

## Wilson, Louise

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**From:** Smith, Pete  
**Sent:** Thursday, 18 June 2020 6:33 PM  
**To:** Wilson, Louise  
**Cc:** Boersma, Ian  
**Subject:** HT Cultural Change Action Plan - 16 June 2020.docx  
**Attachments:** HT Cultural Change Action Plan - 16 June 2020.docx

Hello Louise

Here is the latest version of the CCAP, as updated by me FYI. I know that you wanted to review it and add some new content before you issued it to staff, so I thought I'd best get it to you now. Just so you know, the Louise Cooper session has been postponed until we can arrange the next (one to two) debrief sessions (Items 16 and 17) and potentially the communications task (Item 19). Alison cancelled the last RTI session, given COVI-19 tasks, and this session needs to be rescheduled when she is available.

Pete

RTI-DL-RELEASE-DPIPV

# HT Cultural Change Action Plan

The HT Cultural Change Action Plan was developed in October 2019, refreshed in May and June 2020. It is a working document that can be updated periodically, to track progress and amend or add new initiatives. It uses an action plan format and includes an update on progress, several new initiatives and a traffic light reporting system to help to track progress and implementation (ie: Green = Completed, Blue = In train & Red = Delayed)

ID	Initiative	Responsible Officer	Timeframe	Status	Notes
1	Action Plan to be reformatted as a working document, updated regularly, & use a traffic light reporting format	Pete	15/5/2020	✓	Draft to staff 21/5/2020
2	Performance Management Reviews (PMR) to be reviewed, to ensure they include reference to the Action Plan	Annita/Ian/Pete	By 31/5/2020	✓	Two PMRs remain in discussion
3	All staff to participate in a 'Working Well' program:	Louise (Louise Cooper)	15/11/2020	✓	
	i) Effective Leadership and Staff Engagement	Pete (Louise Cooper)	19/11/2020	✓	Notes circulated to participants
	ii) New session: Recap, Review & Refresh	Pete (Louise Cooper)	25/5/2020	✓	Session postponed until after Items 16 & 17 have been completed
	iii) Working Well – Workplace Culture	Pete (Louise Cooper)			
4	Managers to participate in 'Managing People' training	Louise	Late 2019	✓	
5	Managers to participate in Mental Health in the Workplace	Louise	Late 2019	✓	Annita, Ester, Ian, Louise & Pete attended these sessions
6	Director to participate in Manager Essentials program	Louise/Pete	From August 2019 onwards		12-month program now on hold due to COVID-19
7	Facilitated debrief session for staff on legacy issues	Louise (Louise Cooper)	11/12/2019	✓	Notes circulated 14/5/2020
8	Seek advice from the SG on the 2014 amendments:	Louise	Late 2019	✓	Advice obtained & is being incorporated into project planning
	i) Advice from SG to be sought on s.94 amendments; and ii) Brief & consult staff on the draft Heritage Register Legacy Locations Project Plan & legal advice obtained	John/Annita/Pete/Louise	15-16/6/2020	✓	
9	Adoption of project management methodology by HT & staff to be given opportunity to undertake training	Staff/Team Leaders/Pete	Ongoing	✓	Being applied in registration, training attended by some & also on RIPPLE
10	Staff session on the i) role of public servants; ii) providing professional/technical/policy advice; iii) the role of the THC; iv) the THC's relationship with HT; and the THC/HT budget	Deidre Wilson/Louise	2/6/2020	✓	

# HT Cultural Change Action Plan

11	GM & Dep Sec to attend HT staff meetings regularly, at least once every three months	Louise/Deidre	28/7/2020 20/10/2020	To provide updates, answer queries, discuss topics nominated by staff & the implementation of this plan
12	Measures to monitor, sustain and continue cultural change and continuous improvement, Action Plan: i) to be referenced in the Divisional Plan & GM's PMR; ii) implementation to be referenced in all HT PMRs; and iii) Initiatives of relevance to be added to HT Business Plan	Louise Team Leaders/Pete Team Leaders/Pete	2019 By end May 2020-21	As noted at Item 2
13	Cultural Change Action Plan to be a standing item for individual, team, team leader, staff & Director/GM meetings	All staff/Louise	Ongoing	Standing items to be confirmed as part of the work under Item 19
14	Progress reports on actions, issues, how they are being managed & any additional actions to be prepared	Pete (Louise)	6/3/2020 30/6/2020* 31/8/2020 30/11/2020	To be prepared in consultation with staff & Team Leaders, & submitted to the GM prior to distribution *Louise to update & issue
15	Cadastral (location and boundary) and 2014 s.94 amendment issues debrief to be held as a precursor to staff consultation on the Legacy Locations Pilot Project	Louise (Annita)/Ester/ John/Pete	15/6/2020	New action added to the CCAP
16	Integrity Project debrief to be arranged to reflect on the project's origins, implementation, outcomes, learnings & outstanding actions. The Project Closure template will be used & any outstanding actions will either be incorporated into the Action Plan or Business Plan (2020-21)	Ian (Ester/Pete)	July 2020	Debrief to be arranged for all interested staff
17	Municipal Surveys debrief to be arranged, if there is interest, to reflect on the project's origins, implementation, outcomes, learnings & outstanding actions. The Project Closure template be used & any outstanding actions incorporated into the Action Plan or Business Plan (2020-21)	Annita (Pete)	July 2020	Debrief to be arranged, if there is staff interest
18	Right to Information team to give a presentation on the RTI process, practical tips & answer staff questions on RTI	Alison/Monique (Pete)	July-Aug 2020	Session scheduled for 16 June 2020 postponed at presenter's request
19	Communications framework to be developed with all staff to identify their information & communication needs, & define objectives, principles, roles, responsibilities & focus areas.	Felicity	July-Aug 2020	Next steps to be confirmed in the interim, a weekly staff email update is being prepared, when

## HT Cultural Change Action Plan

	Specific actions, methods and timing to be included, along with THC engagement. GM to review & approve draft.				relevant, alongside individual, team & fortnightly staff meetings
20	Director to arrange for staff to be able to sit-in on & observe THC meetings. This can be arranged through the Director	Pete	Ongoing	✓	Endorsed by the Chair
21	Teams & team leaders to organise & facilitate staff meetings, including guest speakers & workshop topical subjects		Ongoing	✓	
22	Director to engage relevant staff in managing topical statutory and strategic matters, & brief staff, where able		Ongoing	✓	
23	Explore opportunities to pursue new initiatives & innovation when developing the 2020-21 Business Plan		2020-21 year		
24	Staff to be consulted on strategic priorities, where able	Team Leaders/Pete	Ongoing	✓	Red Tape Reduction initiatives Potential stimulus initiatives Legacy Locations Pilot Project
25	A collaborative whole of branch planning session will be used to prepare the HT Branch Business Plan (2020-21) this year, and include a session on the PMR process to ensure all staff and supervisors are on the same page with this process	Pete (All Staff)	Aug/Sept 2020		This new initiative reflects recent feedback obtained from staff

## Wilson, Louise

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**From:** Smith, Pete  
**Sent:** Monday, 18 May 2020 12:09 PM  
**To:** Wilson, Louise  
**Subject:** HT Cultural Change Action Plan - Mid May 2020.docx  
**Attachments:** HT Cultural Change Action Plan - Mid May 2020.docx

Hi Louise

Here is a consolidated Action Plan that includes the original and new initiatives, an update on them, timeframes and a traffic light reporting system.

I'll await your feedback and wait to hear as to whether you want to issue it to staff or I will later today. Thanks for your assistance with it.

Take care & stay safe

Pete Smith  
Director, Heritage Tasmania

Section 36

RTI-DL-RELEASE-DPIP/WE

# HT Cultural Change Action Plan

18 May 2020

The HT Cultural Change Action Plan was developed in October 2019 and refreshed in May 2020 to: incorporate an update on progress, introduce a number of new initiatives and include a traffic light reporting system to help track & report on its implementation (ie: Green = Completed, Gold = In train, Red = Delayed)

ID	Initiative	Responsible Officer	Timeframe	Status	Notes
1	All staff to participate in a 'Working Well' program: i) Effective Leadership and Staff Engagement ii) New session: Recap, Review & Refresh iii) Working Well – Workplace Culture	Louise (Louise Cooper) Pete (Louise Cooper) Pete (Louise Cooper)	15 & 19/11/19 25/5/20 10/6/20		Scheduled (18/5/20) Scheduled (18/5/20)
2	Managers to participate in 'Managing People' training	Louise	Late 2019		
3	Managers to participate in Mental Health Training	Louise	Late 2019		
4	Director to participate in Manager Essentials program	Louise/Pete	Commenced		
5	Facilitated debrief session for staff on legacy issues	Louise (Louise Cooper)	11/12/19		Program on hold at present
6	Seek advice from the SG on the 2014 amendments: i) Advice from SG to be sought on s.94 amendments ii) Brief staff on legal advice & draft Project Plan	Louise Louise (Annitia/Pete)	Late 2019 Late 5/20		Notes circulated – 14/5/20 Advice obtained & is being Incorporated into project planning As part of Project Plan briefing
7	Adoption of project management methodology by HT & staff to be given opportunity to undertake training	Staff/Team Leaders/Pete			Being applied in registration, training Attended by some & on RIPPLE
8	Session on the role of public servants & providing the professional/technical/policy advice, while serving the THC, Minister, Government and community, & discussion of the role of the THC & its relationship with HT	Deidre Wilson/Louise (Pete)	2/6/20		Had been scheduled for Dec & March, but needed to be rescheduled
9	GM & Dep Sec to attend HT staff meetings regularly, at least once every three months	Louise/Deidre	28/7/20 20/10/20		To provide updates, answer queries, discuss topics nominated by staff & the implementation of this plan
10	Measures to monitor, sustain and continue cultural change and continuous improvement: i) Action Plan will be referenced in the NCH Divisional Plan & the General Manager's annual PMR ii) Implementation & review of Action Plan to be included in the PMRs of HT staff & seniors iii) Relevant actions from this plan are to be added to the HT Branch Business Plan	Louise/Team Leaders/Pete	Pending By 31 May Pending		GM to confirm status Review, as per new Item B Current draft to be revised & to include in 2020-21 version

18 May 2020

HT Cultural Change Action Plan

11	Discussion of progress on Action Plan to be a standing item for one on one, team, team leader & staff meetings & meetings between the GM & Director	All staff/Louise	Ongoing	A list of standing agenda items is to be prepared for each of these forums, as part of the work under Item H
12	Progress reports on actions, issues, how they are being managed & any additional actions to be prepared	Pete (Louise)	6/3/20 30/6/20 30/6/20 31/8/20 30/11/20	To be prepared in consultation with staff & Team Leaders, & submitted to the GM prior to distribution
<b>NEW ITEMS - Added 14 May 2020</b>				
A	Cultural Change Action Plan to be reformatted as an Action Sheet & include a "traffic light" reporting format (ie: Green = Completed, Gold = In train, Red = Delayed)	Pete	15/5/20	Reformed 18/5/20
B	All HT Performance Management Review (PMR) plans to be reviewed & updated, if needed, to ensure they include reference to the Cultural Change Action Plan	Annita/Ian/Pete	By 31/5/20	
C	Heritage Register Integrity Project de-brief to be offered to interested staff to reflect on the project's origins, process, challenges, results, learnings & outstanding actions, & to enable staff to share feelings about the project; report, adapted from the Project Closure' template to be provided to the GM, shared with other staff; & any outstanding actions to be incorporated into, and progress monitored in this Action Plan	Ian (Ester/Pete)	Pending	Facilitator confirmed 15/5/2020, next steps to be confirmed
D	Municipal Surveys de-brief to be offered to interested staff and, if take-up, & undertaken as per Item A	Annita (Pete)	Pending	Facilitator confirmed 15/5/2020, next steps to be confirmed
E	Role of the Heritage Council & its relationship with HT, THC priorities, budget & open question time to be included in the staff session, noted as Item 8.	Deidre/Louise (Pete)	2/6/20	Session scheduled 15/5/20
F	Strategy for addressing critical cadastral issues to be developed, including project plan/s, priorities, staging,	John/Annita/Ester/Pete (Louise)	Pending	Draft Project Plan being developed &

15 May 2020

# HT Cultural Change Action Plan

18 May 2020

	timing, communication, before taking it to the THC (NB: Further SG advice may be required), as per Item 6				subject to consultation with DPWPWE management, HT staff, Chair & THC
G	Right to Information (RTI) team to give a presentation on the RTI process, practical tips & answer questions on the RTI Policy and Procedures	Pete (Alison/Monique)	Proposed for 16/6/20		Postponed due to COVID Reschedule confirmed (18/5/20)
H	<p>Communications &amp; Staff Meetings (HT to develop a communications framework &amp; plan):</p> <ul style="list-style-type: none"> <li>i) Initiate a project to consult with staff about their information &amp; communication needs &amp; wants &amp; develop a framework and plan in response. It is to comprise objectives, principles, roles &amp; responsibilities, &amp; priority focus areas;</li> <li>ii) The plan is to comprise specific actions under each priority focus area, communications methods, timing, specific responsibilities for actions &amp; linkages across actions, &amp; include HT engagement with the THC;</li> <li>iii) The Framework and plan are to be provided to the GM for approval &amp; then shared with HT staff</li> <li>iv) Actions to be incorporated into, and progress monitored in the short to medium term through the Cultural Change Action Plan.</li> </ul>	Felicity	Pending		Facilitator confirmed (15/5/20), next steps to be confirmed

RELEASE-DPIPWE

# HT Cultural Change Action Plan

18 May 2020

## OTHER INITIATIVES THAT HAVE BEEN IMPLEMENTED

### Heritage Council Meetings

Arrangements have been made so that staff can sit in & observe THC meetings. This can be arranged through the Director. Once confirmed, meeting agendas are being circulated by the Executive Officer to alert staff to items of potential interest.

### Ministerial/Media Engagement

Staff are being directly involved in the drafting of Ministerials and media engagement, to link them to this effort & support QA.

### Monthly Staff Meetings

Teams and team leaders now organise and facilitate staff meetings, which are currently being held on a fortnightly basis. Where able, time is being given to involving guest speakers, collaborating on initiatives & discussing topical subjects.

### Managing Topical Issues

The Director is placing greater emphasis on involving staff in his management of topical, statutory and operational matters. Where appropriate, all staff or at least staff with a direct interest in such matters, are being briefed on these matters.

### Strategic & Business Planning

Staff were consulted on the 2019-20 HT Business Plan. However, concern was expressed that it mostly reflected existing commitments or business as usual, & frustration the inability to engage in new initiatives or be innovative. This will be explored more openly at the start of the 2020-21 business cycle.

Assessed by the Department of Primary Industries, Parks, Water and Environment under the Right to Information Act 2009

RIGHT TO RELEASE SE DRIP WE

**From:** Wilson, Louise <[Louise.Wilson@dpiwwe.tas.gov.au](mailto:Louise.Wilson@dpiwwe.tas.gov.au)>  
**Sent:** Thursday, 14 May 2020 12:43 PM  
**To:** Smith, Pete <[Pete.Smith@heritage.tas.gov.au](mailto:Pete.Smith@heritage.tas.gov.au)>  
**Subject:** RE: Hello! - and Cultural Change Action Plan Update/Nest Steps

Excellent. I'm confident we'll have some new momentum in no time.

Let me know if your TLs have any concerns. In fact, let me know how staff respond generally.

**From:** Smith, Pete <[Pete.Smith@heritage.tas.gov.au](mailto:Pete.Smith@heritage.tas.gov.au)>  
**Sent:** Thursday, 14 May 2020 12:40 PM  
**To:** Wilson, Louise <[Louise.Wilson@dpiwwe.tas.gov.au](mailto:Louise.Wilson@dpiwwe.tas.gov.au)>  
**Subject:** RE: Hello! - and Cultural Change Action Plan Update/Nest Steps

Thanks for that, that all sounds good. I thought I had a PDF version (as we use them lots), that's why I'd asked for the Word version.

Pete

**From:** Wilson, Louise <[Louise.Wilson@dpiwwe.tas.gov.au](mailto:Louise.Wilson@dpiwwe.tas.gov.au)>  
**Sent:** Wednesday, 13 May 2020 6:26 PM  
**To:** Smith, Pete <[Pete.Smith@heritage.tas.gov.au](mailto:Pete.Smith@heritage.tas.gov.au)>  
**Subject:** RE: Hello! - and Cultural Change Action Plan Update/Nest Steps

Hi Pete

I'm not sure why you don't have the Action Plan in Word in your records, as I sent it to all HT staff in Word format. In any case, I have attached. Please ensure all Action Plan related material is saved centrally and somewhere for completeness and ready reference by staff.

The Action Plan is intended to be a working document – actions have been added and some may evolve be added over time. I am envisaging that the Action Plan will evolve into a consolidated Action List format, with actions and responsibilities (who is leading) and timeframes for each action. You might even want to add a status section to use for monitoring purposes. More on this below.

It is essential that we maintain momentum from this point to retain credibility and maintain staff engagement. A structured and disciplined approach is particularly important given that the actions are evolving (and number growing) and we need to deliver on them in this strange new COVID-19 impacted environment.

While I have overall responsibility for the Action Plan, the details of actions and their implementation are your responsibility as the Director – and I need to give you space for this. To ensure absolute clarity regarding roles and responsibilities in this context, and to ensure actions/milestones are delivered on time and as envisaged, below is an outline of my expectations over the coming weeks and months:

- You will arrange a time for the Louise C 'Recap, Review, Refresh' session. I won't be involved in this – it will be just you and your team. Let me know when it is booked and I will liaise with Louise in the first instance, then hand over to you.
- You will schedule the Role of PS session – Deidre's diary will be the challenge.
- You will collate all new and existing actions into an action list and assign those actions to leads and include timeframes. I would like to review the timeframes before the list is sent to staff.
- We will agree on a format for written progress reports – you might like to think about applying a traffic light type approach to the action list. Give it some thought and we can discuss at an RWM when I return to the GM role.
- Written progress reports are to be provided to me for approval before they are shared with staff.
- You will ensure key milestones are scheduled in your diary to ensure no unnecessary slippage.
- If an unavoidable slippage is anticipated and/occurs, you will provide me with advice asap regarding why and proposed strategy for managing the issue and communicating to staff.
- All PMRs need to include references to the Action Plan. Please ensure this is confirmed. I'm sure they are, but going through the Action Plan it dawned on me that we should double check.

Out of Scope

- You will ensure you and your TLs include in all HT branch meetings, Team meetings and individual regular staff-supervisor meetings the Action Plan as a standing item for discussion. There may not be anything to discuss but it's important to have a prompt. The aim is to keep the cultural change objectives and actions front of mind, and ensure there are regular conversations about these. Over time, when the action plan is closed as a 'project' and (hopefully) HT transitions to a more positive cultural space in line with the objectives of the 'Working Well' sessions, I would expect the agenda item/prompt will be rebadged to something like 'HT values and culture'...
- Our RWMs will have progress on the Action Plan as a standing item

Out of Scope

We can review these as we progress actions and as required.

I look forward to working with you on next steps.

Cheers  
Louise

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**From:** Smith, Pete <Pete.Smith@heritage.tas.gov.au>  
**Sent:** Wednesday, 13 May 2020 2:12 PM  
**To:** Wilson, Louise <Louise.Wilson@dpiwwe.tas.gov.au>  
**Subject:** RE: Hello! - and Cultural Change Action Plan Update/Nest Steps

Thanks for getting this content out and helping to get this process moving again.

Could you please send me the Word version of the CC Action Plan for updating. Ta

Pete

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**From:** Wilson, Louise <Louise.Wilson@dpiwwe.tas.gov.au>  
**Sent:** Wednesday, 13 May 2020 12:55 PM  
**To:** Heritage Tasmania <DPIPWEall\_tasheritage@heritage.tas.gov.au>  
**Cc:** Wilson, Deidre <Deidre.Wilson@dpiwwe.tas.gov.au>; Morrison, Amy <Amy.Morrison@dpiwwe.tas.gov.au>  
**Subject:** Hello! - and Cultural Change Action Plan Update/Nest Steps

Hello everyone

One of my priorities over the coming weeks (and beyond) is to ramp up work the HT Cultural Change Action Plan. Unfortunately, the combination of the Xmas/New Year and the holiday season, my sudden departure in mid-February and responding to the COVID-19 crisis, has meant we have lost some momentum.

I have spent the past week or so reviewing the plan and progress to date, and I've taken steps to recalibrate and get us back on track. Please see below for an update on key actions and outline of next steps.

## UPDATE AND NEXT STEPS

### Legacy Issues sessions

- See notes attached.
- I have done my best to capture the key topics and points raised in the session (with help from Pete), and I've included some 'Pathways/Responses' – some of which were discussed on the day
- Please let me know if I have missed anything critical.
- New actions will be incorporated into, and monitored via, the Action Plan.
- The Director to work with Team Leaders and staff to implement new actions coming from the session. Any suggestions in relation to the actions to be provided to the Director.

### Next Louise Cooper session

- Given that some time has elapsed since the various facilitated group sessions, Louise and I have agreed that instead of jumping straight to the "Working Well" values and culture discussion, a 1 hour "Recap, Review, Refresh" bridging session is required. The aim will be to bridge the gap between previous work to help us move forward in respect to legacy and operational matters, and build on aims identified in early sessions. This session will be for all staff and managers.
- I'm hoping to book a session before the end of this month or first week of June at the latest, via Microsoft Teams.
- An invite will be sent out in next couple of days
- Louise C will provide materials in preparation, which will be circulated in advance.

### Role of the Public Servant discussion

- The Deputy Secretary and GM will convene a meeting with you (most likely) on Teams to take place over the next 2-3 weeks.
- An invite will be sent to you over the next few days.

### Legal advice on s94 and cadastal issues

- Legal advice has been received and reviewed by the GM and relevant staff.
- A draft strategy has been presented to the GM who has provided feedback.
- Next steps are to incorporate GM feedback and brief the Deputy Secretary and then the THC Chair.
- Some further legal advice on the proposed strategy may be required.
- The draft strategy will then be discussed with staff before being put to the THC.

### Project management training

- This training continues to be available for staff.
- A new online course has been released through Ripple.

### GM/Deputy Secretary attendance at HT meetings (at least once every three months)

- Given the various other above activities occurring, this will commence in July.
- The focus will be for GM/DS to provide an update on Divisional/Departmental/Ministerial priorities etc, to discuss progress on the CC Action Plan and a topic(s) nominated by staff.

### Monitoring progress and continuous improvement

- The Director prepared a report on progress and emailed this to staff and the Deputy Secretary on 19 March.

Assessed by the Department of Primary Industries, Parks, Water and Environment under the Right to Information Act 2009

- The Director to collate an updated list of actions – ie, incorporating new actions coming out of the Legacy Issues session – with revised timeframes, which are to be distributed to staff by cob 18 May 2020.
- The Director will provide a written report on progress to the GM again in 30 June 2020, as per Action Plan.
- Given above-mentioned delays, it is envisaged that implementation of this Action Plan will be ongoing over the next six months.
- The Director will provide further progress reports to the GM in August and November 2020.

I am confident that this revised 'blueprint' will ensure we gain momentum and keep us moving forward.

If you have any questions or would like to discuss anything in the attached notes or this email, please feel free to email me or call me.

Thank you for your participation in this process to date and over the coming months.

Stay safe.

Louise  
0417 365 338

RTI-DL-RELEASE-DPIPWE

**HERITAGE TASMANIA  
CULTURAL CHANGE ACTION PLAN  
OCTOBER 2019**

1. All staff to participate in a **'Working Well' program** – focusing on workplace culture and engagement and facilitated by Louise Cooper Consulting – STARTING IN OCTOBER 2019, LIKELY TO BE COMPLETED BY END OF THE YEAR
  - **Working Well – Effective Leadership and Staff Engagement** – one on one and group sessions with managers
  - **Working Well – Workplace Culture** – session (duration tbc) involving all staff, including managers to explore:
    - Perceptions of the team
    - Team goals and values
    - Work practices/approaches
    - Communication and problem solving
2. Management team to participate in a one-day 'Managing People' training session – LATE OCTOBER-EARLY NOVEMBER 2019.

*Note – this training is mandatory for all NCH people managers and part of my broader Divisional-wide strategy to help build and maintain management capability.*
3. Director to participate in a management and leadership refresher program, including training modules, one-on-one coaching and 180, 360 degree feedback – PROGRAM HAS COMMENCED AND WILL EXTEND OVER NEXT 10 MONTHS
4. Facilitated debrief session for all interested staff on legacy issues – eg, cessation/reprioritisation of projects (eg Integrity) and prioritisation decisions (eg focus on 'soft' (eg, marketing and promotional) vs 'hard' (statutory, research and advice etc) activities – LATE FEBRUARY 2020
5. Request comprehensive, consolidated legal advice from the Solicitor-General regarding broader implications of 2014 s94 related amendments to remove any uncertainty regarding the amendments and related decisions/actions – SEPTEMBER (DONE)
6. Discussion of Solicitor-General advice in relation to s94 issues with relevant staff to explore any actions required in response – TBC, SUBJECT TO WHEN ADVICE IS RECEIVED
7. Project management – HT management team to explore how project management methodology can be better utilised in HT to ensure sound **planning, resourcing, (re)prioritising, implementation, and evaluation and review of projects and other activities, where appropriate.** Management team to consult with staff on this. Staff to be given opportunity to undertake project management training if they haven't participated previously – MARCH 2020

8. As part of a regular Branch meeting, Deidre Wilson and/or Louise to facilitate a discussion about our role as public servants, and the challenges of balancing provision of professional/technical/policy advice with serving a statutory decision-making council, 'the Minister/Government of the day' and the 'community'. Possible role for THC Chair to be confirmed – DECEMBER 2019

9. Louise to attend HT Branch meetings regularly (at least once every three months) to:

- Provide updates on Divisional/Departmental/Ministerial priorities and matters of interest;
- Answer questions and facilitate discussion on a topic(s) nominated by staff; and
- Facilitate discussion of progress on implementation of this Action Plan.

FROM DECEMBER 2019

10. Measures to monitor, sustain and continue cultural change and continuous improvement:

- This Action Plan will be referenced in the NCH Divisional Business Plan and the General Manager's annual PMR
- Implementation and review of this Action Plan will be included in the PMRs of the HT Director, HT managers and HT staff
- The actions in this plan and any additional relevant actions and commitments (eg, developed as part of the Louise Cooper work) will be added to the HT Branch Plan.
- Discussion of progress on actions will be a standing item for regular meetings:
  - between the GM and Director;
  - of HT managers meetings; and
  - of HT managers' meetings with their teams.
- The Director, in consultation with managers and staff, will provide the following written reports to the GM:
  - A report on progress, any issues (and how they are being managed), and any additional actions – by 6 March 2020
  - A report on the status of actions, any issues, and a proposed forward plan for sustained cultural change in HT – by 30 June 2020.

## Wilson, Louise

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**From:** Smith, Pete  
**Sent:** Friday, 22 May 2020 11:50 AM  
**To:** Wilson, Louise  
**Subject:** RE: HT Cultural Change Action Plan - 21 May 2020.docx

I'm sorry, I don't recall that. My notes indicate we arrange for me to issue it, as a draft, with a cc to you.

**From:** Wilson, Louise <Louise.Wilson@dPIPWE.tas.gov.au>  
**Sent:** Friday, 22 May 2020 11:04 AM  
**To:** Smith, Pete <Pete.Smith@heritage.tas.gov.au>  
**Subject:** RE: HT Cultural Change Action Plan - 21 May 2020.docx

You were going to send me draft email and revised plan before sending to staff

**From:** Smith, Pete <Pete.Smith@heritage.tas.gov.au>  
**Sent:** Thursday, 21 May 2020 5:42 PM  
**To:** Winkler, Andrew <Andrew.Winkler@heritage.tas.gov.au>; Clarke, Melinda <Melinda.Clarke@heritage.tas.gov.au>; Allen, Richard <Richard.Allen@heritage.tas.gov.au>; Stephenson, John <John.Stephenson@dPIPWE.tas.gov.au>; Coney, Peter <Peter.Coney@heritage.tas.gov.au>; Macdonald, Deirdre <Deirdre.MacDonald@heritage.tas.gov.au>; Smith, Hilary <Hilary.Smith@heritage.tas.gov.au>; Dobie, Russell <Russell.Dobie@heritage.tas.gov.au>; Guerzoni, Ester <Ester.Guerzoni@heritage.tas.gov.au>; Waghorn, Annita <Annita.Waghorn@heritage.tas.gov.au>; Britten, Felicity <Felicity.Britten@heritage.tas.gov.au>; kim\_simpson@hotmail.com; kim\_simpson@hotmail.com, Haygarth, Nic <Nic.Haygarth@heritage.tas.gov.au>; Bonner, Chris <Chris.Bonner@heritage.tas.gov.au>; Boersma, Ian <Ian.Boersma@heritage.tas.gov.au>  
**Cc:** Wilson, Louise <Louise.Wilson@dPIPWE.tas.gov.au>  
**Subject:** HT Cultural Change Action Plan - 21 May 2020.docx

Good Afternoon

**Please find attached an updated version of the HT Cultural Change Action Plan for your information and feedback.**

It is based on the initial one developed by Louise for us in October 2019, but has been put into an action plan template and refreshed as a working document that can be more easily read and updated. This will help us track progress, amend existing or add new initiatives. An action plan format has been adopted and includes an update on progress, several new initiatives (chiefly those arising from the legacy session notes circulated last week) and a traffic light reporting system to help to track implementation (ie: Green = Completed, Blue = In train & Red = Delayed).

Please regard this as a draft that enables you to provide me with any feedback, suggestions or questions you have about its content. Please do so by COB next Friday, 29 May 2020. To avoid having too many sessions at one time, the sessions with Louise Cooper, Deidre and Louise Wilson and about RTI are scheduled over the next three weeks. Annita, Felicity and Ian have kindly agreed to help facilitate some initiatives, as people not directly involved in the subjects earmarked for discussion, but we won't schedule these until late June/early July at this stage.

If it would be helpful to discuss, we can either have a separate Teams meeting next week or flag it for discussion at our next Staff Meeting.

Assessed by the Department of Primary Industries, Parks, Water and Environment under the Right to Information Act 2009  
Let me know what suits you. I trust you find this a useful update and process. Thanks.

Regards

Pete Smith  
Director, Heritage Tasmania

Section 36

RTI-DL-RELEASE-DPIPWE

## Wilson, Louise

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**From:** Smith, Pete  
**Sent:** Wednesday, 13 May 2020 9:40 AM  
**To:** Wilson, Louise  
**Subject:** RE: Update and Next Steps - Cultural Change Action Plan

Thanks, looks good. Just a couple of points for clarification.

Pete

**From:** Wilson, Louise <Louise.Wilson@dpipwe.tas.gov.au>  
**Sent:** Wednesday, 13 May 2020 9:33 AM  
**To:** Smith, Pete <Pete.Smith@heritage.tas.gov.au>  
**Subject:** Update and Next Steps - Cultural Change Action Plan

Good morning Pete

As a courtesy I am providing you with an advanced copy of my Update and Next Steps before I send to staff. See below.

There is not much in here that you are not aware of, but I have highlighted in yellow points that are either new (eg, progress reports) or will involve your input.

Let me know if any comments/questions.

Thank you  
Louise

### UPDATE AND NEXT STEPS

#### Legacy Issues session Notes

- See attached.
- I have jotted some key points under the topics covered, and included some 'Pathways/Responses' – actions will be incorporated into, and monitored via, the Action Plan.

#### Next Louise Cooper session

- Given that some time has elapsed since the various facilitated group sessions, Louise and I have agreed that instead of jumping straight to the "Working Well" values and culture discussion, a 1 hour "Recap, Review, Refresh" bridging session is required. The aim will be to bridge the gap between previous work to help us move forward in respect to legacy and operational matters, and build on aims identified in early sessions. **This session will be for all staff and managers.**
- I'm looking at booking in a session **by the end of this month** or first week of June at the latest, **via Microsoft Teams**. An invite will be sent out in next couple of days.
- Louise will provide materials in preparation, which will be circulated shortly.

#### Role of the Public Servant discussion

- Deidre and I will convene a meeting with you (most likely) on Teams to take place **over the next 2-3 weeks**.
- An invite will be sent to you over the next few days.

#### Legal advice on s94 and cadastral issues

- Legal advice has been received and reviewed by the GM and relevant staff.
- A **draft** strategy has been presented to the GM who has provided feedback.
- Next steps are to incorporate GM feedback and brief the Deputy Secretary and **then the THC Chair**.

- Some further legal advice on the proposed strategy may be required.
- The draft strategy will then be discussed with staff before being put to the THC

#### **Project management training**

- This training continues to be available for staff.
- A new online course has been released through Ripple.

#### **GM/Deputy Secretary attendance at HT meetings (at least once every three months)**

- Given the various other above activities occurring, this will commence in July.
- The focus will be for GM/DS to provide an update on Divisional/Departmental/Ministerial priorities etc, to discuss progress on the CC Action Plan and a topic(s) nominated by staff.

#### **Monitoring progress and continuous improvement**

- The Director prepared a report on progress and emailed this to staff and the Deputy Secretary on 19 March.
- An updated list of actions – ie, incorporating new actions coming out of the Legacy Issues session – with revised timeframes to be collated and distributed by cob 18 May 2020.
- The Director will provide a written report on progress to the GM again in 30 June 2020, as per Action Plan.
- Given above-mentioned delays, it is envisaged that implementation of this Action Plan will be ongoing over the next six months.
- The Director will provide further progress reports to the GM in August and November 2020.

RTI-DL-RELEASE-DRAFT

## Wilson, Louise

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**From:** Wilson, Louise  
**Sent:** Wednesday, 20 May 2020 5:23 PM  
**To:** Smith, Pete  
**Subject:** HT Cultural Change Action Plan - Mid May 2020.docx  
**Attachments:** HT Cultural Change Action Plan - Mid May 2020.docx

As discussed – some of my comments are now redundant after our chat...

Thank you

Louise

RTI-DL-RELEASE-DPIPWE

18 May 2020

HT Cultural Change Action Plan

The HT Cultural Change Action Plan was developed in October 2019 and refreshed in May 2020 to: incorporate an update on progress, introduce a number of new initiatives and include a traffic light reporting system to help track & report on its implementation (ie: Green = Completed, Gold = In train, Red = Delayed)

ID	Initiative	Responsible Officer	Timeframe	Status	Notes
1	All staff to participate in a 'Working Well' program: i) Effective Leadership and Staff Engagement ii) New session: Recap, Review & Refresh iii) Working Well -- Workplace Culture	Louise (Louise Cooper) Pete (Louise Cooper) Pete (Louise Cooper)	15 & 19/11/19 25/5/20 10/6/20	✓  	Scheduled (18/5/20) Scheduled (18/5/20)
2	Managers to participate in 'Managing People' training	Louise	Late 2019	✓	Louise has attended. Managers to attend as sessions are scheduled
3	Managers to participate in Mental Health in the Workplace Training	Louise/Pete	Late 2019		Program on hold at present
4	Director to participate in Manager Essentials program	Louise/Pete	Commenced (put timeframe in here eg. June 2019-July 2020)		
5	Facilitated debrief session for staff on legacy issues	Louise (Louise Cooper)	11/12/19	✓	Notes circulated – 14/5/20
6	Seek advice from the SG on the 2014 amendments: i) Advice from SG to be sought on s.94 amendments ii) Brief staff on legal advice & draft Project Plan	Louise Louise (Annita/Pete)	Late 2019 Late 5/20 June 2020	✓ 	Advice obtained & is being incorporated into project planning As part of Project Plan briefing
7	Adoption of project management methodology by HT & staff to be given opportunity to undertake training	Staff/Team Leaders/Pete	Ongoing		Being applied in registration, training Attended by some & on RIPPLE
8	Session on the role of public servants & providing professional/technical/policy advice, while serving the THC, Minister, Government and community, & discussion of the role of the THC & its relationship with HT	Deidre Wilson/Louise (Pete)	2/6/20		Had been scheduled for Dec & March, but needed to be rescheduled
9	GM & Dep Sec to attend HT staff meetings regularly, at least once every three months	Louise/Deidre	28/7/20 20/10/20		To provide updates, answer queries, discuss topics nominated by staff & the implementation of this plan
10	Measures to monitor, sustain and continue cultural change and continuous improvement:	Louise/Team Leaders/Pete	Pending		GM to confirm status

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15 May 2020

18 May 2020

HT Cultural Change Action Plan

<p>11</p> <p>i) Action Plan will be referenced in the NCH Divisional Plan &amp; the General Manager's annual PMR                  ii) Implementation &amp; review of Action Plan to be included in the PMRs of HT staff &amp; seniors                  iii) Relevant actions from this plan are to be added to the HT Branch Business Plan</p>	<p>By 31 May</p> <p>Pending</p>	<p>Review, as per new Item B</p> <p>Current draft to be revised &amp; to include in 2020-21 version PMRs should have been completed by now.</p> <p>You and I completed your formal PMR discussion and agreed on your content – as I explained in my email a week or so ago, you were on leave when I got instruction from above to get all PMR plans into LADDER. I asked KL (or whoever was EA at time) to get them in but you would need to sign yours when you're back from leave... it was a bit chaotic at the time – I'll resend so you can sign. There won't be anything new to you in there as we had agreed on content – I had a couple of minor revisions to your draft which I explained. You may recall I said the Action Plan work needed to have more emphasis and be worded to reflect the messaging we're adopting with the team.</p> <p>HT PMRs should be completed now?</p> <p>A list of standing agenda items is to be prepared for each of these forums, as part of the work under item H</p> <p>To be prepared in consultation with</p>
<p>12</p>	<p>Ongoing</p> <p>6/3/20</p>	<p>All staff/Louise</p> <p>Pete (Louise)</p>

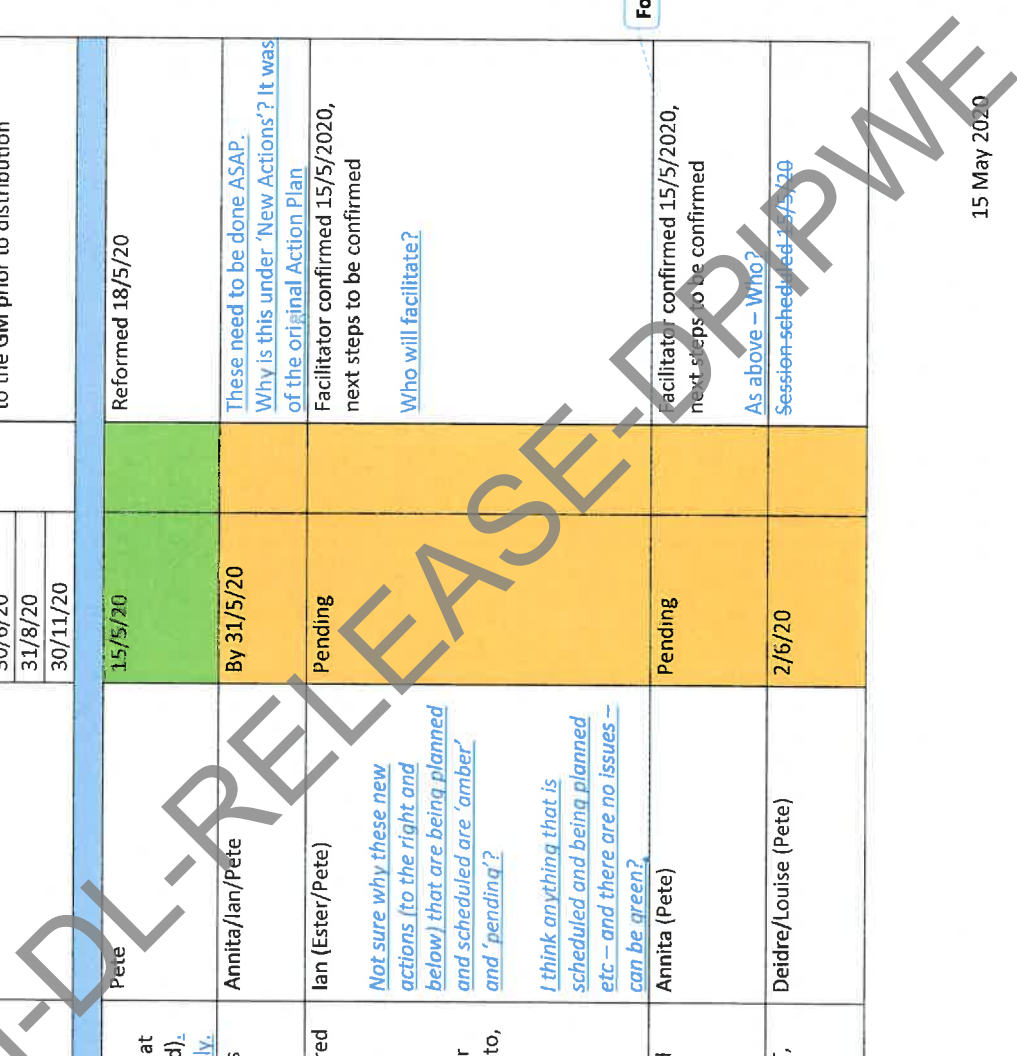
15 May 2020

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HT Cultural Change Action Plan

	Progress reports on actions, issues, how they are being managed & any additional actions to be prepared	30/6/20 30/6/20 31/8/20 30/11/20	staff & Team Leaders, & submitted to the GM prior to distribution
<b>NEW ITEMS - Added 14 May 2020</b>			
A	Cultural Change Action Plan to be reformatted as an Action Sheet & include a "traffic light" reporting format (ie: Green = Completed, Gold = In train, Red = Delayed). <u>This will be a working document and updated regularly.</u>	15/5/20	Reformed 18/5/20
B	All HT Performance Management Review (PMR) plans to be reviewed & updated, if needed, to ensure they include reference to the Cultural Change Action Plan	By 31/5/20	<u>These need to be done ASAP.</u> <u>Why is this under 'New Actions'? It was of the original Action Plan</u>
C	Heritage Register Integrity Project de-brief to be offered to interested staff to reflect on the project's origins, process, challenges, results, learnings & outstanding actions, & to enable staff to share feelings about the project; report, adapted from the Project Closure' template to be provided to the GM, shared with other staff; & any outstanding actions to be incorporated into, and progress monitored in this Action Plan	Pending	Facilitator confirmed 15/5/2020, next steps to be confirmed <u>Who will facilitate?</u>
D	Municipal Surveys de-brief to be offered to interested staff and, if take-up, & undertaken as per Item A	Pending	Facilitator confirmed 15/5/2020, next steps to be confirmed <u>As above - Who?</u> <u>Session scheduled 15/5/20</u>
E	Role of the Heritage Council & its relationship with HT, THC priorities, budget & open question time to be included in the staff session, noted as Item 8.	2/6/20	

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HT Cultural Change Action Plan

F	Strategy for addressing critical cadastral issues to be developed, including project plan/s, priorities, staging, timing, communication, before taking it to the THC (NB: Further SG advice may be required), as per Item 6	John/Annita/Ester/Pete (Louise)	Pending/ May/ early June	Draft Project Plan being developed & subject to consultation with DPIPWE management, HT staff, Chair & THC
G	Right to Information (RTI) team to give a presentation on the RTI process, practical tips & answer questions on the RTI Policy and Procedures	Pete / Alison / Monique	Proposed for 16/6/20	Postponed due to COVID Reschedule confirmed (18/5/20)
H	Communications & Staff Meetings (HT to develop a communications framework & plan): i) Initiate a project to consult with staff about their information & communication needs & wants & develop a framework and plan in response. It is to comprise objectives, principles, roles & responsibilities, & priority focus areas; ii) The plan is to comprise specific actions under each priority focus area, communications methods, timing, specific responsibilities for actions & linkages across actions, & include HT engagement with the THC; iii) The Framework and plan are to be provided to the GM for approval & then shared with HT staff iv) Actions to be incorporated into, and progress monitored in the short to medium term through the Cultural Change Action Plan.	Felicity	Pending	Facilitator confirmed (15/5/20), next steps to be confirmed  <a href="#">as above – who?</a>

15 May 2020

18 May 2020

## HT Cultural Change Action Plan

### OTHER INITIATIVES THAT HAVE BEEN IMPLEMENTED

#### Heritage Council Meetings

Arrangements have been made so that staff can sit-in & observe TIC meetings. This can be arranged through the Director. Once confirmed, meeting agendas are being circulated by the Executive Officer to alert staff to items of potential interest.

#### Ministerial/Media Engagement

Staff are being directly involved in the drafting of Ministerials and media engagement, to link them to this effort & support QA.

#### Monthly Staff Meetings

Teams and team leaders now organise and facilitate staff meetings, which are currently being held on a fortnightly basis.

Where able, time is being given to involving guest speakers, collaborating on initiatives & discussing topical subjects.

#### Managing Topical Issues

The Director is placing greater emphasis on involving staff in his management of topical statutory and operational matters.

Where appropriate, all staff or at least staff with a direct interest in such matters, are being briefed on these matters.

#### Strategic & Business Planning

Staff were consulted on the 2019-20 HT Business Plan. However, concern was expressed that it mostly reflected existing commitments or business as usual, & frustration the inability to engage in new initiatives or be innovative. This will be explored more openly at the start of the 2020-21 business cycle.

15 May 2020

## Wilson, Louise

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**From:** Smith, Pete  
**Sent:** Wednesday, 29 April 2020 12:39 PM  
**To:** Wilson, Louise  
**Subject:** FW: DRAFT Report on the HT Cultural Change Action Plan - March 2020

**Importance:** High

Hi Louise

Thanks for the chat, it was very useful. Here is a copy of the report that was prepared, in conjunction with section heads, and provided to staff for their input. Tanya was asked to act as the contact point for feedback. My understanding is that she didn't receive any. Perhaps we can discuss next steps sometime next week. There are a few things that can be done now, but some might be affected by WFH.

Out of Scope

Pete

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**From:** Smith, Pete (Heritage)  
**Sent:** Tuesday, 17 March 2020 6:20 PM  
**To:** Heritage - Heritage Tasmania <DPIPWEall\_tasheritage@heritage.tas.gov.au>  
**Cc:** Brown, Tanya (DPIPWE) <Tanya.Brown@dpipwe.tas.gov.au>, Wilson, Deidre (DPIPWE) <Deidre.Wilson@dpipwe.tas.gov.au>  
**Subject:** DRAFT Report on the HT Cultural Change Action Plan - March 2020  
**Importance:** High

Good Afternoon

**As you may recall, a report on the implementation of our Cultural Change Action Plan was due in March 2020.**

The following draft report has been prepared for you and Deidre Wilson (Dep Sec)(in Louise's absence) to consider. It outlines the main tasks completed and still need to be actioned. It has been provided for your information and feedback. Could you please review it and provide your feedback to Tanya Brown by COB on Wednesday, 25 March 2020.

It is good to note the progress that has been made in a number of important areas, while I recognise we continue with our usual busy days and the Department's response to Covid-19. While it is clear that some actions remain outstanding, please be mindful that Deidre is keen to assist us to progress these actions while Louise is unwell.

It includes some additional actions that have been adopted and I would appreciate your feedback on any others that might be added. I am also conscious that the Action Plan invites you to provide your own feedback and you can either provide it to me or to Tanya Brown.

Pete

## 1. Working Well Sessions

Staff and team leaders had dedicated sessions with Louise Cooper on 15 and 19 November 2019, and a combined session with her on 11 December 2019. This combined session had a focus on 'a debrief on legacy issues'.

These sessions have helped to explore concerns raised by staff. The session on the morning of 11 December 2019 focused on the legacy issues (past focus) and the afternoon session on 'Where to from here' (future focus).

They have proven to be a useful means of asking questions that have arisen, receiving answers to them and sharing our collective insights. Louise Wilson will be circulating notes from this session. This task is outstanding.

The proposed, all of staff, session with Louise Cooper on 'Working Well – Workplace Culture', was deferred in favour of holding the 'Where to from here' session prior to the end of 2019 and the Summer break.

Discussions have commenced with Louise Cooper about rescheduling this session, once Louise Wilson is back on deck, hopefully after Easter.

## 2. Managing People Training

Managers all participated in the 'Managing People' training sessions held for NCH seniors at the end of 2019. The Director also participated in a separate session held for members of the NCH executive. HT managers and the GM also all undertook 'Mental Health First-Aid' training in late 2019.

## 3. Leadership Training

The Director is currently participating in DPAC's Manager Essentials Course.

## 4. Debrief on Legacy Issues

Session held, as noted under Item 1.

## 5/6. Cadastral Records/Data

The GM has engaged directly with John on the need to address a number of issues associated with legacy and issues with Heritage Register boundaries, and ART staff have started to work through the resultant tasks. Further advice is also being sought where further questions remain. Effort is also being put into developing a Project Plan that will help us prioritise and stage this effort. Once we have a first draft, feedback from staff on it will be sought.

## 7. Project Management

Interested staff and team leaders who have not previously participated in project management training have been encouraged to do so.

A staff member and HT managers have or are about to do this training. It continues to be available to other staff. It is expected it will enable these learnings to be applied to Project Plans being used to implement the THC Registration Plan, including the one on the Section 94 amendments.

Information has also been circulated on the new online course on Ripple.

## 8. Role of the Public Servant

A proposed staff session on the role of the public servant, with the GM and Dep Sec was originally scheduled to be held in December 2019. It was deferred at the request of staff in favour of holding the 'debrief' with Louise Cooper

Assessed by the Department of Primary Industries, Parks, Water and Environment under the Right to Information Act 2009 before the end of 2019. This session is being rescheduled and is expected to be held on the afternoon on Monday, 23 March 2020.

## 9. GM to Attend Staff Meetings

The GM has been unwell and not available to attend a staff meeting. This action will be arranged at the earliest possible opportunity. An information session on the Right to Information provisions has been scheduled for the next staff meeting, on 23 March 2020. As noted, arrangements are also being made to have Deidre Wilson attend an afternoon session with staff on Monday, 23 March 2020 to discuss the HT budget and the role of public servants.

## 10. Continuous Improvement

The Action Plan was amended on 20 November 2019 to reflect staff feedback about the desirability of rescheduling two of the Louise Cooper sessions, to enable the 'debrief' to occur ahead of the 'Working Well' session.

The NCH Divisional Plan is in the process of being drafted by an external consultant and expected to reference the Cultural Change Action Plan.

Performance Management Reviews (PMRs) have been completed for team leaders and Executive Services, but still need to be finalised for the Director, and in ART and HAT. This is a high priority task over the next week.

The HT Business Plan has been drafted, but is awaiting the completion of the NCH Divisional Plan. Once the outcomes from the Louise Cooper work are agreed any actions can be built into the Business Plan.

## Other Enhancements

### Heritage Council Meetings

Arrangements have been made with the Chair to enable staff to sit-in and observe portions of Heritage Council meetings of interest or relevance to them. The Agenda for meetings are routinely circulated to staff prior to these meetings to alert staff to items of interest and facilitate this engagement.

### Ministerial/Media Engagement

The Director has been placing increased emphasis on involving staff in the drafting and review of Ministerials, media releases and responses, to engage staff more directly in this process, assist with QA and provide staff a greater understanding of the issues involved in preparing this content.

### Monthly Staff Meetings

The arrangements for monthly staff meetings have changed to reflect staff feedback. Teams and team leaders now organise and run the meetings, and set the agenda. Increased emphasis is also being given to inviting guest speakers to attend (ie: RTI process) and dedicate time to discuss topical subjects (ie: the revised Practice Note on Conserving Movable Heritage).

### Managing Topical Issues

Where appropriate, the Director has been placing increased emphasis either on involving staff in his discussions about topical statutory and operational subjects (ie: Bridgewater Bridge/National Trust/Woolmers) or briefing them when they occur. This approach aims to balance Departmental and staff needs, and ensure key staff are involved or kept in the loop on these matters.

### Strategic & Business Planning

Assessed by the Department of Primary Industries, Parks, Water and Environment under the Right to Information Act 2009  
Staff were engaged in consultation during the development of the annual Business Plan. However, feedback received highlighted the fact that (out of necessity) many of the actions were either existing commitments or business as usual tasks. There was some frustration expressed about the limited scope to engage in new initiatives or innovation. While this is acknowledged, it is hoped this will be able to be given further attention in the future.

I trust this is a useful update. We have covered a lot of ground and I think this effort has been useful. We continue to deliver solid outcomes and the effort of all staff and to enhance our communications and culture is appreciated.

Please remember that I remain available to respond to your questions and take your suggestions on how we can work at this together as a branch.

Regards

Pete

**Pete Smith, Director**

Heritage Tasmania, Natural and Cultural Heritage Division  
Department of Primary Industries, Parks, Water and Environment (DPIPWE)

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