

Right to Information

From: Wilson-Haffenden, Scott
Sent: Thursday, 18 September 2025 12:30 PM
To: Hinkley, Ross
Subject: FW: Additional savings to be included in 2025-26 Budget - early review requirement
Attachments: Book2.xlsx

Importance: High

Scott Wilson-Haffenden
Acting Executive Director
People and Business Services
Department of Police Fire and Emergency Management

M: Section 36 Exemption Applied

E: Section 36 Exemption Applied

From: Fletcher, Brendan Section 36 Exemption Applied
Sent: Thursday, 18 September 2025 12:29 PM
To: Wilson-Haffenden, Scott Section 36 Exemption Applied
Subject: FW: Additional savings to be included in 2025-26 Budget - early review requirement
Importance: High

From: Fletcher, Brendan
Sent: Thursday, 18 September 2025 11:44 AM
To: Murray, Graham (DPFEM) Section 36 Exemption Applied; Olinga, Albert (DPFEM)
Section 36 Exemption Applied
Subject: Additional savings to be included in 2025-26 Budget - early review requirement
Importance: High

Hi Graham and Albert

In addition to 2025 Election Commitments and 2025-26 Budget Decisions, the 2025-26 Budget will include additional, ongoing Savings for agencies across the Budget and Forward Estimates. The additional Savings for your agency are attached and have been entered in BIMS. You are being given advanced notice of these prior to BIMS opening as they will need reviewing and recoding along with new Budget decisions. We will need all BIMS adjustments back to Treasury by 3pm tomorrow (Friday 19 September).

Happy to chat.

Cheers,
Dana.



Brendan Fletcher | Specialist Agency Analyst (he, him, his)
Budget Management Branch | Department of Treasury and Finance

p Section 36 Exemption Applied
e [Redacted]

w www.treasury.tas.gov.au
21 Murray Street, Hobart, TAS 7000 | GPO Box 147, Hobart, TAS 7001

PL - Police, Fire and Emergency Management	2025-26	2026-27	2027-28	2028-29
Agency marketing, communications and expenditure improvements	(99)			
Office and leasing improvements	(178)			
Procurement Processes	(198)			
PL - Police, Fire and Emergency Management Total	(475)			

Section 27 Exemption Applied

Right to Information

From: Budget Management Branch Section 36 Exemption Applied
Sent: Friday, 19 September 2025 3:25 PM
To: Commissioner Of Police
Cc: Dancey, Rebecca; Craigie, James (Treasury); Murray, Graham; Olinga, Albert
Subject: 2025-26 Budget - Allocation Advice - DPFEM
Attachments: Memo to Accountable Authorities 2025-26 Budget and Forward Estimate Agency Allocation.pdf; 2025-26 Budget Key Dates for Agencies (as at 19 September 2025) (2).pdf; 2025-26 Budget Allocation Advice - DPFEM.DOCX

Importance: High

The purpose of this email is to provide you with a memorandum from the Secretary of Treasury regarding your Agency's 2025-26 Budget and Forward Estimates Appropriation Allocations. The memorandum is attached together with a copy of your Agency's Allocation Advice and an updated timetable of key dates for 2025-26 Budget development.

The **critical date** for responding to this memorandum is **3pm Monday 22 September 2025**.

Kind regards
Budget Management Branch team.



Budget Management Branch

Department of Treasury and Finance

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Right to Information

From: Hinkley, Ross
Sent: Tuesday, 7 October 2025 9:21 AM
To: Wilson-Haffenden, Scott
Cc: Langford, Erin
Subject: FW: Budget-in-Confidence

FYI and as discussed.

Please don't circulate any further.

Ross

From: Adams, Donna <Section 36 Exemption Applied>
Sent: Monday, October 6, 2025 10:45 AM
To: Morgan-Wicks, Kathrine (DPaC) <Section 36 Exemption Applied>; Howes, Lisa (DPaC) <Section 36 Exemption Applied>; Healey, Mathew (DPaC) <Section 36 Exemption Applied>
Cc: Hinkley, Ross <Section 36 Exemption Applied>
Subject: RE: Budget-in-Confidence

Hi everyone, Thanks for the email. <Section 35 Exemption Applied>

<Section 35 Exemption Applied>

<Section 35 Exemption Applied> If you believe it is beneficial I am happy to support Ross Hinkley as our representative but I am also content for discussions to occur without our Dept being represented.

Regards
 Donna

Donna Adams PSM APM
 Commissioner of Police
 Secretary, Department of Police Fire and Emergency Management
 State Controller
commissioner@police.tas.gov.au

From: Morgan-Wicks, Kathrine <Section 36 Exemption Applied>
Sent: Friday, 3 October 2025 5:14 PM
To: Jacobi, Jason (NRE) <Section 36 Exemption Applied>; Limkin, Craig (StateGrowth) <Section 36 Exemption Applied>; Adams, Donna <Section 36 Exemption Applied>; Swain, Gary <Section 36 Exemption Applied>; Webster, Ginna (DECYP) <Section 36 Exemption Applied>; Webster, Dale E (Health) <Section 36 Exemption Applied>; Bourne, Kristy (DoJ) <Section 36 Exemption Applied>
Cc: Howes, Lisa (DPaC) <Section 36 Exemption Applied>; Healey, Mathew (DPaC) <Section 36 Exemption Applied>; Gregory, Shane (DPaC) <Section 36 Exemption Applied>
Subject: Budget-in-Confidence

Dear Secretaries Board

As you know, DPAC has been assigned the lead for establishing the Efficiency and Productivity Unit, which Mathew Healey is leading. Gary is also keeping us briefed on the budget and financial outlook as we all consider what it means for our agencies and the services we deliver.

As the Secretaries Board, I would like us to take a leadership role in driving further collaboration opportunities and continuous improvement to evolve the public service. As leaders of our agencies and the whole public service, we have a key leadership role to play and we are stronger together.

Section 35 Exemption Applied

I appreciate your support and assistance with progressing the election commitment and driving change for the public service.

Please feel free to contact Mat S36(1) or Lisa S36(1) if you wish to discuss.

Regards
Kath

Kathrine Morgan-Wicks PSM
Secretary, Department of Premier and Cabinet
Head of the State Service

Department of Premier and Cabinet

Section 36 Exemption Applied

| W: www.dpac.tas.gov.au

'I acknowledge Aboriginal people as the traditional owners of this Land and respect their culture and identity which has been bound up with the Land, Sea, Waterways and Sky for generations.'

OFFICIAL

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Right to Information

From: Hinkley, Ross
Sent: Tuesday, 9 December 2025 8:24 AM
To: Adams, Donna; Wilson-Haffenden, Scott; Denby, Mandy; Langford, Erin; Deayton, Elaina
Subject: Budget In Confidence - Summary Notes and Next Steps - DPFEM Budget Strategy/Approach
Attachments: Budget Approach - 2026-27.docx; Attachment A.xlsx
Importance: High

Hi all, thank you for your time last week.

I've collated our notes from the discussion and also tried to provide a quick example.

Are you all open to a further discussion next week regarding the attached to ensure alignment on approach (attached) and start to then agree and discuss next steps (particularly governance and resourcing)?

Cheers, Ross

Right to Information

From: Hinkley, Ross
Sent: Monday, 15 December 2025 7:30 AM
To: Wilson-Haffenden, Scott
Cc: Langford, Erin
Subject: Update - Budget IN Confidence
Attachments: Budget Approach - 2026-27.docx

Hi Haff, we got some verbal indication of additional numbers late last week, which I've included in the attached.

I haven't got as far as I planned with the attached – but keen to get your thoughts if on right track etc?

Donna said we should get formal correspondence this week re the additional dividends.

The aim is to use this updated document for Tuesday.

Cheers, Ross

Right to Information

From: Hinkley, Ross
Sent: Monday, 15 December 2025 2:16 PM
To: Adams, Donna; Denby, Mandy; Wilson-Haffenden, Scott; Langford, Erin; Deayton, Elaina
Subject: Paper for Tomorrow - Budget In Confidence
Attachments: Budget Approach - 2026-27.docx

Hey, please see updated paper for tomorrow afternoon's discussion. I haven't got as far as planned with the last page (diagram) but may have an updated version for you tomorrow.

Look forward to the discussion. Cheers, Ross

Right to Information

From: Langford, Erin
Sent: Saturday, 20 December 2025 9:17 PM
To: Wilson-Haffenden, Scott
Cc: Hinkley, Ross
Subject: Draft Minute for review/adding - budget
Attachments: Minute to the Minister - DPFEM Budget Process.docx

Hi Haff,

Can you please review the attached draft Minute and make any edits, in particular there are a couple of sections in red where your input is required.

I am anticipating it will still need some further work next week to include additional detail on the different savings/revenue opportunities **Section 35 Exemption Applied**
Section 35 Exemption Applied

Thank you!
Erin



Erin Langford (she/her)
Manager, Office of the Deputy Secretary | Business and Executive Services
Department of Police, Fire and Emergency Management
Section 36 Exemption Applied



Right to Information

From: Wilson-Haffenden, Scott
Sent: Monday, 22 December 2025 2:08 PM
To: Langford, Erin
Cc: Hinkley, Ross
Subject: RE: Draft Minute for review/adding - budget
Attachments: Minute to the Minister - DPFEM Budget Process - SWH edits.docx

Hi Erin

Have added a few dot points but happy to discuss if required.

Cheers
Haff

Scott Wilson-Haffenden
Acting Executive Director
People and Business Services
Department of Police Fire and Emergency Management

Section 36 Exemption Applied

From: Langford, Erin Section 36 Exemption Applied
Sent: Saturday, 20 December 2025 9:17 PM
To: Wilson-Haffenden, Scott Section 36 Exemption Applied
Cc: Hinkley, Ross Section 36 Exemption Applied
Subject: Draft Minute for review/adding - budget

Hi Haff,

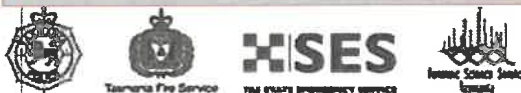
Can you please review the attached draft Minute and make any edits, in particular there are a couple of sections in red where your input is required.

I am anticipating it will still need some further work next week to include additional detail on the different savings/revenue opportunities Section 35 Exemption Applied
Section 35 Exemption Applied

Thank you!
Erin



Erin Langford (she/her)
Manager, Office of the Deputy Secretary | Business and Executive Services
Department of Police, Fire and Emergency Management
Section 36 Exemption Applied



Right to Information

From: Hinkley, Ross
Sent: Monday, 22 December 2025 2:31 PM
To: Adams, Donna; Denby, Mandy; Wilson-Haffenden, Scott; Deayton, Elaina
Cc: Langford, Erin
Subject: FOR FEEDBACK - Budget Approach - Budget-In-Confidence
Attachments: Budget Approach - 2026-27 22 Dec.docx

Importance: High

Hi all, Erin and I have updated the document from our discussion last week.

Is it possible for you to review the attached and provide feedback by Wednesday this week so that we can finalise this document?

Thank you for your ongoing contribution.

Cheers, Ross


Right to Information

From: Wilson-Haffenden, Scott
Sent: Tuesday, 23 December 2025 9:11 AM
To: Hinkley, Ross
Subject: Modelling of 27-28 Dividends.xlsx
Attachments: Modlleing of 27-28 Dividends.xlsx

This is the allocation Model I am looking at, noting I only have forward estimates to 2028-29 at this stage.

If using all expenditure (as opposed to Appropriation only) it would end up as roughly:-

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If using Only Appropriation, it would end up as roughly:-

Section 27 Exemption Applied



Section 27 Exemption Applied



Happy to step through.

Cheers
Haff

Right to Information

From: Hinkley, Ross
Sent: Wednesday, 24 December 2025 10:31 AM
To: Adams, Donna; Deayton, Elaina; Denby, Mandy; Wilson-Haffenden, Scott; Langford, Erin
Subject: Updated - Budget Approach - Budget- In - Confidence
Attachments: Budget Approach - 2026-27 22 Dec.docx

Follow Up Flag: Follow up
Flag Status: Flagged

Morning all, thank you for your feedback. Please find updated document with the inclusion of the allocation per output.

Donna is going to chat with Jono re the conversation to John King undertaking this work.

Haff/Erin – could I please leave the updating and management of this document in Jan with you please.

Cheers, Ross

Right to Information

From: Wilson-Haffenden, Scott
Sent: Thursday, 15 January 2026 10:49 AM
To: Adams, Donna; Blackwood, Robert
Cc: King, John; Harris, Marijke; Morman, Libby
Subject: CONFIDENTIAL - Draft Budget Committee Information - PEM Status 15 Jan 26
Attachments: CONFIDENTIAL - PEM Status 15 Jan 26.docx

Importance: High

Morning

Following feedback this morning I have updated the document we discussed. If supported, I will ask Libby to provide to Minister's Office for this afternoon's meeting.

Regards
Haff

Right to Information

From: Langford, Erin
Sent: Wednesday, 21 January 2026 5:31 PM
To: Wilson-Haffenden, Scott
Cc: Denby, Mandy
Subject: Budget Minute
Attachments: Min to Min - 2026-27 DPFEM State Government Budget Submission.docx

Hi Haff, see attached draft Minute to the Minister as discussed. Basic structure is:

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I have put a few small bits in red where I wasn't sure of the right language re. Section 27 Exemption Applied

Mandy – Haff will review this Minute and make any edits and will also translate the spreadsheet we worked through today over to the Treasury template (which will be the attachment to this Minute).

Give me a call/text if you need anything!

Cheers,
Erin



Erin Langford (she/her)
 Manager, Office of the Deputy Secretary | Business and Executive Services
 Department of Police, Fire and Emergency Management

Section 36 Exemption Applied



Right to Information

From: Wilson-Haffenden, Scott
Sent: Wednesday, 21 January 2026 1:29 PM
To: Foster, Adam (DPaC)
Cc: Langford, Erin
Subject: BUDGET COMMITTEE IN CONFIDENCE - DRAFT DPFEM Savings Deliberations.xlsx
Attachments: BUDGET COMMITTEE IN CONFIDENCE - DPFEM Savings Deliberations.xlsx

Importance: High

Hi Adam

Section 35 Exemption Applied

Happy to step through.

Regards
Haff

Scott Wilson-Haffenden
Acting Deputy Secretary
Business and Executive Services
Department of Police Fire and Emergency Management

Section 36 Exemption Applied

Right to Information

From: Wilson-Haffenden, Scott
Sent: Thursday, 22 January 2026 4:06 PM
To: Murray, Graham
Cc: Olinga, Albert; Langford, Erin
Subject: BUDGET IN CONFIDENCE DPFEM Budget Submission
Attachments: Total Savings.xlsx

Importance: High

Hi Graham

I have briefed the Minister today on the DPFEM Budget Savings Strategies and he was comfortable with what was proposed.

Are you able to populate these into the BIMS and the Budget submission template?

Section 35 Exemption Applied



Give me a call on mobile if unclear.

Thanks
Haff