended that you:

- approve the Department of Health's proposed savings strategies commencing from 2024-25; and
- note that the Department will provide a final version of the documentation to Treasury's Budget Branch once your approval is given.

Background

- The 2023-24 Budget included an efficiency dividend commencing from 2024-25 totalling \$300 million across all Agencies over the Forward Estimates.

- Budget Committee has determined that the Department’s Budget appropriation expenditure will be reduced by the following amounts:

	2023-24 \$'000	2024-25 \$'000	2025-26 \$'000	2026-27 \$'000	2027-28 \$'000
Budget Efficiency Dividend Allocation	<h1>Cabinet Information</h1>				

- Correspondence from Treasury is attached (Attachment 1 – Memo from Treasury advising the Department’s Budget Efficiency Dividend Allocation).
- The Department’s savings strategies have been developed in accordance with Treasury’s Principles for Agency-Specific Savings Strategies (refer Attachment 1).

Key Issues

- A sub-committee of the Health Executive Committee has proposed Agency specific measures to meet the savings requirements. This information is required to be provided to Treasury by no later than 24 November 2023.
- The following strategies have been identified to meet the savings requirement (refer Attachment 2):

- # Ministerial Briefing
-
-
-

◦ Ministerial Briefing

- Ministerial Briefing
- A Progress Report outlining how the Department will monitor the savings progress is attached to this Minute (Attachment 3). This will enable the Department to report achievement to yourself and to Budget Committee.
- The Department's Finance and Business Support staff will provide a response directly to Treasury when Ministerial approval is given.

Financial Consideration

- The savings amounts will be visible in the 2024-25 Budget at a high level.

Risk Implications

- Ministerial Briefing

Communication Considerations

- The progress of savings strategies will be regularly reported to Budget Committee.
- Savings strategies will be reported to Treasury through the approved template.

Internal Consultation

- Further internal consultation will be required to implement the strategies throughout the Agency.

Attachments

- 1 Memo to Department of Health – Savings Allocation
- 2 Health – Agency Savings Strategy Supporting Information
- 3 Health – Savings Progress Report

Clearances

Prepared by	Elizabeth Jacob	Principal Business Analyst	Personal Information	16 November 2023
Through	Graham Murray	Manager – Budget Development and Advice		16 November 2023
Through	Shane Bond	Acting Director Finance and Procurement		20 November 2023
Through	Craig Jeffery	Chief Financial Officer		20 November 2023
Cleared by	Kathrine Morgan-Wicks	Secretary		24 November 2023

Budget Committee - Savings Strategies

11 December 2023

Ministerial Portfolio: Health

**Savings Strategies commencing from 2024-25 –
Department of Health**

Key Spokesperson:	Dale Webster, Deputy Secretary Community Mental Health and Wellbeing
--------------------------	---

Status:	In Progress
----------------	--------------------

Cabinet Information



Cabinet Information

Cabinet Information

Cabinet Information

Clearances

Prepared by	Elizabeth Jacob	Principal Business Analyst	Personal Information	6 December 2023
Through	Graham Murray	Manager – Budget Development and Advice		6 December 2023
Cleared by	Dale Webster	Deputy Secretary, Community Mental Health and Wellbeing		7 December 2023
Cleared by	Craig Jeffery	Chief Financial Officer		8 December 2023

Department of Treasury and Finance

The Treasury Building
21 Murray Street HOBART TAS 7000
GPO Box 147 HOBART TAS 7001 Australia
Telephone (03) 6166 4444 Facsimile (03) 6173 0219
Email secretary@treasury.tas.gov.au Web www.treasury.tas.gov.au



Doc reference 23/213144

Ms K Morgan-Wicks
Secretary
Department of Health

Attention: Craig Jeffery

2023-24 Budget Efficiency Dividend Allocation and Savings Strategy Process

As you are aware, the 2023-24 Budget included an efficiency dividend commencing from 2024-25 totalling \$300 million over the Forward Estimates. Achievement of these savings is essential to the delivery of the Government's stated Budget outcomes.

The purpose of this memorandum is to advise you of your agency's Budget Efficiency Dividend allocation and the process to identify savings strategies that will deliver the value of savings allocated.

The Government has determined that your Agency's Budget appropriation expenditure shall be reduced by the following amounts:

	2023-24 \$'000	2024-25 \$'000	2025-26 \$'000	2026-27 \$'000	2027-28 \$'000
Budget Efficiency Dividend Allocation					

Cabinet Information

The savings allocated to your Agency is based on the average value of agency appropriations in the 2023-24 Budget between 2024-25 and 2026-27, adjusted for certain items including: infrastructure investment; Australian Government Funding; Administered Expenses; and contracted grant arrangements.

Each agency must now determine, in conjunction with its Minister/(s), agency specific measures to meet these savings requirements. This information is to be collated into a Savings Plan for Budget Committee's consideration and must be provided to Treasury by no later than 24 November 2023.

Principles for Agency-Specific Savings Strategies have been prepared to guide agencies in the development and approval of savings measures (refer Attachment 1).

Agencies are requested to provide a whole-of-agency summary that lists and totals all savings strategies and specific information on each strategy. Treasury has prepared templates to assist in preparing this information (refer Attachment 2). These will also be emailed directly to senior finance officer(s) in your agency.

Should you have any queries or require any further information regarding this matter, please contact Eleanor Patterson on **Personal Information** or email **Personal Information**



for Fiona Calvert
Acting Secretary

29 September 2023

Encl

Attachment I: Principles for Agency-Specific Savings Strategies**1) Savings measures must be achievable in both the short and long term.**

This means that agencies must identify savings measures that are structural and achievable on an ongoing basis.

It is acknowledged that some savings measures will have a lead time, particularly those making structural or service delivery changes. In these instances, short term savings measures may be used to meet allocated savings until the longer-term measures can be implemented.

2) Savings measures must be allocated to activities and costs within the control or influence of the agency.

In general terms, this means that savings measures should be applied to controlled activities and not applied to administered items or for specific activities funded from specific external parties, such as the Australian Government.

3) Savings measures must consider operational impacts.

This means that the savings measures must consider matters including but not limited to: timing and transitional issues; staffing impact; internal communications; and change management requirements.

4) Savings measures must not negatively impact on the outcomes of frontline services.

This means that while a savings measure can be allocated to any agency operating cost allowed within these principles, including those associated with frontline services such as reduction of staff, it should have no impact (or limit the impact) on the intended outcome of frontline services (ie, no reduction in services).

5) Savings measure achievement must be able to be reliably reported to Budget Committee.

This means that agencies must be able to regularly and accurately report on progress to Budget Committee.

Attachment 2: Agency Savings Strategy Template

<TITLE>

Savings Strategy Description	The Description should be concise and accurately capture the intent and impact of the savings strategy.
Ministerial Portfolio	Please specify.
Implementation Overview	Please provide a brief overview of how the savings strategy will be achieved. Consider timeframes, balancing short term/long term strategies. All savings strategies must be within the control/influence of the agency.
Operational Impact Summary	Please provide a brief overview of how this strategy will be integrated within the impacted area of the agency. For example, transitional issues; staffing impact; internal communications; and change management requirements.
Frontline Service Impacts	<p>Please provide a summary of frontline service impacts, if any.</p> <p>Savings measures can be allocated to any agency operating cost allowed within the principles for agency specific savings strategies, including those associated with frontline services such as reduction of staff, however savings measures should have no impact (or limit the impact) on the intended outcome of frontline services (ie, no reduction in services).</p>
Measurement and Reporting	Please provide an overview of how achievement of the strategy will be measured to enable reporting back to Minister(s) and Budget Committee.
Summary of Key Risks	Please outline the key risks to implementing the strategy and delivering the estimated value of savings.
Stakeholder Management	Please provide a brief overview of how key stakeholders impacted by the Strategy will be managed.

Financial Information

	2024-25	2025-26	2026-27	2027-28
	\$'000	\$'000	\$'000	\$'000
Annual Savings Estimate				
Expenses				
Purchases of Non-Financial Assets				
Total Annual Savings				

Department of Treasury and Finance

The Treasury Building
21 Murray Street HOBART TAS 7000
GPO Box 147 HOBART TAS 7001 Australia
Telephone (03) 6166 4444 Facsimile (03) 6173 0219
Email secretary@treasury.tas.gov.au Web www.treasury.tas.gov.au



Doc reference 23/166038

To: Accountable Authorities

Attention: Senior Finance Officers

2024-25 Budget Day, Key Dates and Agency Budget Submissions

The purpose of this memorandum is to advise you of the key dates for the 2024-25 Budget and the information required from agencies throughout the Budget Development process.

2024-25 Budget Key Dates

The Treasurer has determined that the 2024-25 Budget will be handed down on Thursday, 30 May 2024. A list of key dates for agencies is provided at Attachment 1 and includes dates previously advised for BIMS updates, Budget Risk reporting and Infrastructure reporting. A schedule of BIMS update requirements is provided at Attachment 2, which is consistent with advice previously provided.

A summary of the information requirements from agencies is provided at Attachment 3. This memorandum specifies the mechanism for submitting the information and provides high-level guidance to assist agencies. Templates (where relevant) will be emailed directly to agencies in conjunction with this memorandum.

Agency Budget Submissions and Other Information Requests

Budget Committee recently considered the key aspects of the 2024-25 Budget Development process. The key features of this process will be:

Cabinet Information

Please note that approval of savings strategies will occur prior to Christmas 2023 and Budget Submissions for funding requests are due by no later than 31 January 2024.

1. Agency Budget Savings Strategies (due 24 November 2023)

The Government has committed to work with Agencies to determine the most appropriate approach to achieving the Budget Efficiency Dividend announced in the 2023-24 Budget.

Agencies will soon be advised of the value of savings required to be delivered over the period 2024-25 to 2026-27 (and ongoing). Agencies will also be provided with principles to guide the development of agency-specific savings strategies.

Agencies are required to provide completed templates to Treasury by no later than close of business 24 November 2023 for consideration by Budget Committee prior to Christmas 2023. Agencies will need to be prepared to discuss and answer queries following submission of the templates.

It is important that the value of Budget Savings Strategies submitted must be equal (or greater to allow for contingency) to the value of the Budget Efficiency Dividend allocated to the agency.

2. Budget Submissions - Funding Requests for Budget Risks, Initiatives and Infrastructure Projects (due 31 January 2024)

Cabinet Information

Cabinet Information

Table I lists the types of funding requests that agencies can submit through the Budget process, along with limits on the number of each type of funding request.

All agencies will be required to prepare an overarching summary listing each funding request in each category in order of priority. This summary will need to cover all portfolios to reflect a whole-of-agency perspective. A template to provide additional background for each budget request will also need to be completed and submitted.

Consistent with past Budget processes, agencies should be prepared to answer queries on each funding request and develop alternative options as requested by the Treasurer and Budget Committee.

Table I: 2024-25 Budget Agency Budget Funding Request Types and Limitations

Cabinet Information

Community Consultation Process

The 2024-25 Budget Community Consultation process has commenced, with submissions due to Treasury on 30 November 2023. Treasury will review the submissions to determine the appropriate lead agency and provide the agency with a copy of submissions by 7 December 2023.

Agencies will be responsible for forwarding submissions to Ministers. Agencies and Ministers may then seek to discuss these submissions with organisations to clarify or expand on any of the information contained within the submission. Agencies should consider Community Consultation submissions in the preparation of Agency funding requests.

Please note that agencies are responsible for responding to submissions as required. Treasury does not respond to any Community Consultation submissions received. Agencies are also responsible for providing any post-Budget feedback to organisations regarding the funding of their submission.

Treasury will also hold two information sessions for agencies to provide additional guidance on the 2024-25 Budget Process, including template requirements and the process for Budget Committee consideration of the information provided.

It is important to note that 2024-25 Budget dates are subject to change to meet the requirements of Budget Committee and the broader Budget process. Treasury will provide agencies with timely advice of any changes.

Should you have any queries or require any further information regarding this matter, please contact **Personal Information** or email **Personal Information**

Yours sincerely



for Fiona Calvert
Acting Secretary

22 September 2023

Attachments:

1. 2024-25 Budget - Key Dates for Agencies;
2. 2023-24 BIMS Updates & Training Key Dates; and
3. Agency Inputs Summary for 2024-25 Budget Process (incl 2023-24 RER).

Attachment I: 2024-25 Budget Key Dates for Agencies

Key Date	Action
26 August 2023	2024-25 Budget Community Consultation Process Open
11 September 2023	2023-24 Infrastructure Agency Report Due - August 2023
2-15 October 2023	Spring School Holidays
6 October 2023	BIMS Update - SPA Quarter 1 and Infrastructure Review
9 October 2023	2023-24 Infrastructure Agency Report Due - September 2023
12 October 2023	Launceston Show Day
26 October 2023	Hobart Show Day
31 October 2023	2022-23 Treasurer's Annual Financial Report (TAFR) 2022-23 Agency Annual Reports
13 November 2023	2023-24 Infrastructure Agency Report Due - October 2023
24 November 2023	Agency Budget Submissions - Budget Efficiency Dividend - Savings Strategy information due to Treasury
24 November 2023	2023 September Quarterly Report Released
29 November 2023	BIMS Update - 2023-24 RER - Agency Updates Due incl SPA Quarter 2
30 November 2023	2024-25 Community Consultation Submissions Due
7 December 2023	2024-25 Community Consultation Submissions - Provided to Agencies
11 December 2023	2023-24 Infrastructure Agency Report Due - November 2023
22 December 2023 to 6 February 2024	Summer School Holidays
23 December 2023 - 1 January 2024	2023 Christmas Break
January 2024	2023-24 Revised Estimates Report preparation
12 January 2024	2023-24 Infrastructure Agency Report Due - December 2023
26 January 2024	Australia Day Holiday
31 January 2024	Agency Budget Submissions - Funding Requests Due
12 February 2024	Regatta Day (Hobart)
13 February 2024	2023-24 Infrastructure Agency Report Due - January 2024
15 February 2024	2023-24 Revised Estimates Report (including December 2023 quarterly report) Released
26-29 February 2024	BC Meetings with Agencies - Agency Budget Submissions

Key Date	Action
8 March 2024	BIMS Update - 2024-25 Budget Agency Updates Due
11 March 2024	Eight Hours Day
12 March 2024	2023-24 Infrastructure Agency Report Due - February 2024
29 March 2024 - 2 April 2024	2024 Easter Break
8 April 2024	2023-24 Infrastructure Agency Report Due - March 2024
12-28 April 2024	Autumn School Holidays
16 April 2024	2024-25 Budget - Agency Allocation Advice Provided to Agencies
16-17 April 2024	BIMS Update - Budget Decision Agency Recoding
19 April 2023	Final Agency Tables Sent
25 April 2024	ANZAC Day
26 April 2024	Agency Budget Chapters Due (Small Agencies and Statutory Authorities)
29 April 2024	Agency Budget Chapters Due (Large Agencies)
13 May 2024	2023-24 Infrastructure Agency Report Due - April 2024
14 May 2024	2024-25 Australian Government Budget (TBC)
30 May 2024	2024-25 Budget Day
3-7 June 2024	2024-25 Budget Parliamentary Debate (TBC)
6 June 2024	BIMS Update - 2023-24 EOY Processes incl SPA Quarter 4
10 June 2024	King's Birthday
11-14 June 2024	2024-25 Budget - Estimates Committee Debate (TBC)
11 June 2024	2023-24 Infrastructure Agency Report Due - May 2024
Early July 2024	Royal Assent (TBC)
6-22 July 2024	Winter School Holidays
15 July 2024	2023-24 Infrastructure Agency Report Due - June 2024

Attachment 2: 2023-24 BIMS Updates & Training Key Dates

Key Date	Action
1 September 2023	BIMS Update 1 - Budget Risks <ul style="list-style-type: none"> Enter new Budget Risks in BIMS¹
6 October 2023	BIMS Update 2 - SPA Quarter 1 and Infrastructure Review <ul style="list-style-type: none"> SPA Q1 Updates (revenue and expenditure) including Australian Government Funding Updates 2023-24 Infrastructure (CIP) updates Update Budget Risks
17 & 19 October 2023	BIMS Training <ul style="list-style-type: none"> Optional, online training sessions lead by Treasury <ul style="list-style-type: none"> Introduction to BIMS session BIMS Refresher session Invitations will be sent out prior to the sessions
29 November 2023	BIMS Update 3 - RER and SPA Quarter 2 <ul style="list-style-type: none"> 2023-24 Opening Balances (reflect 2022-23 Audited Statements) All appropriation and accrual updates, including review and update 2027-28 SPA Q2 Updates - material revenue and expenditure variations, including Aust Govt Funding Updates Update Budget Risks
4 & 6 March 2024	BIMS Training <ul style="list-style-type: none"> Optional, online training sessions lead by Treasury <ul style="list-style-type: none"> Introduction to BIMS session BIMS Refresher session Invitations will be sent out prior to the sessions
8 March 2024	BIMS Update 4 - 2024-25 Budget base updates and SPA Quarter 3 <ul style="list-style-type: none"> 2024-25 Budget Updates - appropriation, accruals Infrastructure (CIP) updates SPA Q3 Updates - revenue and expenditure variations, including AG Funding Updates Update Budget Risks (2023-24 only)
16-17 April 2024	BIMS Update 5 - 2024-25 Budget Decisions <ul style="list-style-type: none"> Reflect Budget decisions in BIMS
6 June 2024	BIMS Update 6 - 2023-24 EOY Processes incl SPA Quarter 4 <ul style="list-style-type: none"> RAFs Savings Transfers Rollovers SPA Q4 Updates, including Aust Govt Funding Updates

Note:

- Budget Risks should be updated by the last working day of each month. This information will be presented to Budget Committee as part of monthly reporting at the end of the first week of each month.

Attachment 3: Agency Inputs Summary for the 2023-24 Revised Estimates Report and 2024-25 Budget Process

	Agency Information Required	Due Date	Format/ Mechanism	Notes for agencies
Q2 - October to December 2023	Budget Risks Updates	29 Sep 2023 27 Oct 2023 29 Nov 2023	BIMS	<ul style="list-style-type: none"> Risks are reported monthly to Budget Committee and considered as requested by the Committee. Agencies should review/update Budget Risks as required to ensure the information is current at the end of each calendar month for reporting to Budget Committee. Refer to Treasury guidance provided on 7 August 2023 for Budget Risk Reporting. If urgent consideration of a Budget Risk is required, please contact the Budget Management Branch.
	BIMS Update - SPA Q1 and SPA Opening Balances	6 Oct 2023	BIMS	<p>BIMS Update 2 - SPA Q1 and EOY Updates</p> <ul style="list-style-type: none"> Treasury to enter 2023-24 preliminary SPA Opening Balances (cash only) SPA Q1 Updates (revenue and expenditure) including Australian Government Funding Updates 2023-24 Infrastructure (CIP) updates - for known changes post EOY and September Qtr actuals
	Budget Submission - Savings Strategies	24 Nov 2023	Templates	<ul style="list-style-type: none"> Templates will be provided that require: an overarching summary of all savings strategies proposed; and further information for each individual savings strategy . All savings strategies must give consideration to the guiding principles provided to agencies. Savings strategies will be considered by Budget Committee prior to the 2023 Christmas Break. Savings strategies pursued will be agreed jointly between the Accountable Authority, Minister and Budget Committee. Agency allocations of the Budget Efficiency Dividend will be published in the 2023-24 RER, with further detail included in the 2024-25 Budget.
	2024-25 RER Estimates Updates and 2027-28 Base Estimates	29 Nov 2023	BIMS	<p>BIMS Update 3 - 2023-24 RER</p> <ul style="list-style-type: none"> 2023-24 Opening Balances (reflect 2022-23 Audited Statements). All appropriation and accrual updates, including review and update 2027-28 (final Forward Estimate year). <p>SPA Q2 Updates - material revenue and expenditure variations, including AG Funding Updates.</p>

	Agency Information Required	Due Date	Format/Mechanism	Notes for agencies
Q3 - January to March 2024	Budget Submissions - Agency Funding Requests	31 Jan 2024	Template	<ul style="list-style-type: none"> • Cabinet Information • • Further information may be sought during February and March 2024 to clarify the nature of requests. • Major projects should progress through the Structured Infrastructure Investment Review Process (SIIRP) and will be considered by Budget Committee for funding in the 2024-25 Budget if received by 31 January 2024. Submissions received after 31 January 2024 will not be considered for funding in the 2024-25 Budget. However, new projects and existing projects can continue to progress through Point 1 and Point 2.
	Monthly Budget Risks Updates	31 Jan 2024	BIMS	<ul style="list-style-type: none"> • Any Budget Risks to be considered as part of the 2024-25 Budget are required to be submitted through BIMS, along with additional information in the template provided. • BIMS will remain open after 31 January 2024 for current year Budget Risks (2023-24 only)
	2024-25 Budget Update	8 Mar 2024	BIMS	<p>BIMS Update 4 - 2024-25 Budget base updates and SPA Quarter 3</p> <ul style="list-style-type: none"> • 2024-25 Budget Updates (2024-25 to 2027-28) - appropriation, accruals, own source revenue/expenditure • Infrastructure (CIP) updates (existing projects) • SPA Q3 Updates - revenue and expenditure variations, including AG Funding Updates <p>Note - <u>no further updates to be made beyond this point - excluding Budget Decisions</u></p>

	Agency Information Required	Due Date	Format/ Mechanism	Notes for agencies
Q4 -April to June 2023	Budget Decision Recoding	16-17 Apr 2024	BIMS	<p>BIMS Update 5 - 2024-25 Budget Decisions - Treasury to input, agencies to recode (BIMS open for up to 48 hours)</p> <p>Note - Allocation Advice to be sent to Accountable Authority on or around Budget Cabinet meeting.</p>
	Budget Chapters Due	26 April 2024 (small agencies) 29 Apr 2024 (larger agencies)	Template	<ul style="list-style-type: none"> • Template and guidelines to be distributed as per usual processes. • Draft tables can be run by agencies from 15 April 2024 (no Budget decisions). • Final tables to be provided by 19 April 2024 (including Budget decisions and indexation). • Chapters must have Ministerial approval prior to submission to Treasury.
	Budget Day	30 May 2024		
	2023-24 EOY Requests and Updates	6 June 2024	BIMS	<p>BIMS Update 6 - 2023-24 EOY Processes incl SPA Quarter 4</p> <ul style="list-style-type: none"> • RAFs • Savings • Transfers • Rollovers • SPA Q4 Updates, including Aust Govt Funding Updates

<TITLE>

Category	Agency Response
Request Type (Select one)	<ol style="list-style-type: none"> 1. Budget Risk 2. Commission of Inquiry 3. Other New Initiative (Operating) 4. Infrastructure Funding Request
Short Description	The short description should be clear, concise and at a standard that is appropriate for direct reporting to Budget Committee (approx. 2-3 sentences is appropriate)
Ministerial Portfolio	Please specify.
Policy Objective	Please specify the policy objective or issue that this initiative/funding request is aimed to address.
Impact on existing and related services	Please provide a brief overview of how this strategy will be integrated and work with the impacted area of the agency or other agencies.
Commission of Inquiry Links	Please specify (where relevant) the specific Commission of Inquiry recommendation and Government response.
Gender specific policy impacts	Please identify (where relevant) gender specific impacts and links to <i>Equal means Equal: Tasmanian Women's Strategy 2022-2027</i> .
Climate Change Action Plan Link	Please identify how this initiative aligns to <i>Tasmania's Climate Change Action Plan 2023-25</i> .
Other Policy Links and Public Announcements	Please identify any links to other Government policy priorities not listed above and previous Government announcements.
Other Government Entity Impacts	Please provide information on any implications of this initiative for other agencies/government owned entities and detail of any consultation undertaken.
Implementation Timeframe	<p>Please outline if the funding request is fixed-term or ongoing.</p> <p>Please indicate when the initiative or funding requirement will commence and end (if applicable).</p>

Identified through Community Consultation	Yes/No Clearly identify which organisation(s) this was raised by and any other relevant detail.
BIMS Adjustment No.	Where applicable.
Relationship to past funding requests	Where relevant, please identify how this funding request relates to funding requested in previous Budget processes, Budget Committee or Cabinet deliberations, Budget Risks reported through BIMS, etc.
Consequences of not funding	Where relevant, please identify the consequences for stakeholders, the Government and the agency if this funding request does not receive additional funding.

Financial Information

	2024-25	2025-26	2026-27	2027-28
	\$'000	\$'000	\$'000	\$'000
Cost				
Operating				
Purchases of non-financial assets				
Total Cost				
Less Existing Funding/Revenue				
Net Cost				

Alternative options to address policy objective

Outline the alternative options, including approx. costs and timeframes, to address the policy objective outlined above.

Alternative Option One <Insert Title>

Alternative Option Two <Insert Title>

Attachments

List Attachments as necessary (including SIIRP Business Cases)

<TITLE>

Savings Strategy Description	The Description should be concise and accurately capture the intent and impact of the savings strategy.
Ministerial Portfolio	Please specify.
Implementation Overview	Please provide a brief overview of how the savings strategy will be achieved. Consider timeframes, balancing short term/long term strategies. All savings strategies must be within the control/influence of the agency.
Operational Impact Summary	Please provide a brief overview of how this strategy will be integrated within the impacted area of the agency. For example, transitional issues; staffing impact; internal communications; and change management requirements.
Frontline Service Impacts	Please provide a summary of frontline service impacts, if any. Savings measures can be allocated to any agency operating cost allowed within the principles for agency specific savings strategies, including those associated with frontline services such as reduction of staff, however savings measures should have no impact (or limit the impact) on the intended outcome of frontline services (ie, no reduction in services).
Measurement and Reporting	Please provide an overview of how achievement of the strategy will be measured to enable reporting back to Minister(s) and Budget Committee.
Summary of Key Risks	Please outline the key risks to implementing the strategy and delivering the estimated value of savings.
Stakeholder Management	Please provide a brief overview of how key stakeholders impacted by the Strategy will be managed.

Financial Information

	2024-25	2025-26	2026-27	2027-28
	\$'000	\$'000	\$'000	\$'000
Annual Savings Estimate				
Expenses				
Purchases of Non-Financial Assets				
Total Annual Savings				

From: [Budget Management Branch](#)
To: [Harris, Marijke \(DPFEM\)](#); [Boutcher, Travis \(StateGrowth\)](#); [Dean, Glen \(StateGrowth\)](#); [Goward, Christine \(Tourism\)](#); [Jones, Mark \(Tourism\)](#); [\[Redacted\]@tourism.tas.gov.au](#); [Wajles, Gavin \(DoJ\)](#); [Murray, Graham A; Richmond, Michael \(Treasury\)](#); [Dixon, Fiona \(Treasury\)](#); [\[Redacted\]@parliament.tas.gov.au](#); [\[Redacted\]@parliament.tas.gov.au](#); [\[Redacted\]@govhouse.tas.gov.au](#); [Daniels, Rachael \(IC\)](#); [Scavone, Rino \(DPaC\)](#); [Radford, Jess \(Brand Tasmania\)](#); ["Andrea Bull"](#); [Lockley, Adrian \(DPaC\)](#); [McTye, Nicole \(StateGrowth\)](#); [Trubody-Jager, Chelsea \(DoJ\)](#); [Wilson, Jacqui \(DPaC\)](#); [Anjewierden, Harald \(TAO\)](#); [Johnston, Rachel \(Treasury\)](#); [Gourlay, Carly \(DPIPWE\)](#); [Brown, Joshua \(DPIPWE\)](#); [Pearce, Adrian \(DPIPWE\)](#); [Pashev, Sofia \(DPIPWE\)](#); [Peterson, Susan \(Treasury\)](#); [Couacaud, Rebecca \(Treasury\)](#); [Porter, Matt \(Treasury\)](#); [Sowell, Jason \(DoE\)](#); [Luo, Amy \(Treasury\)](#); [Brand Tasmania \(Brand Tasmania\)](#); [Wall, Robin \(EPA\)](#); [alecia.fletcher \(DoE\)](#); [Berry, Allira \(OHCC\)](#); [Slyp, Kylie \(TFS\)](#); [Zhou, Tracy \(IFS\)](#); [Leon, Lee \(DoE\)](#); [Hunt, David J \(RTBG\)](#); [bill.batt@mast.tas.gov.au](#); [White, Debbie \(TAO\)](#); [Harrison, James \(DPaC\)](#); [Lucas, Glenn \(DECYP\)](#); [Oud, Jacquie \(DoJ\)](#); [Jeffery, Craig R; \[Redacted\]@justice.tas.gov.au](#)
Cc: [Patterson, Eleanor \(Treasury\)](#); [McAvoy, James \(Treasury\)](#); [ErinWi \(Treasury\)](#); [Faletic, Dana \(Treasury\)](#); [Fletcher, Brendan \(Treasury\)](#); [Stone, Steven \(Treasury\)](#); [Blackwell, Rebecca \(Treasury\)](#)
Subject: Memo to Agencies - 2024-25 Budget Date and Budget Development Process
Date: Friday, 22 September 2023 1:24:52 PM
Attachments: [image001.jpg](#)
[image002.png](#)
[2024-25 Budget Submission - Agency Funding Request TEMPLATE.DOCX](#)
[2024-25 Budget - Agency Budget Requests Summary - Dept of X.XLSX](#)
[Memo to Agencies - 2024-25 Budget Date and Budget Development Process \(SEPTEMBER 2023\).pdf](#)

Good afternoon,

Please find attached correspondence sent to Accountable Authorities relating to the 2024-25 Budget Date and Budget Development Process, and relevant templates.

Kind regards.

Budget Management Branch

Personal Information

21 Murray Street, Hobart, TAS 7000 | GPO Box 147, Hobart TAS 7001



From: [Budget Management Branch](#)
To: [Harris, Marijke \(DPFEM\)](#); [Boutcher, Travis \(StateGrowth\)](#); [Dean, Glen \(StateGrowth\)](#); [Goward, Christine \(Tourism\)](#); [Jones, Mark \(Tourism\)](#); [\[Redacted\]@tourism.tas.gov.au](#); [Wailles, Gavin \(DoJ\)](#); [Murray, Graham A; Gretton, Casey; Richmond, Michael \(Treasury\); Dixon, Fiona \(Treasury\); \[Redacted\]@parliament.tas.gov.au"; \[Redacted\]@parliament.tas.gov.au"; \[Redacted\]@govhouse.tas.gov.au"; Daniels, Rachael \(IC\); Scavone, Rino \(DPaC\); Radford, Jess \(Brand Tasmania\); "Andrea Bull"; Lockley, Adrian \(DPaC\); McTye, Nicole \(StateGrowth\); Trubody-Jager, Chelsea \(DoJ\); Wilson, Jacqui \(DPaC\); Anjewierden, Harald \(TAO\); Johnston, Rachel \(Treasury\); Gourlay, Carly \(DPiPWE\); Brown, Joshua \(DPiPWE\); Pearce, Adrian \(DPiPWE\); Pashev, Sofia \(DPiPWE\); Peterson, Susan \(Treasury\); Couacaud, Rebecca \(Treasury\); Porter, Matt \(Treasury\); Sowell, Jason \(DoE\); Luo, Amy \(Treasury\); Brand Tasmania \(Brand Tasmania\); Wall, Robin \(EPA\); alecia.fletcher \(DoE\); Berry, Allira \(OHCC\); Slyp, Kylie \(TFS\); Zhou, Tracy \(IFS\); Leon, Lee \(DoE\); Hunt, David J \(RTBG\); \[Redacted\]@mast.tas.gov.au; White, Debbie \(TAO\); Harrison, James \(DPaC\); Lucas, Glenn \(DECYP\); Oud, Jacquie \(DoJ\)](#)
Cc: [Patterson, Eleanor \(Treasury\)](#); [McAvoy, James \(Treasury\)](#); [ErinWi \(Treasury\)](#); [Faletic, Dana \(Treasury\)](#); [Fletcher, Brendan \(Treasury\)](#); [Stone, Steven \(Treasury\)](#)
Subject: Update on Budget Efficiency Dividend and Agency Savings Strategies
Date: Friday, 29 September 2023 6:13:29 PM
Attachments: [image001.jpg](#)
[2024-25 Budget - Agency Savings Summary.XLSX](#)
[2024-26 Budget Submission - Agency Savings Strategy Info TEMPLATE.DOCX](#)

Hi everyone,

Apologies for sending this through out of hours on a Friday. As we have been receiving a few queries on this matter, I wanted to provide you all with a quick update in relation to the allocation of the Budget Efficiency Dividend and the process requirements for identification of agency savings strategies.

This afternoon, Accountable Authorities and agency senior finance officers have been sent correspondence with their respective agency's allocation of the Budget Efficiency Dividend (ie. the agency's savings requirement) and some high level information on the process to identify savings strategies as part of the 2024-25 Budget Development process.

The correspondence advises that:

Each agency must now determine, in conjunction with its Minister/(s), agency specific measures to meet agency savings requirements. This information is to be collated into a Savings Plan for Budget Committee's consideration and must be provided to Treasury by no later than 24 November 2023.

To assist in developing a Savings Plan, attached to this email are two templates: 1) An agency Savings Summary; and 2) Agency Savings Strategy template. In the Savings Plan, each agency must submit one agency summary (the excel spreadsheet) which lists all proposed savings strategies and a completed template with further information on each proposed strategy (the word template). Agency's may also provide further information at its discretion. There are principles to guide the development of strategies which are also included in the correspondence to Accountable Authorities.

As advised in the information sent out last week on the 2024-25 Budget process, Treasury will run two information sessions on the upcoming Budget process. One session is proposed to be scheduled the week commencing 9 October 2023 and another in the week commencing 16 October 2023. These sessions will be an opportunity to go through the Budget submission templates and to raise any queries that you may have. The sessions will cover both: agency savings strategies information that is due on 24 November 2023; and agency Budget Submissions due on 31 January 2024.

Prior to these sessions, if you have any specific queries on the savings strategy templates or process - or the 2024-25 Budget development process more generally, please don't hesitate to email me or give me a call. I am available all throughout school holidays. Please also contact me if you require a copy of the correspondence sent to your Accountable Authority and are yet to receive it through your internal processes.

Thank you in advance for your assistance throughout the coming Budget process.

Kind regards,

Erin

Erin Wise | Assistant Director
Budget Management Branch | Department of Treasury and Finance

Personal Information

21 Murray Street, Hobart, TAS 7000 | GPO Box 147, Hobart TAS 7001

Department of Treasury and Finance

The Treasury Building
21 Murray Street HOBART TAS 7000
GPO Box 147 HOBART TAS 7001 Australia
Telephone (03) 6166 4444 Facsimile (03) 6173 0219
Email secretary@treasury.tas.gov.au Web www.treasury.tas.gov.au



Doc reference 24/75439

To: Accountable Authorities

Attention: Director Finance and Agency Budget Contacts

Key Dates - 2024-25 Budget Development and 2023-24 End of Year

The purpose of this memorandum is to advise you of the key dates and information required from agencies for the remainder of 2023-24 Budget Management processes and for the 2024-25 Budget Development processes.

2024-25 Budget- Key Dates and Information

The 2024-25 Budget will be delivered on 12 September 2024. The focus of the 2024-25 Budget Development process will be:

- allocation of 2024 Election Commitments;
- allocation of the Budget Efficiency Dividend announced in the 2023-24 State Budget;
- consideration of High Priority Funding Requests in relation to the recommendations of the Commission of Inquiry into the Tasmanian Government's Responses to Child Sexual Abuse in Institutional Settings; and
- consideration of a limited number of requests for funding of Budget Risks and other High Priority Funding Requests.

Given the timing of the 2024-25 Budget, a Supply Bill will be enacted for the period from 1 July 2024 until the 2024 Appropriation Acts are passed. Treasury will be in contact with agencies prior to finalisation of the Supply arrangements to discuss agency requirements.

A list of key dates is provided at Attachment 1. This includes dates previously advised for 2023-24 End of Year Budget processes, Budget Information Management System (BIMS) updates and Infrastructure reporting.

Key new inclusions include:

- Agencies to provide final Base Budget Updates for the upcoming 2024-25 and Forward Estimates period in BIMS by 14 May 2024 (including updates on Budget Risks and Infrastructure cashflows);
- Agencies to recode Election Commitments and Budget Efficiency Dividend allocations in BIMS by 31 May 2024;
- Treasury to provide Budget Chapter templates and guidelines to agencies by 31 May 2024;
- Agencies to recode Commission of Inquiry adjustments in BIMS in June (date TBD);
- Agencies to recode Budget decisions in BIMS from 25 to 26 July 2024; and

- Agencies to provide Minister endorsed 2024-25 Budget Paper Chapters to Treasury no later than 9 August 2024 for small agencies, and 12 August 2024 for large agencies.

Resourcing

A September Budget will present resourcing pressures for all budget and finance areas, particularly as Budget Development processes overlap with end of financial year processes, reporting, and preparation of agency financial statements. Treasury appreciates the ongoing commitment from agency staff to the Budget process each and every year.

It is important to note that some milestones will occur during or immediately after school holiday periods. It is critical that adequate staff coverage is available during these times.

It is also important to note that 2024-25 Budget development dates are subject to change to meet the requirements of Government and the broader Budget process. Treasury will provide agencies with timely advice of any changes.

Should you have any queries or require any further information regarding this matter, please contact Eleanor Patterson on (Personal Information) or email (Personal Information).

Yours sincerely



for Gary Swain

Secretary

01 May 2024

Attachments:

1. 2024-25 Budget - Key Dates for Agencies.

Attachment I: UPDATED: 2024-25 Budget Reporting Key Dates for Agencies

Key Date	Action
1 May 2024	Advice to Agencies - 2024-25 Budget Timing and Budget Development Process
1 May	Agencies to advise Treasury of any requirement for early RAFs and new purpose expenditure requirements
1 May	Agencies to commence 2023-24 EOY Budget updates in BIMS for Specific Purpose Account (SPA) Quarter 4, Transfers, Risks, Rollovers, Savings
8 May	Early RAF documentation provided to agencies for Accountable Authority endorsement
10 May	Agencies to return early RAF forms endorsed by Accountable Authority
11 May	2023-24 Infrastructure Agency Report Due - April 2024
14 May	2024-25 Australian Government Budget
14 May	Agency 2024-25 Base Budget Updates in BIMS due to Treasury
31 May	BIMS Update - Election Commitment and Budget Efficiency Dividend Agency Recoding
31 May	Treasury to provide Budget Chapter templates and guidelines to agencies
6 June	BIMS Update - 2023-24 EOY Processes incl SPA Quarter 4
10 June	King's Birthday
11 June	2023-24 Infrastructure Agency Report Due - May 2024
13 June	Agencies to confirm final Rollover amounts.
June (TBD)	BIMS Update - Commission of Inquiry Agency Recoding
17 June	EOY documentation provided to agencies for Accountable Authority endorsement (RAFs, within-agency Transfers, Quarter 4 SPA reports).
18 June	Agencies to return RAF and Transfer forms endorsed by Accountable Authority
21 June	Agencies to return SPA Reports endorsed by Accountable Authority
25 June	Treasurer endorsement of 2023-24 Treasurer's Expenditure Control Authority (Treasury to provide copy to agencies pending receipt of formal TECA from Minister)
26 June	Final 2023-24 Public Account Expenditure Summary provided to agencies
6-22 July	Winter School Holidays
15 July	2023-24 Infrastructure Agency Report Due - June 2024
25 July	2024-25 Budget - Agency Allocation Advice provided to Agencies
25 - 26 July	BIMS Update - Budget Decision Agency Recoding

Key Date	Action
27 July - 2 August	Treasury to finalise Budget Decisions in BIMS, process Indexation, prepare Final Agency Tables
1 - 2 August	Final Agency Tables Sent
9 August	Agency Budget Chapters Due (Small Agencies and Statutory Authorities)
9 August	Agency Budget Chapters Due (Large Agencies)
12 September	2024-25 Budget Day
16 - 19 September	2024-25 Budget Parliamentary Debate (TBC)
23 - 26 September	2024-25 Budget - Estimates Committee Debate (TBC)
28 September - 13 October	Spring School Holidays
28 October	Royal Assent (TBC)
31 October	2023-24 Treasurer's Annual Financial Report (TAFR) - tabled in Parliament
31 October	2023-24 Agency Annual Reports tabled in Parliament

*Dates may be subject to change

Purpose

- To ensure that Health ICT (HICT) operates as efficiently, effectively, and as economically as possible.

Summary of Key Issues

- The 2023-24 Budget (including 2024-2025 and beyond) is estimating a budget deficit, in that the Government has only allocated XXXXX to HICT, thereby effectively implementing an efficiency dividend.
- Extreme Position and Vacancy Management Control could include one or more of the following options being implemented:

Option 1 – Internal Deliberative Information

- Internal Deliberative Information [redacted]
[redacted]
- [redacted]
[redacted]

Option 2 – Internal Deliberative Information

- Internal Deliberative Information [redacted] Efficiencies can also be made through reviewing the structure of positions and business units to ensure they are:
 - Internal Deliberative Information [redacted]
 - [redacted]
 - [redacted]

Option 3 – Internal Deliberative Information

- Internal Deliberative Information [redacted]
[redacted]
[redacted]
 - [redacted]
[redacted]
- [redacted]
[redacted]
- [redacted]
 - [redacted]
 - [redacted]
 - [redacted]
 - [redacted]
 - [redacted]
- [redacted]
[redacted]
[redacted]

Analysis of Issues

- Internal Deliberative Information [REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
- [REDACTED]
[REDACTED]
[REDACTED]
- The Position and Vacancy Management process covers:
 - 1 Proposal to Vary the Establishment (PTVE) requests such as:
 - A. Internal Deliberative Information [REDACTED]
 - [REDACTED]
 - [REDACTED]
 - [REDACTED]
[REDACTED]
[REDACTED]
 - 2 Job Cards for Advertising:
 - A. Internal Deliberative Information [REDACTED]
 - [REDACTED]
[REDACTED]
 - B. Temporary backfill of existing positions.
 - Internal Deliberative Information [REDACTED]
[REDACTED]
[REDACTED]
 - 3 Job Cards for Non-Advertising requests:
 - A. Internal Deliberative Information [REDACTED]
[REDACTED]
 - [REDACTED]
 - [REDACTED]
[REDACTED]
 - Internal Deliberative Information [REDACTED]
[REDACTED]
[REDACTED]
 - [REDACTED]
[REDACTED]
 - [REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]

PTVE and Job Card Approval Chains Explained

- PTVEs: There is only one PTVE approval chain process across the Agency.

Approver 1	Business Manager:	HICT does not have a designated Business Manager. Note: This will be the Senior Manager of the area. If the area has no Senior Manager, then it's the Manager.
Approver 2	Director:	This could either be the Senior Manager or Director for that area. (HICT Leadership Group member?)
Approver 3	Job Design/Finance:	Job Design will determine if the request is to be reassigned to Finance (Budget Management) or not.
Approver 4	Dep Sec/Chief:	Brent Feike = CIO Note: Mandatory approver of all HICT PTVEs – this cannot be adjusted to anyone else unless someone else is acting in the CIO position.
Approver 5	DFP:	Director of Finance and Procurement (DFP). Note: DFP can decline requests even if CIO has approved.
Approver 6	Job Design:	Request will be actioned by staff in Job Design.

- Job Cards: HICT have their own Job Card approval chain for all advertising/non-advertising requests.

Approver 1	RO	Recruitment Officer = Lara Wild
Approver 2	Job Design	Lara will adjust this for all non-advertising related matters as they do not go via Job Design. Note: You can also update the field back to Lara if the request is a non-advertising one.
Approver 3	Budget Management	Budget Management will review all job card requests.
Approver 4	Delegate	Default = Brent Feike (CIO) Requests are not as strict/mandatory as PTVEs and currently do not need to go via the CIO. Note: All Job Cards can be assigned to confirmed Group 3 delegates across HICT. These positions can be found on the Delegations spreadsheet approved by the Office of the Secretary on the Intranet.
Approver 5	RO	Recruitment Officer = Lara Wild

Next Steps / Actions / Communications

- Internal Deliberative Information
[Redacted]
- [Redacted]
- [Redacted]
- [Redacted]
- [Redacted]
- [Redacted]

Further Considerations

- Internal Deliberative Information [REDACTED]
[REDACTED]
- [REDACTED]
[REDACTED]
[REDACTED]
- [REDACTED]
[REDACTED]
[REDACTED]
- Audits may include any of the following:
 - 1 Business Unit Establishment Investigations – Anomalies identified may include:
 - Internal Deliberative Information [REDACTED]
[REDACTED]
 - [REDACTED]
 - [REDACTED]
 - [REDACTED]
 - [REDACTED]
 - [REDACTED]
 - [REDACTED]
 - [REDACTED]
 - [REDACTED]
 - [REDACTED]
 - [REDACTED]
 - 2 Employee Excess Leave Balances:
 - Internal Deliberative Information [REDACTED]
 - [REDACTED]
[REDACTED]
 - 3 Work Patterns:
 - Internal Deliberative Information [REDACTED]
[REDACTED]
 - [REDACTED]
[REDACTED]
[REDACTED]
 - [REDACTED]
[REDACTED]
 - 4 Working from Home (WFH):
 - Internal Deliberative Information [REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]

- Internal Deliberative Information [Redacted]
- [Redacted]

5 Salary Packaging:

- Internal Deliberative Information [Redacted]
- [Redacted]
 - [Redacted]
- [Redacted]
- [Redacted]

6 Position Delegations:

- Internal Deliberative Information [Redacted]
- [Redacted]
 - [Redacted]

Recommendations / Process Options

Internal Deliberative Information

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

2 Creation of pages on KB for ‘Position and Vacancy Management’ requests:

- **Internal Deliberative Information**
 - █ [Redacted]
 - █ [Redacted]
 - █ [Redacted]
- █ [Redacted]
 - █ [Redacted]
 - █ [Redacted]
- █ [Redacted]
 - █ [Redacted]
 - █ [Redacted]
 - █ [Redacted]
- █ [Redacted]
 - █ [Redacted]
 - █ [Redacted]
 - █ [Redacted]
 - █ [Redacted]
- █ [Redacted]
 - █ [Redacted]
 - █ [Redacted]
 - █ [Redacted]
 - █ [Redacted]

3 Creation of JIRA Templates and the use of JIRA for ‘Position and Vacancy Management’ requests:

- **Internal Deliberative Information**
 - █ [Redacted]
- █ [Redacted]
 - █ [Redacted]
 - █ [Redacted]
- █ [Redacted]
 - █ [Redacted]
- █ [Redacted]
 - █ [Redacted]
- █ [Redacted]
 - █ [Redacted]
 - █ [Redacted]
- █ [Redacted]
 - █ [Redacted]
 - █ [Redacted]
- █ [Redacted]
 - █ [Redacted]
 - █ [Redacted]
 - █ [Redacted]
- █ [Redacted]
 - █ [Redacted]
 - █ [Redacted]
 - █ [Redacted]

4 Information to be completed directly in PageUp when PTVEs and Job Cards are raised:

- Background from previous Vacancy Control measures:
 - Internal Deliberative Information [Redacted]
 - [Redacted]
- PTVEs – Inputting information into the PTVe:
 - Internal Deliberative Information [Redacted]
 - [Redacted]
 - [Redacted]
 - [Redacted]
- Job Cards – Inputting information into the Job Card:
 - Internal Deliberative Information [Redacted]
 - [Redacted]
 - [Redacted]
 - [Redacted]
 - [Redacted]
 - [Redacted]
 - [Redacted]
 - [Redacted]
 - [Redacted]
 - [Redacted]
 - [Redacted]
 - [Redacted]
 - [Redacted]
 - [Redacted]

— Internal Deliberative Information
[Redacted]
[Redacted]

5 Information to be placed in Sharepoint for 'Position and Vacancy Management' requests:

■ Internal Deliberative Information [Redacted]

Visuals

To support the Position and Vacancy Management Process Guide, if any of the above options are of interest, examples can be created to see how they may look and work going forward.

From: Howes, Lisa D
Sent: Friday, 17 November 2023 2:09 PM
To: Kearon, Ruth
Cc: Feike, Brent
Subject: RE: SRLS Minute to HE

I think we have one shot at getting HE onboard.

Given our current budget environment and what we are heading towards in regard to the efficiency dividend, the budget will be an issue for HE.

I would send it to Craig this afternoon for his thoughts.

Regards
Lisa



Lisa Howes
A/Chief Risk Officer
Department of Health



From: Kearon, Ruth **Personal Information**
Sent: Friday, 17 November 2023 2:00 PM
To: Howes, Lisa D **Personal Information**
Cc: Appleby, Tracy **Personal Information** Cooper, Kath **Personal Information** Feike, Brent
Subject: Re: SRLS Minute to HE

Hi Lisa

I have asked the OCIO for the expenditure breakdown but haven't received that yet- hoping Brent you can assist in getting that for HE.

I haven't had any discussions with B&F as yet.

We did try to position that aspect of the paper as being considered and acted on by the steering committee- so keen to progress as is for next week as we then engage on those discussion.

Cheers
Ruth

Sent from my iPhone

On 17 Nov 2023, at 12:26 pm, Howes, Lisa D **Personal Information** wrote:

Hi all

Have we spent \$1.2m to get to this stage? This seems very high. We will need detail on this for HE as this is significant.

Has anyone discussed the funding required with the CFO?

1. A range of expenditure is required to complete the project over the 2023/2024 and 2024/2025 financial years and estimated to be \$1.6M - 2.1M dependent on the recruitment approach.
2. Additional operating expenditure required to support preferred solution over the next 10 years is estimated \$2M.

Regards

Lisa

<image001.png> | **Lisa Howes**
A/Chief Risk Officer
Department of Health

<image002.jpg>

From: Kearon, Ruth >

Sent: Friday, 17 November 2023 10:48 AM

To: Appleby, Tracy <

Cc: Cooper, Kath

Feike, Brent

Subject: FW: SRLS Minute to HE

Personal Information

Hi Tracy and Lisa

Please find attached the Health executive paper as cleared by Francine this morning.

Lisa- we are awaiting your clearance so if you have any changes can you please advise ASAP

Kind regards

Ruth

Out of Scope

4.2	Budget Update (<i>verbal</i>)	<p>The CFO provided an update on the 2022-23 end of year arrangements, the upcoming financial reporting processes and on the 2024-25 Budget.</p> <p>It was noted that a Budget Efficiency Dividend is included across the Forward Estimates period, commencing with \$50 million across all agencies in 2024-25.</p> <p>The Committee discussed the risks associated with the efficiency dividend being quarantined from frontline service delivery. It was noted that Budget Committee has not as yet provided guidance as to how the Budget Efficiency Dividend is to be allocated and what areas are to be defined as frontline service delivery.</p>	
5.	Next Meeting		
5.1	Forward Agenda – Anything to add (<i>paper</i>)	The Committee noted the Paper.	
	Thursday, 3 August 2023	The Committee noted the date of the next meeting.	

Department of Health



For Noting
 For Decision

Meeting Paper

Committee Name: Budget and Finance Sub-Committee
Prepared by: Graham Murray, Manager Budget Development and Advice
Date Prepared: 26 March 2024
Cleared by: Craig Jeffery, Chief Financial Officer

Subject: **2023-24 Budget Efficiency Dividend Allocation and Proposed Savings Strategies – BUDGET-IN-CONFIDENCE**

Recommendation/s

That the members note the Department's approach to the Savings Strategies.

Summary of Key Issues

- The 2023-24 Budget included an efficiency dividend commencing from 2024-25 totalling \$300 million across all agencies over the Forward Estimates.
- Budget Committee has determined that the Department's Budget appropriation expenditure will be reduced by the following amounts:

Cabinet Information (s26)

- A sub-committee of the Health Executive Committee proposed Department-specific measures to meet the savings requirements. This information was provided to Treasury on 28 November 2023 and discussed with Budget Committee in December 2023. Further detail was also provided to Treasury with the 2024-25 Budget Submission on 2 February 2024.
- The Department's Savings Strategies have been communicated to Ministers, with feedback received from the Minister for Mental Health and Wellbeing that measures must not impact service, program delivery or frontline jobs and the focus must be on supplies and consumables.
- Agency Business Areas will be required to implement strategies that meet the reduction in appropriation, and the strategies must be consistent with the Principles requested of agencies.
- Regular reporting against the Savings Strategies will be required and a mechanism to record this will be implemented in due course.

Background

- The 2023-24 Budget included an efficiency dividend commencing from 2024-25 totalling \$300 million across all agencies over the Forward Estimates.
- Correspondence from Treasury is attached (Attachment I – Memo to Department of Health - 2023-24 Budget Efficiency Dividend Allocation and Savings Strategy Process)
- The Department's savings strategies have been developed in accordance with Treasury's Principles for Agency-Specific Savings Strategies (refer Attachment I, page 3).

Financial Considerations

- The Savings Strategies identified by the Department and advised to Budget Committee are as follows:

Cabinet Information (s26)



- Based upon the strategies identified by the Agency, the allocations between Business Areas is as follows:

Business Information (s38)

- The savings amounts will be recorded within the Treasury Budget Information Management System and will be visible in the financial tables in the Budget Papers at a high (Output) level.
- Project codes will be created in the Financial Chart in order to allocate amounts to Business Areas and to enable financial reporting.
- Regular reporting on Savings Strategies has been flagged by Budget Committee and the Department will be responsible for tracking the status of savings and report on these if and when requested.

Communication Considerations

- The introduction of Savings Strategies has been framed by the Government as not impacting on frontline services or programs and instead are focussed on achieving backline efficiencies.
- In his Budget Speech, the Treasurer included the following words:
“We will work with agencies to ensure that frontline services are not impacted, as this is a very modest level of saving for agencies to deliver with a strong focus on improving efficiency while continuing key essential services. We can achieve this through backline efficiencies such as new digital enhancements across Government. To be clear, frontline services that Tasmanians rely on will be protected.”
- A specific communications strategy is not required.

Attachments

- 1 Memo to Department of Health - 2023-24 Budget Efficiency Dividend Allocation and Savings Strategy Process



Attachment 1 -
Memo to Departmer

Clearances

Prepared by	Graham Murray	Manager – Budget Development and Advice	Personal Information (s36)	26 March 2024
Through	Shane Bond	Acting Director Finance and Procurement		28 March 2024
Cleared by	Craig Jeffery	Chief Financial Officer		3 April 2024

Budget & Finance Sub Committee 2024 Forward Agenda		
Meeting Date	Standing Items	General Business
2 May 2024	<ul style="list-style-type: none"> • CPR Report • Health Executive Finance Report • PRC Report 	
6 June 2024	<ul style="list-style-type: none"> • Health Executive Finance Report • PRC Report 	
4 July 2024	<ul style="list-style-type: none"> • CPR Report • Health Executive Finance Report • PRC Report 	
1 August 2024	<ul style="list-style-type: none"> • Health Executive Finance Report • PRC Report 	
5 September 2024	<ul style="list-style-type: none"> • Health Executive Finance Report • PRC Report 	
3 October 2024	<ul style="list-style-type: none"> • CPR Report • Health Executive Finance Report • PRC Report 	
7 November 2024	<ul style="list-style-type: none"> • Health Executive Finance Report • PRC Report 	
5 December 2024	<ul style="list-style-type: none"> • Health Executive Finance Report • PRC Report 	<ul style="list-style-type: none"> • Terms of Reference Review

Minutes for Budget and Finance Sub-Committee

Meeting held on Thursday 2 November 2023 at 2 pm

Id	Item	Discussion	Decisions/Actions
I.	Governance	The Chair opened the meeting with an acknowledgement of Country and Introduction	
I.1	Acknowledgment of Country		
I.2	Attendance and Apologies	<p>Attendances: Craig Jeffery, Chief Financial Officer (Chair) Dale Webster, Deputy Secretary Community, Mental Health and Wellbeing Brendan Docherty, Deputy Secretary Hospitals and Primary Care Shane Bond, Director Finance and Procurement</p> <p>Additional Attendees: Sophie Holborow, Secretariat</p> <p>Apologies: Shane Gregory, Kathrine Morgan-Wicks, Michelle Searle, Sally Badcock, Graham Murray, Laura Pyszkowski, Stephen Ayre</p>	
I.3	Minutes from meeting of 5 October 2023 (paper)	The Chair noted the Minutes from 5 October 2023.	Members agreed that the Minutes reflected a true account of the 5 October 2023 meeting.
2	Standing Items*		
2.1	Health Executive Finance Report – September 2023 (paper)	<p>The Chair discussed the Health Executive Finance Report from September 2023 with the Committee. The Chair noted that information has been provided in the Health Executive Report on Locum and Agency Nurse costs and FTE growth, which includes a comparison with the previous year.</p> <p>Internal Deliberative Information</p>	Noted by the Committee

Id	Item	Discussion	Decisions/Actions
		<p>Internal Deliberative Information</p> <p>[Redacted]</p> <p>[Redacted]</p> <p>[Redacted]</p> <ul style="list-style-type: none"> [Redacted] [Redacted] [Redacted] [Redacted] [Redacted] <p>[Redacted]</p> <p>[Redacted]</p> <p>[Redacted]</p> <p>[Redacted]</p>	
2.2	Procurement Reports – July 2023, August 2023 and October 2023 (paper)	The Chair discussed the July, August and October 2023 Procurement reports with the Committee and provided a summary of PRC activities. The Committee noted all of the procurement reports.	Noted by the Committee
3	General Business		
3.1	2024-25 Budget Process	<p>The Committee discussed the 2024-25 Budget Process.</p> <p>The Chair summarised the Budget Process and key dates for Brendan as a new member of the Committee.</p>	Noted by the Committee

Id	Item	Discussion	Decisions/Actions
		<p>Internal Deliberative Information</p> <p>[Redacted]</p> <p>[Redacted]</p> <p>[Redacted]</p> <p>[Redacted]</p> <p>[Redacted]</p> <p>The Committee noted the update.</p>	
4	Next Meeting	December 2023 – This meeting is to be rescheduled to Friday 8 December 2023.	
4.1	Forward Agenda <i>anything to add?</i>	N/A	
5.	Other Business	Craig Jeffery thanked Sophie Holborow for her secretariat support of the Budget and Finance Sub-Committee.	

Chairperson

6 November 2023

Members:

Approved DATE

From: DiVirgilio, Sonya
Sent: Tuesday, 7 May 2024 2:17 PM
To: Ambulance Tasmania - Office of the Chief Executive; Badcock, Sally; Bond, Shane E; Chief Executive Hospitals North West; Director Finance and Procurement; DiVirgilio, Sonya; Docherty, Brendan Q; Emery, Jordan D; Garvey, Kate; Gregory, Shane T; Deputy Secretary, Hospitals and Primary Care; Hyland, Paula; Vautier, Jacqueline E; Jeffery, Craig R; Klippel, Tracey F; Lieutier, Fiona C; McDonald, Joe; Monty, Rick L; Murray, Graham A; Nicholson, Marcy; Office of the Chief Executive, Hospitals South; Office of the Chief Executive, Hospitals North; Office of the Deputy Secretary - Community Mental Health and Wellbeing; Office of the Deputy Secretary - Policy Purchasing Performance and Reform; Office of the Secretary - Business Executive Support; OTS-DoH Office of the Secretary - Staff; Paal, Hannah; Pyszkowski, Laura K; Searle, Michelle; Swinbourne, Sheree; Webster, Dale E
Subject: BFSC Minutes for out of Session Endorsement
Attachments: Chair Approved - BFSC Minutes - 2 May 2024.docx

Good afternoon committee members,

As discussed in last week's meeting, while the Budget review process is underway, the Budget and Finance Sub-Committee will not be having face to face meetings and will deal with its standing items and clearance of the Budget Chapter and Agency Financial Statements via out of session meetings.

Please see the attached draft minutes reviewed by the Chair, for your endorsement as a committee. If you could please respond to this email by COB Friday 10 May 2024 (noting nil responses will be taken as endorsement of these minutes).

Kind regards



Sonya DiVirgilio
Secretariat
Budget and Finance Sub Committee
Office of the Secretary - Department of Health

Phone: Personal Information

[Redacted phone number]

It's always OK to speak up

Find out how at:

www.health.tas.gov.au/child-safety-and-wellbeing



Department of Health



Budget and Finance Sub-Committee
Minutes

Venue: Level 2 Meeting Room 1, 22 Elizabeth Street, Hobart or via Teams

Date: 2 May 2024

Time: 3:00 pm – 3:30 pm

Items suggested for redaction are highlighted

Governance		Action	Action Officer
Attendance and Apologies	<p>Membership (✓Attended): Craig Jeffery (Chair)✓, Sally Badcock✓, Dale Webster✓, Brendan Docherty✓, Rick Monty✓, Joe McDonald✓, Michelle Searle✓, Laura Pyszkowski✓, Fiona Lieutier✓, Paula Hyland✓, Jordan Emery✓, Kate Garvey✓.</p> <p>Observers: Graham Murray✓, Shane Bond✓, Lisa Howes✓ Secretariat: Sonya DiVirgilio ✓ Apologies: Shane Gregory</p> <p>Guests: Nil</p>		
1. Acknowledgement of Country	Craig Jeffery provided an acknowledgement of country.		
2. Minutes from previous BFSC Meeting	Minutes from 7 March 2024 were accepted as a true reflection of the previous meeting.	Endorsed	
3. Outstanding Actions	Chair closed off the Action list as completed.	Noted and Closed	Secretariat
Standing Items			
4. Health Executive Finance Update	<p>2024-25 Budget Development</p> <ul style="list-style-type: none"> The Chair provided an update on the 2024-25 Budget process. The Treasurer has set the budget date for this year as Thursday 12 September 2024. Treasury sent out an update on the 2024-25 Budget Development Process on 1 May 2024. The Budget priorities are: <ul style="list-style-type: none"> Focussing on the 2024 Election commitments. Allocating the Budget Efficiency dividends. 	Nil	Nil

	<ul style="list-style-type: none"> ○ High priority funding requests delivered to support the Commission of Inquiry recommendations. ○ Limited consideration of Budget Risks and Agency Budget Submissions, with no updated Budget submissions being requested. ● Budget Committee’s focus is expected to be on long term fiscal repair. <p>2023-24 Budget Management</p> <ul style="list-style-type: none"> ● The Chair provided an update on the 2023-24 Budget position. ● Internal Deliberative Information <p>[Redacted text]</p>		
<p>5. Procurement Report – March 2024</p>	<p>The Committee noted the report.</p>	<p>Nil</p>	<p>Nil</p>
<p>6. Procurement Report – April 2024</p>	<p>The Committee noted the report.</p>	<p>Nil</p>	<p>Nil</p>
<p>7. Compliance, Policy and Risk Status Report - March 2024</p>	<p>The Committee noted the report.</p>	<p>Nil</p>	<p>Nil</p>
<p>General Business</p>			

8. 2024-25 Budget Efficiency Dividend Allocation and Proposed Savings Strategies – BUDGET-IN-CONFIDENCE	The Committee noted the report and the Department’s proposed approach to meet the Budget Efficiency Dividend from 2024-25.	Nil	Nil
9. Forward Agenda	Nil	Nil	Nil
Other Business			
Next Meeting: Out of session	As noted above, while the Budget review process is underway, the Budget and Finance Sub-Committee will not have face to face meetings and will deal with its standing items and clearance of the Budget Chapter and Agency Financial Statements via out of session meetings.	Nil	Secretariat

Endorsed by Committee – **DATE**

**Department of Health
2024-25 Budget Submission**

COI Extract as at 31 January 2024

Summary table

Cabinet Information



Cabinet Information

DRAFT

Cabinet Information



Cabinet Information

Cabinet Information

Cabinet Information

Cabinet Information

Cabinet Information

Cabinet Information

Cabinet Information

Cabinet Information

Cabinet Information

Cabinet Information

Cabinet Information

Cabinet Information

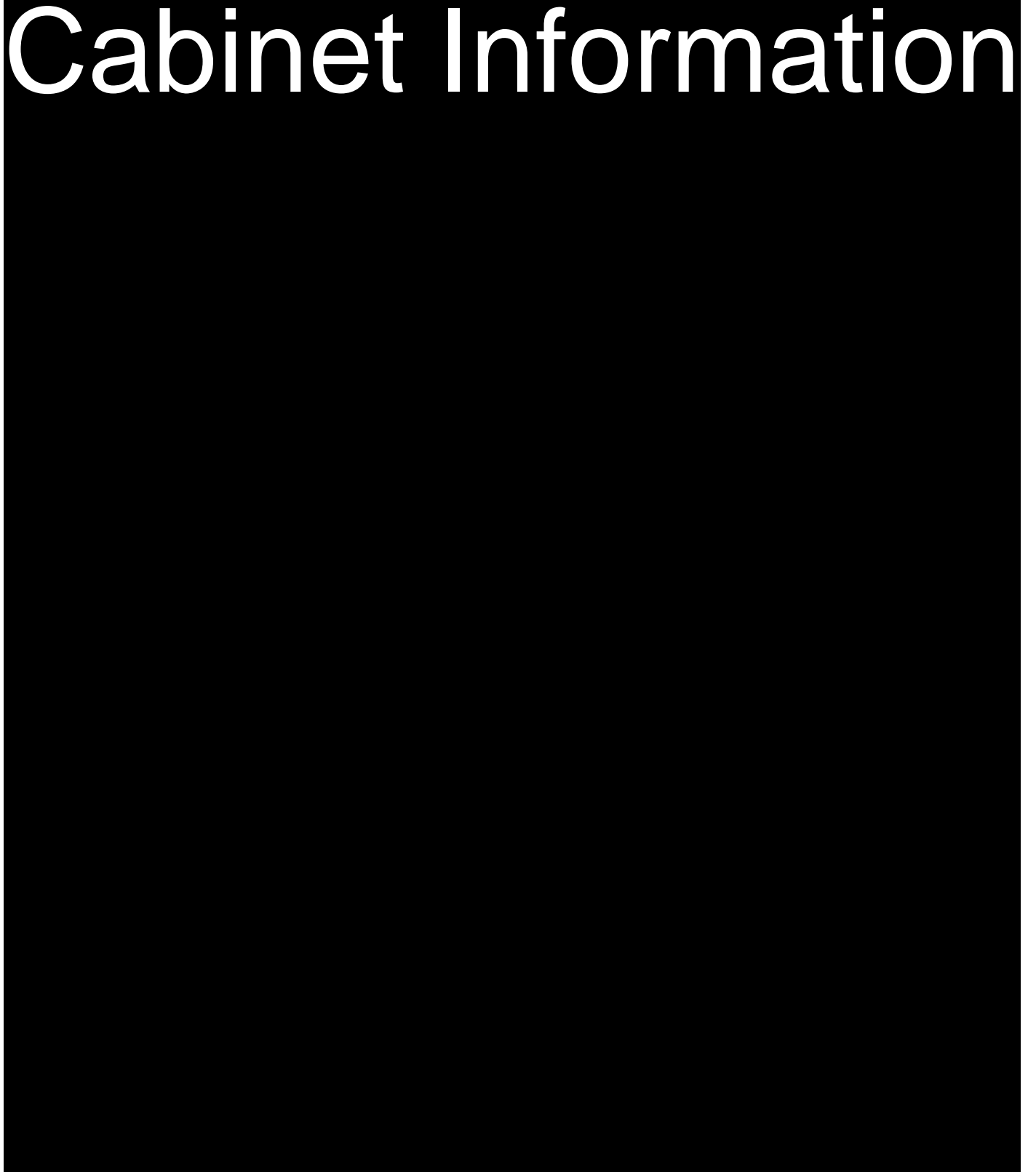


Cabinet Information

Cabinet Information

Cabinet Information

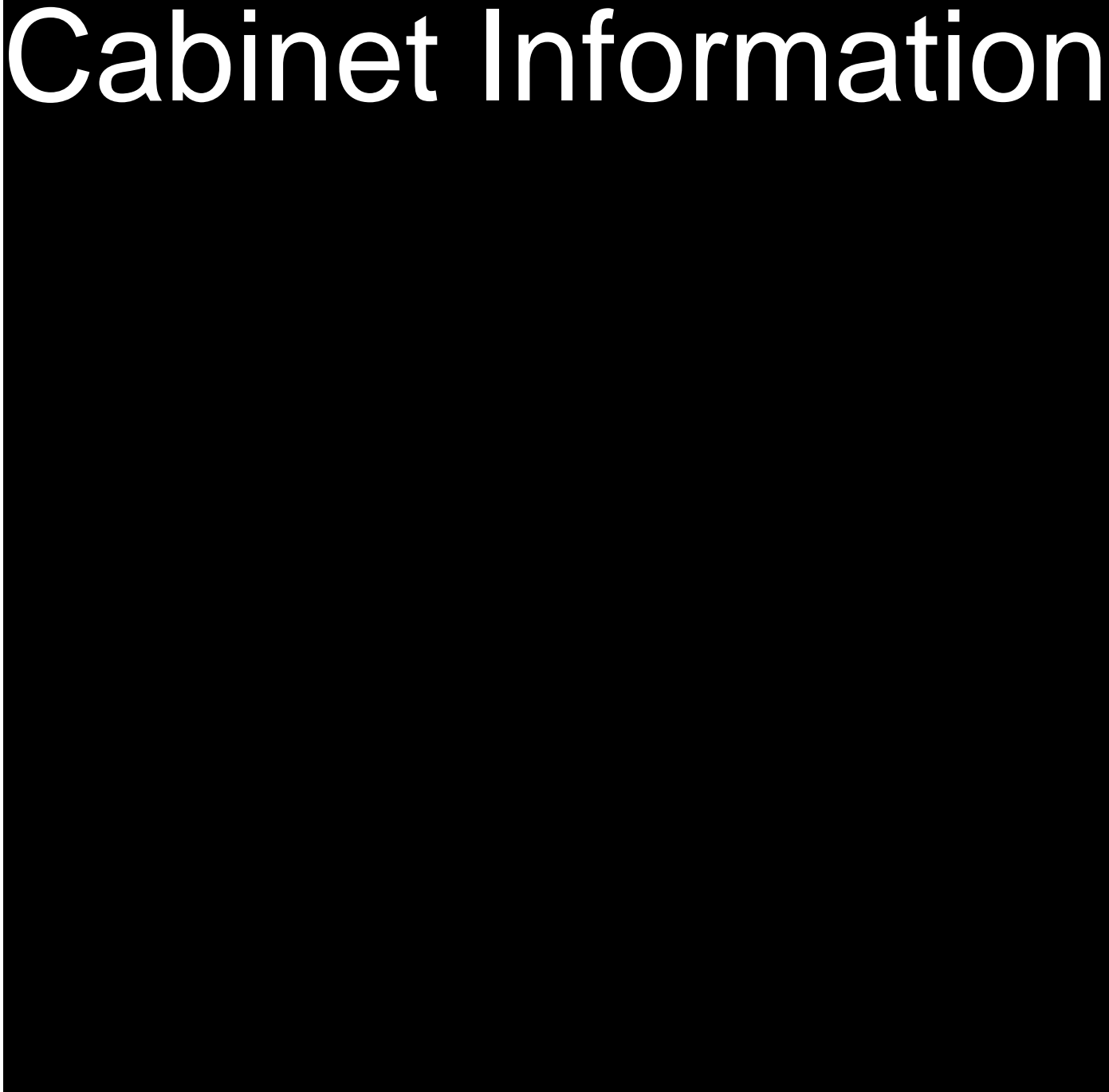
Cabinet Information



Cabinet Information

Cabinet Information

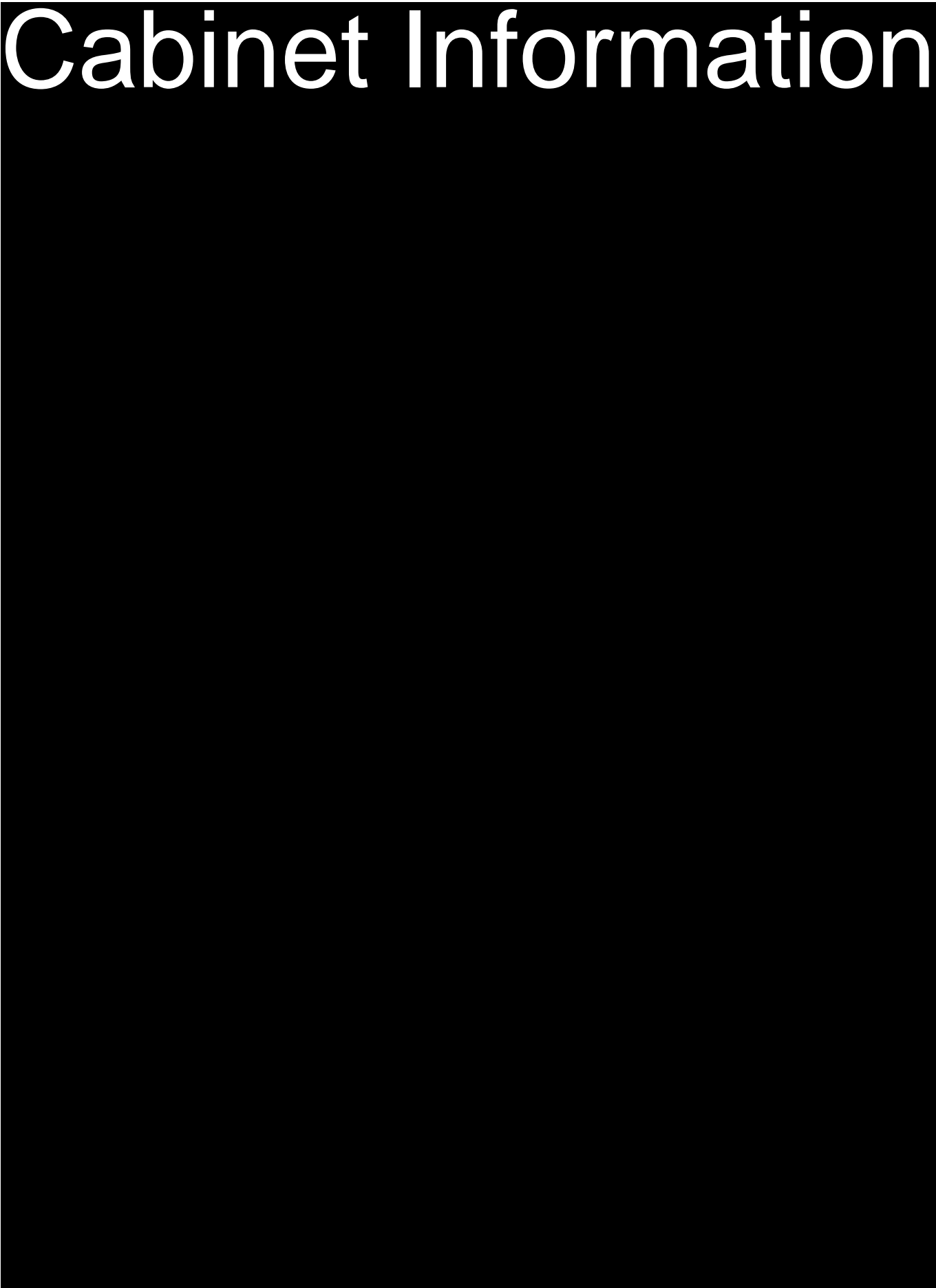
Cabinet Information



Cabinet Information

Cabinet Information

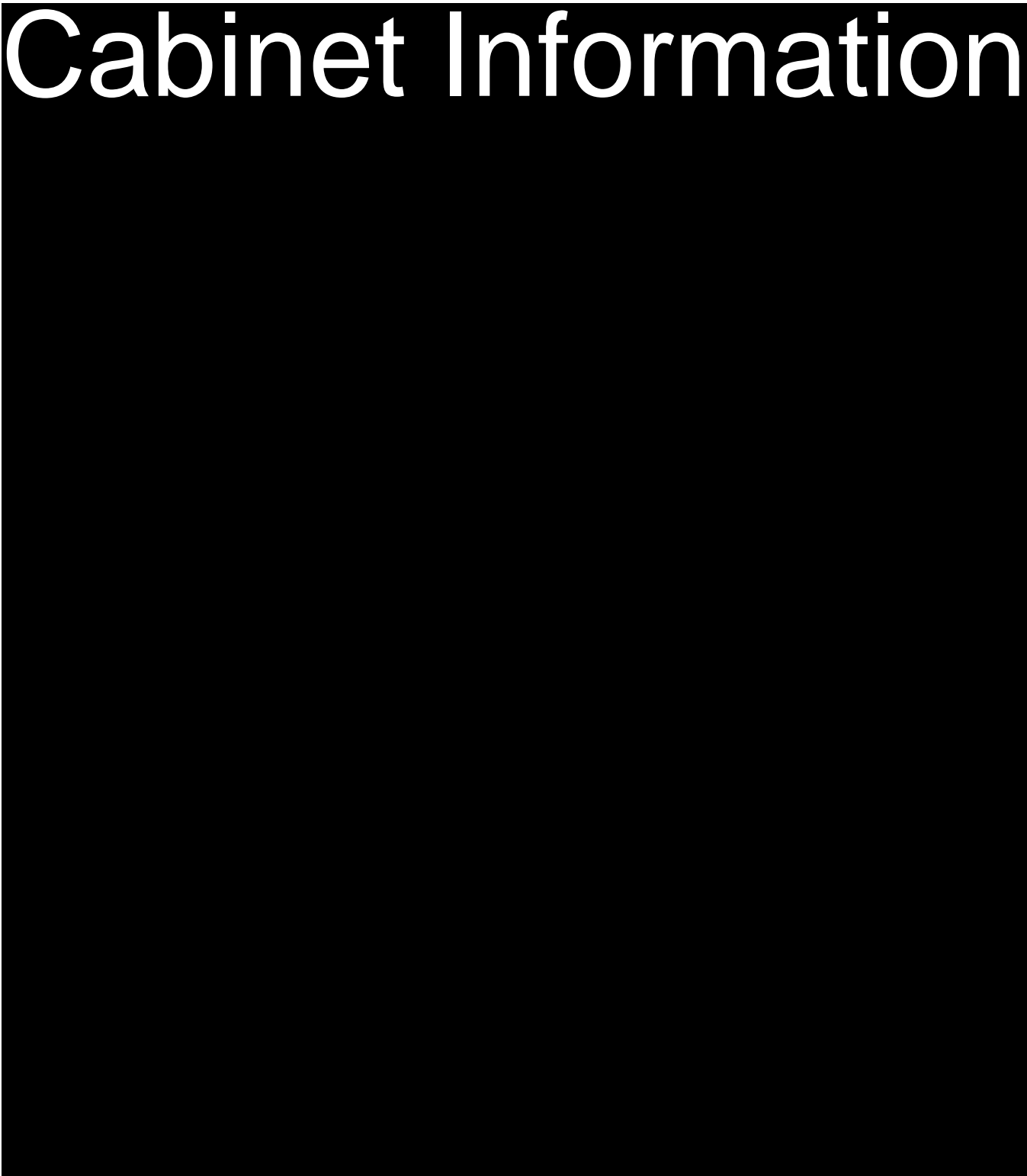
Cabinet Information



Cabinet Information

Cabinet Information

Cabinet Information



Cabinet Information

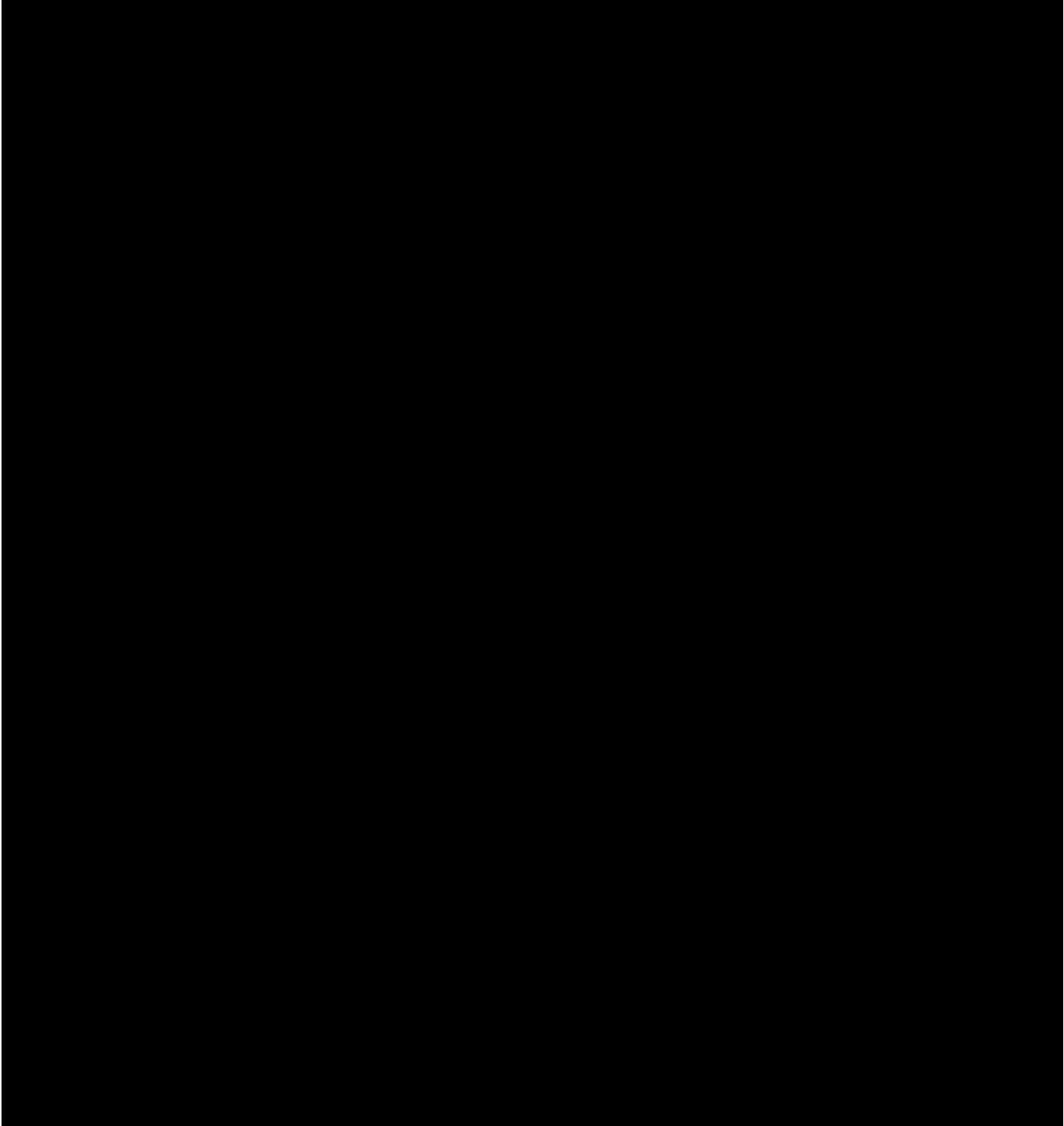
Cabinet Information

Cabinet Information

Cabinet Information

Cabinet Information

Cabinet Information



Cabinet Information

Cabinet Information

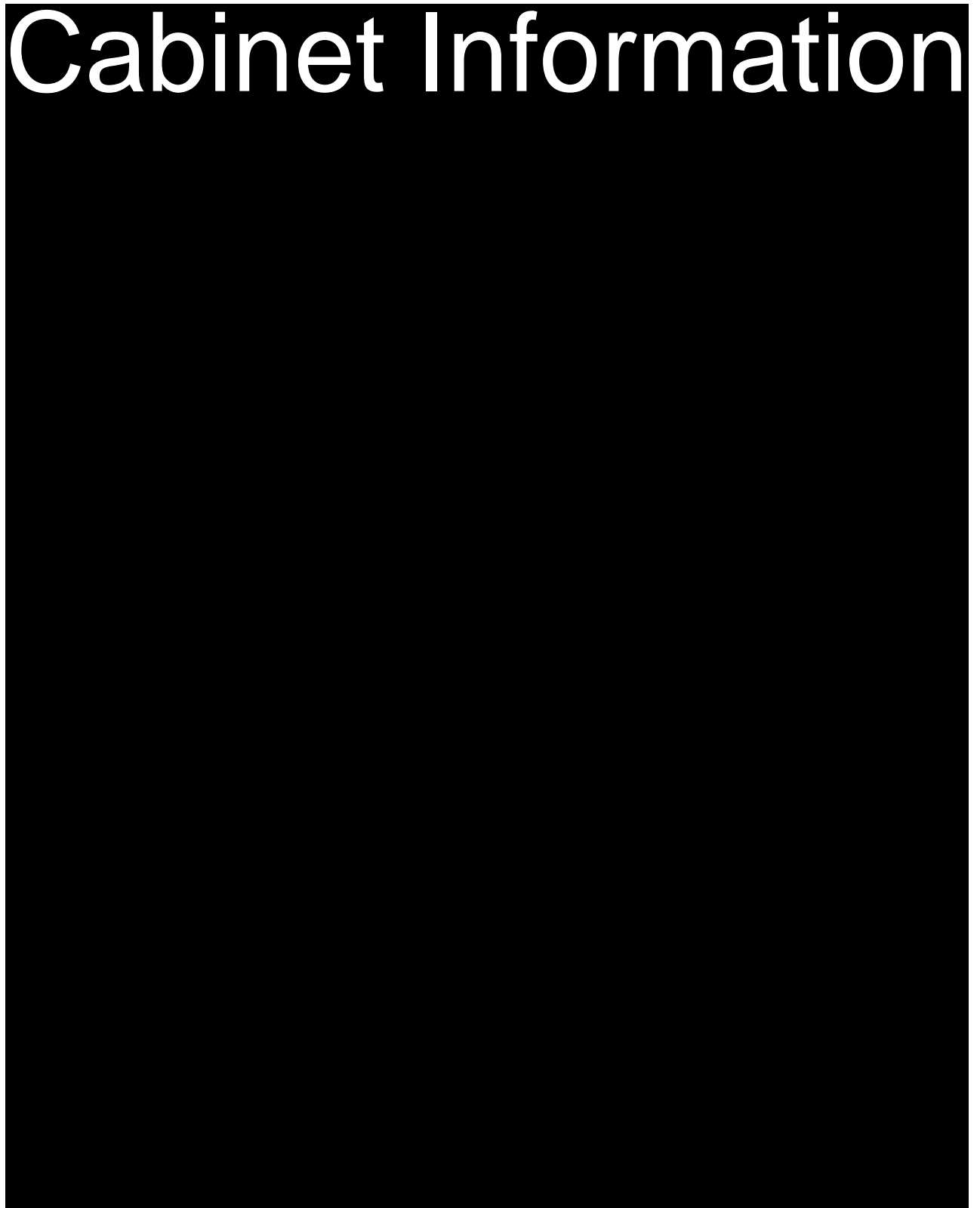
Cabinet Information

Cabinet Information

Cabinet Information

Cabinet Information

Cabinet Information

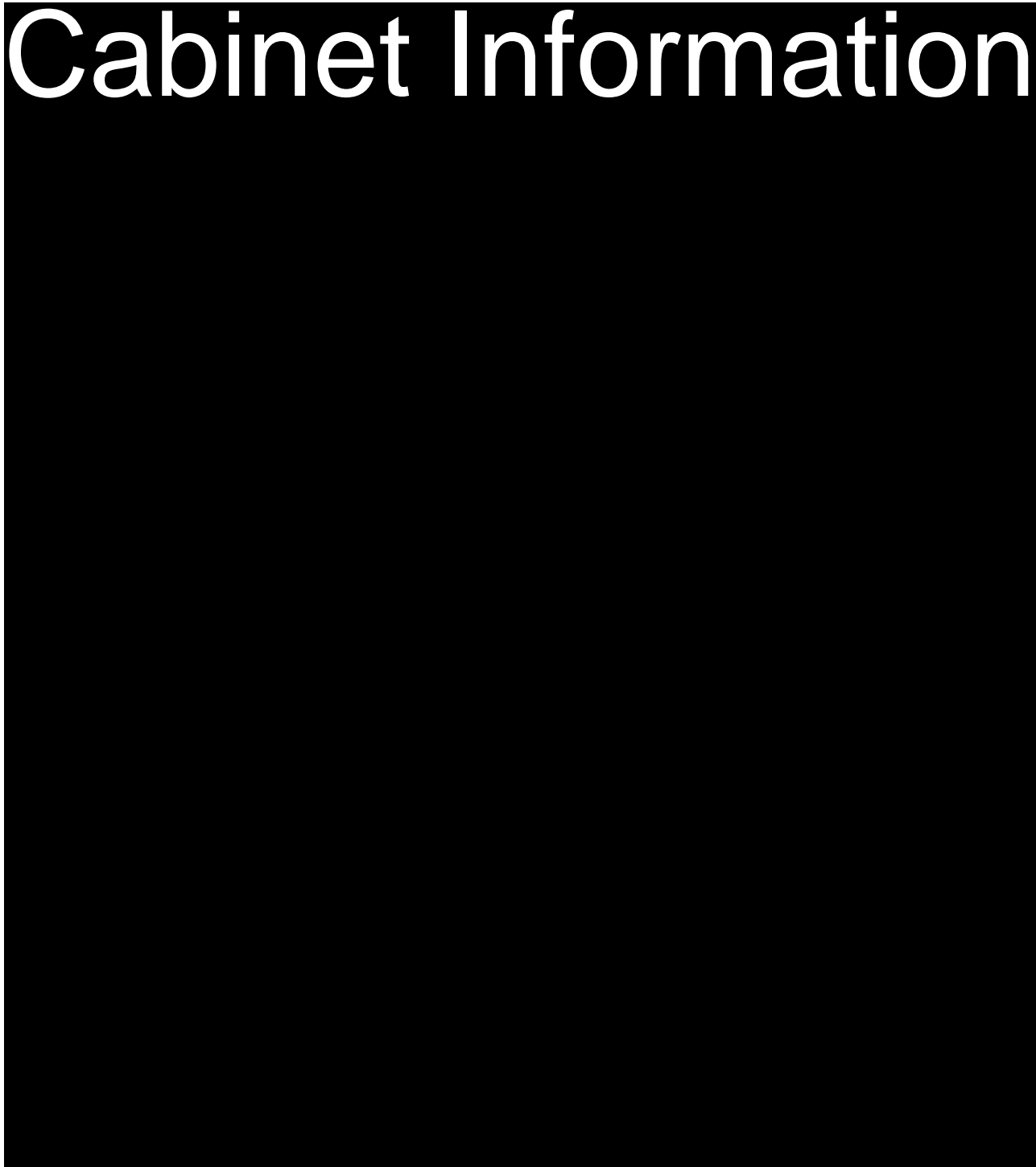


Cabinet Information

Cabinet Information

Cabinet Information

Cabinet Information



Cabinet Information



DEPARTMENT of HEALTH

Health Executive Finance Report

For the period ending 31 October 2023

CONFIDENTIAL

Business Information

Business Information

Business Information

Business Information

Business Information

Business Information

Business Information

Business Information

Business Information

Business Information

Business Information

Business Information

Business Information

Business Information

Business Information

Business Information

Business Information