

Annual Report 2021–22





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Attachments

A : Department of State Growth Financial Statements 2021–22

B : Abt Railway Ministerial Corporation Financial Statements 2021–22

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Submission to Ministers

Dear Ministers

In accordance with the requirements of Section 36 of the *State Service Act 2000* and Section 42 of the *Financial Management Act 2016*, I submit to you, for presentation to Parliament, this report on the affairs and activities of the Department of State Growth for the financial year ended 30 June 2021.

Separate reports will be presented to you by the Tasmania Development and Resources Board and the Board of Trustees of the Tasmanian Museum and Art Gallery in accordance with state legislation.

Yours sincerely



Kim Evans

Secretary
Department of State Growth
October 2022



Jeremy Rockliff

Premier
Minister for Tourism
Minister for Trade



Michael Ferguson

Deputy Premier
Treasurer
Minister for Infrastructure
and Transport



Elise Archer

Minister for the Arts



Guy Barnett

Minister for State
Development, Construction
and Housing
Minister for Resources



Roger Jaensch

Minister for Skills, Training
and Workforce Growth



Madeleine Ogilvie

Minister for Small Business
Minister for Advanced
Manufacturing and Defence
Industries
Minister for Science and
Technology



Nic Street

Minister for Hospitality
and Events

Message from the Secretary



I am pleased to present the Department of State Growth Annual Report 2021–22.

This year we include a comprehensive summary of State Growth-led actions addressing the recommendations of the Premier's Economic and Social Recovery Advisory Council's (PESRAC) interim and final reports.

We have been responsible for the delivery of 16 of the 64 recommendations of the interim report and 18 of the 52 recommendations of the final report. Notably all 16 of the interim report recommendations have been completed and for the final report all 18 have been actioned with nine complete, four ongoing and five underway.

Perhaps the most significant of our COVID-19 response work has been the ongoing rollout of the nation's most comprehensive business support package which has now reached some \$165 million in grants and support since commencing, including more than \$36 million in Australian Government funding.

Key elements of the support we have provided across the year include the Micro and Small Business – Border Closure Critical Support Package, the COVID-19 Small Business Advice and Financial Guidance Program, the COVID-19 Business Impact Support Program and the extension of the Rapid Response Skills Initiative. Major stimulus packages have also included the Business Growth Loan Scheme and the Building Construction Support Loan Scheme.

I am happy to report that Jobs Tasmania's work in establishing the statewide Jobs Hubs Network is seeing significant success with six of the seven hubs now operational and more than 1,700 Tasmanians helped into employment and training so far. Further building the strength of our workforce, Skills Tasmania supported more than 33,000 Tasmanian students to take part in nearly 6.7 million hours of training across the 2021 calendar year.

Despite COVID-19 impediments, our export figures have continued to break records and are on track to top \$5 billion for 2021–22. Across the year we have been working to maintain this momentum now and into the coming financial year.

As travel remained restricted for much of the year, we continued to facilitate trade and investment opportunities by maintaining a presence at key conferences and seminars that had moved online and produced video, VR and web-based content to promote Tasmanian products, businesses and opportunities.

We have also drawn on our in-market trade advocates located around the globe to drive market awareness of Tasmanian products and services and facilitate business connections between Tasmanian producers and overseas buyers. Additionally, we have been planning for the reopening of international borders with an ambitious two-year trade mission plan nearing completion and we are also proud to have partnered with the United States Australian Football League (USAFL) in a first of its kind naming rights sponsorship deal.

In generating local economic activity and improving infrastructure statewide, this year the recent trend of record investment in our road network continued with \$407 million spent, up \$90 million on last year and \$129 million more than 2019–20. Of particular note, this year the final three projects of the 10-year \$565 million Midland Highway Action Plan got underway. All three, and the full plan itself, are expected to be completed next year.

We also reached three significant milestones on Tasmania's biggest ever transport infrastructure project, the new Bridgewater Bridge, with a construction company engaged to build the new bridge, geotechnical investigations getting underway and planning approval received. Significant progress has also been made on a number of Bass Highway Action Plan projects, the Hobart Airport Interchange, the Sorell Southern Bypass and the Midway Point Intersection Solution, as well as the Southern Outlet fifth lane and Macquarie and Davey streets improvements.

In other exciting infrastructure developments, this year we completed the upgrade of the MyState Bank Arena and have been undertaking significant work to underpin a new arts, entertainment and sporting precinct in Hobart, should it go ahead.

With a significant program of stadium upgrades already announced, this year we formed a dedicated Major Stadiums team within Infrastructure Tasmania to progress development at UTAS Stadium, Dial Park, the Silverdome, the Wilkinsons Point Multisport Facility and Blundstone Arena, as well as any new southern stadium.

The unit complements, but remains separate to, Stadiums Tasmania which was also formed this year as an independent statutory authority to take over ownership and management of significant sporting and event facilities around the state. We expect to commence recruitment for a Chair, board members and a CEO of Stadiums Tasmania in the coming months.

Looking further ahead, this year we have provided hands-on support to the Greater Hobart Committee in developing and consulting on a first ever 30-year Greater Hobart Plan which aims to create an integrated approach to planning and development to cater to an estimated 60,000 additional residents over the next three decades.

Statewide, as our population continues to grow, we are also working to update the Tasmanian Population Strategy as we expect to pass our initial 2030 target this year. To help ease housing pressures associated with this growth, this year we have also approved more than 190 ancillary dwelling grants and more than 1,200 new residential lots across 80 subdivisions around the state.

This year our cultural and tourism industries have continued to rebound with our travel voucher program contributing more than \$16.3 million into the Tasmanian economy. To help bring visitors back to our state we have invested more than \$31 million across 80 events including the historic fifth Ashes Test in Hobart which hosted an estimated 30,000 fans.

In selling our state around the world, this year we invested more than \$2 million in screen projects which has already directly generated more than \$15 million in local spending. Of particular note, documentary Franklin finished filming this year and new series Bay of Fires has begun filming on the west coast.

Locally, we supported almost 3,900 artists and arts workers around the state and we continued to bring art to the public with 24 new public art commissions to liven up government buildings around the state.

Internally, we continue to support flexible working arrangements for our people including work-from-home and hybrid home-office options and have maintained a focus on the wellbeing of staff, with a particular emphasis on mental health awareness.

In the latter part of the year, and in line with Public Health advice, we have been able to ease COVID-19 related capacity limits across our office spaces and facilities but have continued our advanced cleaning regime and case reporting system.

This year we have also undertaken significant work on improving our systems and processes with notable progress being made on our grant and loans administration systems and integrating our finance and payment systems. A major redevelopment of our intranet site is now underway to make information and guidance more easily accessible to staff.

We have placed a particular emphasis on protecting our ICT systems and have this year release a new IT Disaster Recovery Plan to address current and changing ICT risks and ensure business continuity. We also tightened our policies and principles for official use of social media in light of the 'Voller' High Court ruling.

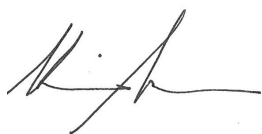
This year we also continued implementation of our organisational risk management framework with the development of divisional-based risk assessments and release of new Risk Appetite Statements covering a wide range of scenarios.

In relation to major staffing changes, in November 2021 we farewelled 30 colleagues from Renewables Tasmania who transitioned to the newly formed Renewables, Climate and Future Industries Tasmania and 36 forestry colleagues moved to the Department of Natural Resources and Environment Tasmania in March 2022. Arrangements have also all but been completed for 52 sport and recreation team members, including from the Tasmanian Institute of Sport and the Silverdome, to join us from the decommissioning Department of Communities Tasmania on 1 July 2022.

With 2021–22 seeming like an informal transition between the period defined by COVID-19 and a return to pre-pandemic freedoms for business, industries, families and the community, the new financial year holds a great deal of promise.

The work we have been doing in preparing for the return to 'business-as-usual' and the enhancements we have been making to our own policies, processes and systems places us in a strong position to deliver from the outset of 2022–23.

Of course, none of this would have been possible without the commitment and efforts of staff from right across the department and for that I offer my sincerest thanks.



Kim Evans

Secretary
Department of State Growth

COVID-19 response and recovery

Since the response and recovery effort began, to the end of 2021–22 the Tasmanian Government through the Department of State Growth has been delivering the nation's leading COVID-19 support package to local businesses with more than 31,000 Tasmanian businesses sharing in \$165 million in grants and support since March 2020, with \$36.5 million coming from the Australian Government.

In August 2021, in recognition of the impact of ongoing lockdowns and border closures on Tasmanian businesses, the joint Australian-Tasmanian government Micro and Small Business – Border Closure Critical Support Package was extended with the first round having already paid out some \$43 million to more than 3,100 businesses.

Together with the second round which opened in November 2021, a total of \$73 million has been provided through the program through more than 6,000 payments made to businesses.

Also in August 2021, the first round of the \$1 million Regional Hospitality Revival Fund was launched recognising of the important role that Tasmania's regional pubs, restaurants and cafes play in our local communities and in our local economies.

The fund provided rebates of up to \$1,500 to hospitality businesses outside of Hobart and Launceston for initiatives that attract visitors into our regions for events, hiring live bands, marketing and promotion or minor works such as updating signage and amenities. So far rebates have been provided to 130 businesses across the state.

Also supporting the hospitality sector and our local venues, the second round of the Event Ready grant program which provides grants of up to \$5,000 to organisers of new and existing events and opened in March 2021, continued across the 2021–22 financial year.

The funding has helped support the implementation of COVID-19 safe event policies and procedures, and assisted event organisers with the additional costs of planning and delivering COVID-safe events.

Across rounds one and two, with the second due to close this November, almost \$560,000 in funding has so far been provided through this program.

September 2021 saw the commencement of the COVID-19 Small Business Advice and Financial Guidance Program to provide eligible small businesses with access to specialist financial services and business support to assist in recovery, transition and growth. Funding of \$1.2 million was allocated over four years.

Eligible applicants received grants of between \$750 and \$1,500 to obtain financial or business guidance services from a suitably qualified professional.

Round one of the program closed in late May 2022 with more than 420 applications approved for funding totalling \$625,000. Due to the success of the program, it has been allocated an additional \$1 million over four years with round two scheduled to open on 15 July 2022.





Come October 2021, when southern Tasmania was required to go into a snap three-day lockdown, nearly \$3.5 million in immediate financial support was provided to affected businesses to get them through the sudden forced closure of their operations.

This year we also extended the \$60 million Business Growth Loan Scheme that was launched in 2020, with applications now open until September 2022.

The scheme is available to help businesses recover, adapt, grow and develop enhanced business models that support employment retention and business growth, and for new projects that contribute towards employment and growth of the Tasmanian economy.

As at the end of 2021–21, a total of 60 loans have been approved for a total of \$16.7 million.

In early 2022 we also released the COVID-19 Business Impact Support Program to assist businesses experiencing a downturn due to a loss of customers or staff. Across four rounds of the program, all released in 2021–22, almost \$6.5 million in payments were made to almost 3,000 eligible businesses.

In supporting workers through 2021–22 we continued the \$6.3 million Rapid Response Skills Initiative, launched in March 2020, to assist workers who had lost their jobs to reskill, and training workers to help businesses remain open and operate safely.

Over the two-plus years of operation, the program has so far provided subsidised training and career advice to more than 600 Tasmanians who have found themselves out of work due to the business impacts of COVID-19.

On the international stage, while much of the world's travel was halted, Antarctic and Southern Ocean scientific work continued and with Hobart being one of the world's most significant Antarctic gateways we facilitated the safe transit of international expeditioners and assisted in preventing COVID-19 spreading to the southernmost continent.

As part of this assistance, we facilitated travel to and within Australia for expeditioners to reach Hobart. Once they arrived we provided a dedicated quarantine hotel for the French Antarctic Program between October 2021 and March this year to house multiple groups of expeditioners and French Navy personnel as they underwent their required pre-expedition quarantine.

Internally and across our workplaces, we have remained active and vigilant in minimising the impacts of COVID-19 on our staff and services.

We have been very aware of the need to support the health and wellbeing of our workforce by regularly updating our COVID-19 risk assessments and Safety Plan in line with changing Public Health advice to effectively manage risks and maintain business continuity.

Support mechanisms we have in place include our Employee Assistance Program, self-care webinars, manager education programs, regular newsletters, online forums and email updates and access to a range of tools and resources.

A comprehensive summary of State Growth-led actions addressing the recommendations of the Premier's Economic and Social Recovery Advisory Council's (PESRAC) interim and final reports can be found later in this report.

Who we are

The Department of State Growth supports economic growth and facilitates the creation of jobs and opportunities for Tasmanians.

The department is structured around five business groups that work collaboratively to support economic growth and facilitate the creation of jobs and opportunities for Tasmanians.

The structure also includes the Coordinator-General who reports directly to the Minister for State Development, Construction and Housing.

- ▶ **Business and Jobs** – drives industry capability and regional development for growth, including small business support, workforce development, trade, science and technology, advanced manufacturing and defence, international education, business and skilled migration.
- ▶ **Resources, Strategy and Policy** – provides whole-of-agency strategic policy, project and coordination functions including Antarctic science and research, Hobart City Deal implementation and the Population Growth Strategy as well as strategic advice on Tasmania's mining policies and resource industries and includes the state's geological survey Mineral Resources Tasmania.
- ▶ **Cultural and Tourism Development** – develops policy and programs to deliver economic and social outcomes through the cultural sectors and visitor economy, encompassing Arts Tasmania, the Tasmanian Museum and Art Gallery, Screen Tasmania, Events Tasmania and the Tourism and Hospitality Support Unit.
- ▶ **Transport and Infrastructure** – promotes and enables the safe, reliable and efficient transport of people and goods in order to connect Tasmanian communities, promote freight efficiency and growth in the Tasmanian economy and improve the visitor experience and provides the coordinated planning and delivery of significant transport infrastructure, and now major stadium projects.
- ▶ **Business Services** – working with our partners, Business Services delivers quality financial, communication, human, information, asset management and portfolio services and leads the development of organisational culture, business improvement and emergency management in the department. Business Services also provides support to the Tasmanian Development Board.

The Department of State Growth also supports and works closely with the Office of the Coordinator-General. This key office provides a coordinated approach to attracting investment to the state, facilitating major projects and cutting red tape.

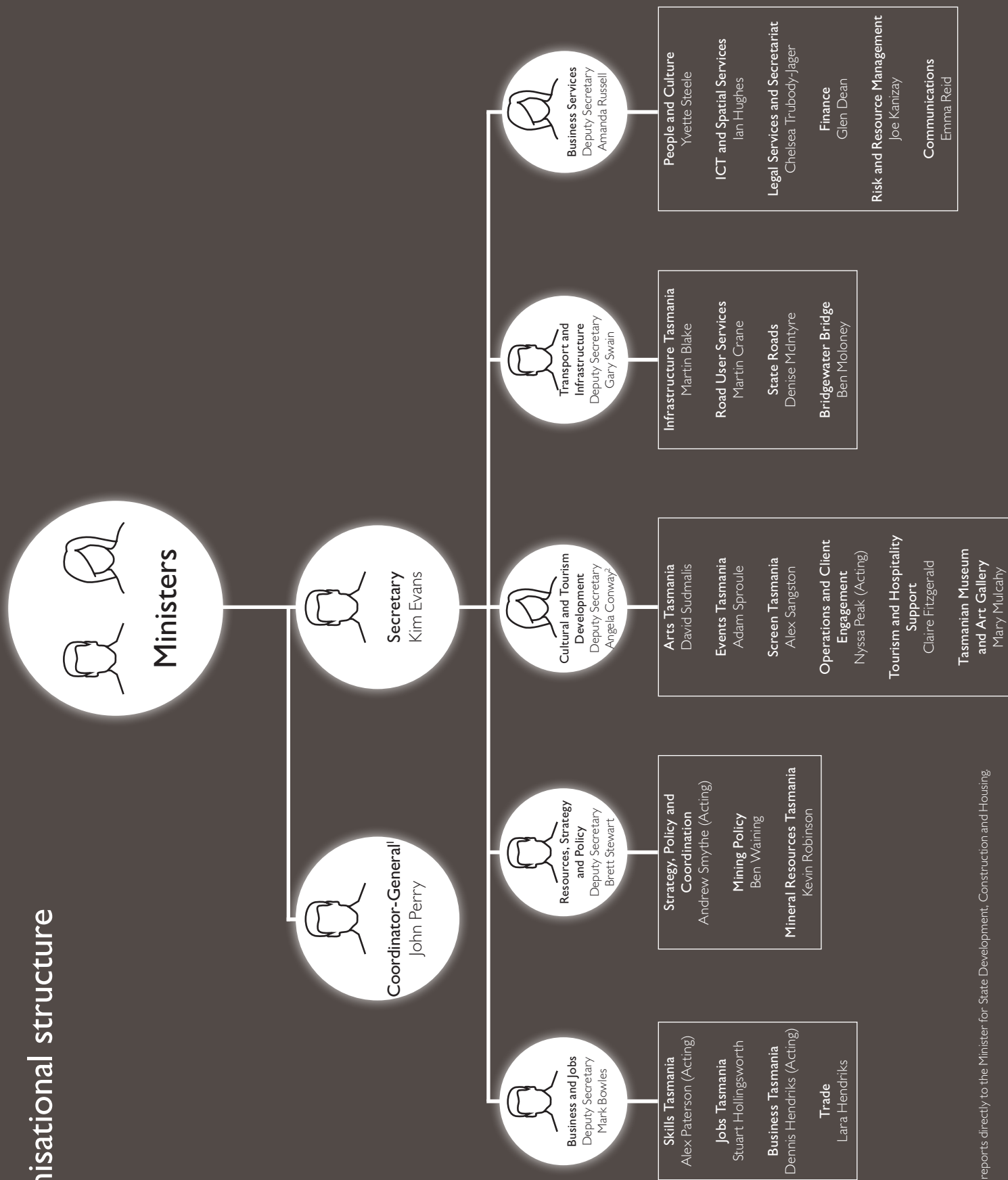
Our Corporate Plan

Endorsed on 1 July 2019, the Department of State Growth's Corporate Plan 2019–22 guides our work, acknowledges the diversity of our activities and provides us with common objectives that we all contribute to:

1. Work with Tasmanian businesses and industry to support growth and job creation.
2. Grow and support Tasmania's visitor economy.
3. Contribute to Tasmania's brand as the best place in the country to live, work, invest and raise a family.
4. Strategically develop our infrastructure and transport systems to support industry and business growth and our community.
5. Build organisational capacity by working collaboratively and developing our people, safety, systems and culture.

The Corporate Plan continues to reinforce our corporate values of having the courage to make a difference through teamwork, excellence, integrity, and respect, and has a focus on our contribution to strategic development, supporting Tasmanian industry, business growth and the Tasmanian community.

Organisational structure



1 The Coordinator-General reports directly to the Minister for State Development, Construction and Housing.

2 Acting

People and Culture

This year the health and wellbeing of our people and initiatives that build a positive workplace and support our teams was our focus. Our wellness strategy for 2021–22, Healthy and well at State Growth, has had a particular initial focus on mental health and wellbeing. Across the year we have rolled out a range of initiatives that encourage self-awareness and recognising the signs of mental health issues in ourselves as well as raising awareness of how we can help others who may be in need of support.

Underpinned by our commitment to a healthy workplace, our existing mental health support initiatives were this year supplemented by sessions on mental health and wellbeing in the workplace, mental health first aid for managers and employees and virtual workshops on stress management.

Additionally, we provided a 12-month program of wellbeing webinars delivered by our Employee Assistance Program provider, Converge International, which brought together healthy body and lifestyle concepts with those of maintaining a healthy mind and outlook.

Topics in the series included Nutrition for Life, Sleep and Our Health, Work-life Integration, Positive Parenting and Thriving Under Pressure, all of which were freely available to our teams both during or out of work hours to suit each individual's needs and preferences.

In partnership with Tasmanian not-for-profit Speak Up! Stay ChatTY, we also developed and delivered a digital learning series to increase awareness and offer practical tools to enhance positive mental health.

In maintaining the safety of our teams in the workplace, in August 2021 we launched a new online hazard and incident reporting system called Lucidity. It enables our people to report incidents and hazards in real time and from any device, improving our reporting and response time. It also provides valuable information allowing the improve our risk analysis to better prevent workplace injuries in the future.

The other priority for the year was diversity and inclusion with the launch of our 2022–25 Diversity, Equity and Inclusion Strategy and action plan. While diversity, equity and inclusion have been at the heart of our values and culture since our department was formed in 2014, this is the first time we have formalised it in this way.

The strategy outlines our commitment to achieving our vision of a safe, inclusive, equal, respectful and representative workplace and the plan sets out the 52 actions we will take over the next three years or on an ongoing basis to adopt these principles into everything we do.

As part of our commitment to a respectful workplace, this year our partnership with Swinburne University saw 325 staff attended a total of 24 manager and employee Respect at State Growth workshops across the state. The workshops are specifically designed to develop a common understanding of what a respectful workplace looks like and how to deal with unacceptable behaviours.

Across 2021–22 we have also been implementing the Our Watch Workplace Equality and Respect Standards and in February released our 2022 action plan outlining the range of actions the department will take over the year to promote gender equality and respect and maintain a workplace free from violence.

This plan complements our Diversity, Equity and Inclusion strategy with an additional 16 actions to specifically promote gender equality and respect across the calendar year.

Focusing on inclusion, this year we also formed a 12-month partnership with WorkFocus Australia and their JobAccess service to recognise the talent of, and increase employment opportunities for, people with disability within the department. We also continue to be actively represented on a broad range of diversity, equity and inclusion action groups including the Tasmanian Aboriginal Communities Interdepartmental Committee, the Premier's Disability Advisory Council, the Gender Reform Implementation Steering Committee and Tasmanian LGBTIQ+ Whole-of-Government Reference Group.

We have also maintained our strong commitment to supporting State Service youth employment initiatives with three school-based trainees engaged in the 2022 program and eight graduates brought on through the whole-of-government Graduate Development Program.

Our commitment to building our leadership capability continues, with the commencement of our new 360-degree online leadership feedback process with 112 of our organisational leaders already participating.

With participants having completed the initial stages of the program we have now moved to more in-depth coaching conversations to build organisational and personal capability. The focus of this stage is on fostering leadership styles that build a positive workplace culture and will run over the next 12 months.



The short programs will provide practical tools and suggestions, as well as opportunities for collaboration across the department to support our client service goals. This work on developing our current and future leaders is complemented through our participation in several whole-of-government leadership development opportunities including supporting 12 employees to participate in the Women of Substance – Emerge program and a further eight in the Be Brave Women in Leadership forum.

As at 30 June 2022 we employed 946 people (792 paid full-time equivalents)

As at 30 June	Employees	Paid FTE
2019	893	744
2020	890	750
2021	953	802
2022	946	792

As at 30 June 2022, permanent employees represented 85 per cent of our workforce, with 11 per cent employed fixed term, and the remaining four per cent being Senior Executive Service and equivalent specialist employees. Thirty per cent of our employees work part-time.

Our gender profile has remained consistent with previous years with 55 per cent of the workforce being female and 45 per cent being male. We have seen a decrease in the number of females in Senior Executive Service and equivalent specialist roles from 38 per cent at 30 June 2021 to 37 per cent.

Senior Executive and Equivalent Specialists by Gender

Classification	Female	Male	Total
SES 1	5	9	14
SES 2	3	3	6
SES 3	2	3	5
SES 4	0	2	2

Business and Jobs

This year our focus has been on accelerating trade growth, strengthening the capacity of small businesses and ensuring our domestic industries remain strong.

Underpinning this has been our efforts in getting more Tasmanians the right qualifications to get them into rewarding careers, working with our industries to tackle critical worker shortages and attract more international students and migrants.

Across 2021–22 we have been working to ensure Tasmanian businesses are front and centre in the global race to reclaim market share and take advantage of growing international trade opportunities. While trade and investment missions were still not possible during the period, we still achieved record trade results exceeding \$5 billion for the financial year.

This has been supported by our network of international trade advocates across China, the United States, Japan and the ASEAN region, who have been connecting Tasmanian businesses with buyers internationally through much of the past two years.

Of particular note has been the continued growth of the advanced manufacturing and defence supply sectors in Tasmania. Supported by more than \$1.8 million in capacity and capability growth grants in 2021–22 and the launch of the Tasmanian Industry Capability Network, the defence supply industry alone secured contracts valued at almost \$75 million.

Across the second half of the year, we have been progressing our most comprehensive trade mission plan ever with the promise of more missions, more delegations and more opportunities for Tasmanian businesses. The plan will cover the coming two years with details expected to be released at the start of 2022–23.

During the year we also launched the first Tasmanian Export Freight Logistics Advisory Service to support businesses in getting their products to overseas markets, realise cost savings and streamline their supply chain operations. Over its first seven months of operation, 52 businesses have already engaged with the service.





Small Business was also provided direct support to enhance their resilience and systems with more than 420 business owners receiving specialist advice through the Enterprise Centres Tasmania and the Small Business Advice and Financial Guidance programs.

In supporting industry and jobs, in 2021–22 the Building Projects Support Program has allocated more than \$25.7 million to 32 developments around the state unlocking significant investment and supporting both short and long-term employment.

Additionally, the highly successful \$70 million AgriGrowth Loan Scheme has continued, supporting projects that grow the agricultural sector and assisting young farmers enter farming in their own right, with 53 loans under this program for \$47.8 million at the end of the financial year.

Of the challenges facing businesses throughout the year, the availability of skilled and ready workers remained a high priority and we are helping to address these shortages on several fronts.

Since its establishment 12 months ago, Jobs Tasmania has supported the establishment and expansion of the Regional Jobs Hubs Network. Six of the seven Regional Jobs Hubs are now operational, and more than 1,700 Tasmanians have been supported into employment and training.

Over the year Jobs Tasmania has launched a range of initiatives to support disadvantaged groups facing barriers to entering the workforce with more than 200 people supported by the Job Ready Fund to access free equipment and clothing for work.

Additionally, the Area Connect employment transport service was expanded this year carrying more than 2,500 passengers, employment programs to support migrant and multicultural groups were delivered by Migrant Resource Centres around the state and programs to support disadvantaged youth were extended including Fit for Work Devonport, Hamlet and Troublesmiths.

In 2021–22 Skills Tasmania again provided more than \$100 million in training and workforce development funding to help Tasmanians find suitable careers or to upskill or reskill to meet the needs of our priority industries.

In 2021, this funding supported more than 33,000 Tasmanian students and delivered nearly 6.7 million hours of training.

Support was also provided for industry workforce development and planning to address ongoing skills shortages with \$5 million collectively provided through the High-Vis Army initiative to the Civil Contractors Federation, the Master Builders Association and the Housing Industry Association to grow the building and construction industry workforce.

The community services workforce was also supported in 2021–22 with more than \$3 million allocated over three years to the Tasmanian Council of Social Service's Local People into Local Jobs project.

To also build a larger workforce for the future, this year Migration Tasmania and Study Tasmania delivered the Business and Skilled Migration State Nomination Programs and the Global Education Growth Strategy. In 2021–22 a total of 3,300 skilled visa nominations were lodged.

Internally, through focused upskilling and targeted recruitment undertaken across the last year we have been able to strengthen the expertise we have on hand to provide end-to-end support for our state's businesses and industries.

This positions us well to assist our sectors and economy to grow in the coming years.

Cultural and Tourism Development

This year across the tourism and hospitality sectors, we have seen a return of visitors with pandemic-related restrictions, border closures and crowd caps lifting, and the culture and arts sectors are able to look forward with greater certainty as capacity restrictions and constraints have been eased.

This said, challenges remain for these industries as they look to regain the footing they lost due to two-plus years of COVID-19 restrictions.

As part of efforts to boost tourism spending, an additional \$7.5 million was allocated to the third round of the highly successful travel vouchers program to support our state's tourism industry.

Tasmanians again embraced the opportunity to explore their home state, injecting more than \$16.3 million into the Tasmanian economy through this round. This includes an estimated \$4.3 million spent on food and beverages, bringing a major boost to our restaurants, cafes and pubs.

In 2021–22, Events Tasmania took a leadership role in bringing events and people back to Tasmania, investing more than \$31 million across 80 events through programs, partnerships and initiatives.

This year's biggest new partnership was support for the fifth Ashes Test in Hobart, the first time a men's Ashes Test has been played in Tasmania. The event attracted an estimated 30,000 fans and was hailed as Tasmania's biggest ever single sporting event.

A new five-year partnership was also locked in for the Nayri Naira Good Spirit Festival which celebrates and explores Tasmanian Aboriginal culture with the inaugural three-day event in late April 2022 attracting some 1,030 attendees, with more than 200 visiting from interstate.

We also continued our support of the Huon Valley Mid-winter Festival, Mona Foma and Dark Mofo and the North Melbourne Tasmanian Kangaroos AFLW partnership for its fourth year.

December saw the return of the Taste of Summer on Hobart's waterfront, made possible by direct and in-kind Tasmanian Government support and welcomed by locals and tourists alike.

In addition, the \$1.5 million Regional Event Recovery Fund supported 14 Tasmanian regional events to build organisational capability and event sustainability.





Events Tasmania has also been working closely throughout the year with the Tasmanian AFL Licence Taskforce as we move closer to securing a licence for Tasmanian AFL and AFLW teams. We look forward to the AFL's decision which is expected in the first half of 2022–23.

To the screen production sector, this year Screen Tasmania invested record funding, exceeding \$2.2 million to enable the production of five projects through the Production Investment program.

Assuming all five projects go ahead, these investments are expected to generate an estimated \$15.2 million in expenditure on Tasmanian goods and services, with more than 180 Tasmanian crew employed.

One of these projects, in another boost for our growing screen industry, is Tasmanian company Archipelago Productions' first major screen production, *Bay of Fires*, which commenced filming in June 2022.

The production was provided with \$1.5 million in financial support and is anticipated to generate 80 cast and crew positions for Tasmanians and more than \$7 million in spending on Tasmanian goods and services, much of it on the West Coast.

In all, screen industry projects received \$4.95 million in support across 2021–22, meaning that Tasmanian screen practitioners are increasingly able to continue to live and work in their home state.

In arts and culture, across 2021–22, Arts Tasmania supported almost 3,900 artists and arts workers with support extending across the state.

Importantly, more than 47 per cent of the financial support provided to arts and cultural projects went to regional areas of Tasmania.

This year the Tasmanian Government Arts Site Scheme remained a major source of investment in the visual arts in Tasmania, allowing Tasmanian artworks to be more widely available and improving the experience of Tasmanian Government sites and buildings for staff and visitors.

In total, more than \$805,000 in funding was committed during 2021–22 to support 24 new public art commissions across the state.

Towards the end of 2021–22, we are preparing for several significant administrative moves, with our tourism and hospitality functions set to move to the Business and Jobs group of the department and the sport and recreation functions of the Department of Communities Tasmania set to join us from 1 July 2022.

Resources, Strategy and Policy

This year saw further refinement to our operations and structure with the forestry policy and oversight functions transferring to the Department of Natural Resources and Environment Tasmania in March.

This has allowed us to further hone our focus on our planning, strategic advice and policy development roles as well as our project improvement and coordination functions.

Key areas of focus over the year have included further implementation of the Hobart City Deal, updating the Tasmanian Population Strategy with a post-COVID outlook and working on strategies, policies and programs to help our state meet the needs of a growing population.

Mining and mineral processing, as the base of our state's economic strength, has also remained a key focus of our work.

Under the Hobart City Deal we have worked closely with the Hobart International Airport and the Australian Government to establish a permanent direct international gateway through Hobart and in July direct passenger flights to New Zealand recommenced after a period of suspension due to COVID-19.

This year we commenced the most significant update of the Tasmanian Population Strategy since its release in 2015 to reflect that we achieved our initial 2020 target in late 2018 and that we are on track to exceed our 2030 population target by as early as the end of 2022. The update will also take into account the implications the pandemic has had on growth projections as well as how we so far understand individual and family decision making and planning to have changed post-COVID-19.

In order to continue to promote Tasmania as a vibrant and desirable lifestyle choice to live, work and raise a family, this year we gave the Make it Tasmania website its first major refresh since it was launched in 2016.

The new site aligns with the Tasmanian Brand and features a range of refreshed, updated and relevant information for those looking to move to Tasmania.



Given an expected population increase of 60,000 people in the Greater Hobart area over the next 30 years, this year we continued to assist the work program of the Greater Hobart Committee. The aim of the committee is to foster greater collaboration across government boundaries and to create an integrated approach to planning and development.

We assisted in the development and consultation on a draft 30-year Greater Hobart Plan. Thirty-eight formal submissions were received and 136 people completed the online survey with a final plan expected to be released in coming months.

To provide more housing options and increase availability in our urban areas to help ease current and future demand pressures, this year we continued the rollout of the popular Ancillary Dwellings and Residential Land Rebate grant programs.



These programs saw 193 ancillary dwelling grants approved and 1,280 new residential lots supported across 80 subdivisions during the 2021-22 financial year. Total expenditure on the programs for the financial year was \$490,000 and more than \$10.2 million respectively, totalling more than \$10.7 million.

Underpinning our economy again in 2021-22, the mining and mineral processing sector has seen a strong year with exports exceeding \$3.1 billion, making up 65.6 per cent of Tasmania's mercantile exports by value.

This financial year the industry paid almost \$84 million in mineral royalties and more than \$2 million in rentals and other fees. This royalty income was \$23.2 million more than in 2020-21.

As at end-June 2022 there were 513 mining leases, 151 exploration licences and 19 retention licences granted or under application, with mining leases accounting for only 0.88 per cent of our state's land area and exploration licences covering around 24 per cent of our state's land area.

In providing enhanced services to the industry and building our own capacity, in May we also officially opened the stage 1 extension to the Mineral Resources Tasmania Mornington Core Library which holds more than 770 kilometres of drill core and more than 80,000 geological samples.

We have also led work on reforming our mining regulatory development framework to meet the economic, environmental and social expectations of the government, industry and our wider community.

In services provided within the department and across government, across the year we have focused on enhancing whole-of-department coordination and whole-of-department and whole-of-government reporting.

We have further enhanced the department's capacity and effectiveness in end-to-end project management from scoping and planning through to implementation and evaluation. Across 2021-22 more than 80 staff took part in our Project Management training workshops.

By continuing to expand our capacity in coordination and strategic planning, we are well positioned to deliver not only across our projects but support the broader department and Tasmanian Government in maintaining a strong economic outlook and vibrant cities and towns as our state grows.

Transport and Infrastructure

This year saw significant infrastructure achievements across the state, including a record investment in our road network, work beginning on the new Bridgewater Bridge, completion of the MyState Bank Arena upgrade and the announcement of a potential stadium in Hobart.

In 2021–22 a record \$407 million was spent on the state road network, including a record \$86 million on maintenance and \$49 million on bridge upgrades, with the Australian Government committing \$164 million.

This year we commenced works on the final three projects of the Midland Highway Action Plan – Ross, Oatlands and Campbell Town North – with all three projects and the entire action plan expected to be completed in 2023, well within the projected 10-year timeframe.

In the north, work was completed on five projects between Launceston and Marrawah under the Bass Highway Action Plan, with improvements made at Boat Harbour, Rocky Cape, Sisters Creek, Wiltshire and Broadmeadows. A further three projects commenced under the plan – Table Cape, Togari and Boat Harbour to Sisters Creek – and we are preparing for the start of works on the replacement of Cam River Bridge and improvements to the junction of the Bass and Murchison highways in Somerset.

This year we reached significant milestones on Tasmania's largest transport infrastructure project, the New Bridgewater Bridge, with construction company McConnell Dowell engaged to deliver the \$786 million project. The second half of the year has seen both landside and waterside geotechnical investigations begin and in June the project received planning approval, giving the green light for major work to start before the end of 2022.

Easing congestion and providing more public transport options for the growing number of people commuting between Hobart and the southern suburbs was a focus during 2021–22.

This year we consulted on the Southern Projects initiative, which includes the new transit lane on the Southern Outlet and improvements to Macquarie and Davey streets in Hobart. The first half of the phased Davey Street upgrade was completed during the year, with the second stage expected to commence by the end of 2022. Also part of the Southern Projects package, this year we opened the new park and ride facility in Firthside and began construction on the Huntingfield facility, both aimed at encouraging more people to opt for buses for their daily commute.

With Firthside park and ride operational and Huntingfield expected to be completed in the coming months, in January we commenced a trial of 43 extra weekday peak express bus services between Kingborough and Hobart, including new routes from Blackmans Bay, Kingston and the Channel. This builds on the trial of eight new weekday peak express bus services between Huonville and Hobart introduced in July 2021.





Looking to expand the park and ride option across Greater Hobart we also released proposals for facilities in Rokeby, Midway Point and Claremont, with public feedback now being considered as planning progresses.

With transport also being a significant factor in household budgets, 1 July 2021 saw the introduction of the option of quarterly payments for light vehicle registrations. This means Tasmanian drivers can now pay their registration bill annually, six-monthly, or quarterly, providing the choice to spread the cost over the year and help ease cost of living pressures. More than 98,500 people have already used the quarterly payment option at least once.

Safety remained a focus across the year with almost \$20 million invested in improving the safety of Tasmania's rural roads to prevent crashes or reduce the severity if a crash does happen, however, improving our roads doesn't necessarily improve driver behaviour.

With the second half of 2021–22 recording a horror road toll it is timely that work to return mobile speed cameras to Tasmanian roads is nearing completion with a supplier engaged to provide and operate the equipment and on-road testing well underway. It is expected the new fleet of cameras will be deployed in the first half of 2022–23.

Lastly, as a significant addition to our infrastructure delivery capacity and due to the high level of investment planned across the state, we have now established a Major Stadiums team to oversee the planning, design and delivery of major stadium developments, including construction of, or upgrades to, our existing venues.

Among our new responsibilities is the potential new stadium, entertainment and arts precinct in Hobart with a preliminary feasibility assessment on site possibilities already completed.

The 2021–22 financial year also saw the commencement of planning for upgrades to Dial Park and UTAS Stadium, an agreement signed with Cricket Tasmania for upgrades at Blundstone Arena and planning for an indoor multi-sport facility adjoining MyState Bank Arena progressing.

After more than a year since bringing our state roads, transport and infrastructure functions more closely together, and with the addition of the stadiums role, our capacity to deliver significant infrastructure and transport solutions promises more success in the short and long term.

Business Services

This year we have been able to pursue a more future-focused work program, including ensuring continuity of service across the department and for the community, enhancing our systems and longer-term capacity and further improving the culture and wellbeing of our teams.

Flexible work practices to address changing business needs have continued to be a high priority and we have seen further development and enhancement of the policies, systems and resources we have in place. This places us in a strong position to quickly transition to remote working in the event of future restrictions or disruptions, ensuring business continuity while maintaining a strong focus on the safety and wellbeing of our people.

With a continued focus on harnessing technology to connect our people and to work smarter, across 2021–22 we maintained our regular 'State of Play' all-staff forums via live video streaming with strong attendance and participation throughout the year.

We have also been developing a new and enhanced intranet to improve accessibility to information across the department, making it quicker and easier for our people to find the information, forms and guidance they need. The new system is expected to be launched in early 2022–23.

We are steadily increasing our use of multimedia across the department to ensure our communications remain modern, engaging and meet changing audience needs. Through a combination of animation, video, infographics, graphic design and audio we have expanded our reach and improved the accessibility of our services.

Throughout the year we have been streamlining and modernising how we manage grants and loans across the department, including transitioning to a new contemporary loan system, with this work anticipated to be completed by the end of the 2022 calendar year.

Additionally, integration of our online grant management system with our financial management system is underway and work has also commenced on the development of a fully electronic workflow of payment transactions.

Given the growing reliance on technology, the integrity of our ICT systems remains paramount and this year we finalised a new IT Disaster Recovery Plan based on current and emerging risks such as cybersecurity breaches, data integrity issues and critical systems failures.





Implementation is planned across 2022-23 and includes ongoing and enhanced education and awareness activities with a focus on cybersecurity and managing risk in a complex and ever-changing information management environment.

In broader risk management activities, this year we continued the development and roll-out of our department-wide risk management framework. This included divisional-based risk assessment workshops and a strategic risk refresh workshop, and we also released a range of new Risk Appetite Statements to guide our decision-making processes.

Crown Law's legal education and risk management sessions and our in-house Right to Information training again proved popular in increasing our risk management capacity with 165 staff taking part in the sessions this year.

Recent legal rulings which found that publishers are now liable for third-party comments on social media sites were also considered in the risk context and resulted in our social media policies and principles being strengthened. Enhancing our moderation systems against the new set of principles ensures that all employees who use social media in the course of their job understand our expectations and that consistent management practices are applied across the department.

In far wider reaching risk scenarios and preparedness, this year we provided input and advice on the enhancement of Tasmania and Australia's emergency planning and response arrangements. Our participation included contributing to reviews, exercises and other policy development processes to support community wellbeing and continuity of essential services during times of crisis.

In managing our space and resources, accommodation continues to be a challenge across the department. This year we made significant progress in planning for the refurbishment of our Salamanca Square offices and extending our current Federal Street accommodation. Our focus on accommodation has been particularly relevant this year with the departure of 36 team members through the transition of our forestry functions to the Department of Natural Resources and Environment Tasmania and the imminent arrival of around 52 new team members from the Department of Communities Tasmania. Both moves have required significant support from our ICT, human resources and facilities teams as well as careful coordination with their counterparts from each of our colleague departments.

Statewide we continue to manage our facilities to make the most effective use of available space and ensure alignment with our workplace health and safety and flexible working arrangements policies to continue to promote collaboration and integration of our teams right across the department.

By ensuring we can maintain our operations while also leading improvements to how we work, and by maintaining a focus on a culture of performance and responsiveness that supports our teams, the staff in Business Services will continue to support the delivery of the department's fifth objective in the Corporate Plan, building organisational capacity by working collaboratively and developing our people, safety, systems and culture.

Report from the Office of the Coordinator-General

This year we continued to adapt to changing investment and market conditions, working closely with Tasmania's key industry sectors and engaging with domestic and international proponents.

As international borders remained closed across the first six months of 2021–22 and with corporate travel remaining slow to return, we have worked hard to ensure Tasmania's investment profile has been maintained.

We have ensured Tasmania has had a presence at significant online investment seminars across the year and created virtual investment promotional tours to assist investors who remain unable to undertake site visits.

Given these challenges, we are especially pleased to have facilitated more than \$328 million in investment across the year, exceeding our target of \$320 million and bringing total investment facilitated since our inception in 2015 to some \$2.9 billion.

This year's Red Tape Reduction Report shows that since commencement 166 issues have been identified by individuals, industry and business with 141 successfully addressed.

The most significant of this year's reforms introduced statutory timeframes for a range of state and local government authorities to issue permits and approvals for building and construction projects. The increased certainty this brings gives developers the confidence and clarity they need to commit to significant investments.

The 2021–22 financial year has also been successful in advising on or facilitating loans with the Tasmanian Development Board approving loans to a combined value of \$60.3 million.

These loans directly encourage significant developments and investments and once fully realised will have generated a total estimated investment of more than \$212 million.

The biggest contributor this year was our Building Construction Support Loan Scheme which closed for applications in September 2021 and subsequently saw eight loans approved by the board totalling almost \$43 million.

Throughout the year we also continued significant work to progress major projects and investments including the Northern Cities initiative, the Cradle Mountain Master Plan and helping develop Tasmania's startup ecosystem including through our ongoing support to Enterprize Ltd.

We also saw several key milestones under the now \$570 million Launceston City Deal reached including completion of the new North Esk River pedestrian and cycle bridge, design and preparatory works commencing on the Northern Suburbs Community Recreation Hub in Mowbray and the opening of the new Library and Student Experience Building at the University of Tasmania's Inveresk Campus.

In the north-west, major project milestones reached this year included completion of Stage 2 of Devonport's Waterfront Precinct and the opening of Burnie's \$52 million University of Tasmania West Park Campus.

This year we also completed the enhancements to Tasmania's Expressions of Interest for Tourism Opportunities process which will improve the assessment process and provide more certainty around what is required to develop sensitive and appropriate tourism projects.

This included the full implementation of the 2020 Auditor General's recommendations and further enhancements identified through our own review processes.

While COVID-19 has impacted our investment pipeline, we continue our focus on identifying and attracting new projects and investment and have now expanded our scope further to include emerging areas such as the Circular Economy (CE) and the potential for CE precincts.

John Perry

Coordinator-General

Report from Infrastructure Tasmania

This year we have focused on building stronger relationships with our partners in industry and government responsible for developing infrastructure, ensuring we are providing sound guidance and advice, leading by example and proactively engaging with these stakeholders.

A key focus has been working with the building and construction industry to identify and address the challenges in delivering our state's record public infrastructure program. These challenges are not confined to Tasmania with all jurisdictions experiencing issues with the consequences of escalating prices, labour and skill shortages and resource constraints.

In May 2022 we reached an important milestone in our partnership with industry with the signing of the Building Tasmania's Future Memorandum of Understanding. This first-of-its-kind agreement sets out a framework for industry and government to work better together and deliver a sustainable public and private infrastructure pipeline that builds Tasmania's future.

During the year we also worked closely with industry and asset managers to redesign the 10-year Infrastructure Pipeline as an accessible and interactive dashboard. The new e-Pipeline, first published in December 2021, makes it easier for industry and business to plan their work, make informed investment decisions and build the skilled workforce they need to grow.

This year saw us establish Stadiums Tasmania following the passage of the *Stadiums Tasmania Act 2022*. This new statutory authority will centralise and be responsible for overseeing the ownership, management and future capital development of Tasmania's major public stadium infrastructure under a single entity. It has a statewide perspective and will work to boost Tasmania's capacity to host major sporting, entertainment and community events.

Across the year we continued to provide a regular platform for government engagement with the freight and logistics industry through the coordination of the Freight and Logistics Roundtable Forum. This has been an important forum for industry and government as they continue to navigate the range of lingering COVID-19 related issues such as supply chain disruptions, service reliability and increased freight costs.

The focus on improving the health and amenity of the kanamaluka/Tamar estuary continued throughout 2021–22. The Tamar Estuary Management Taskforce, supported by Infrastructure Tasmania, undertook two phases of public consultation on its draft vision for the estuary from August to November 2021 which heard from more than 550 community members. This process helped it better understand what the community values and will inform the final vision for the estuary.

We also continue to strengthen our capacity across planning, management and operational services for the state's road network and benefit from the closer ties we have established across the broader Transport and Infrastructure Group.

As we enter another year of significant investment, we will continue to provide a strategic, coordinated, and statewide approach to the planning, development and delivery of infrastructure that supports Tasmania's growth and economic development.

Martin Blake

Chief Executive



Report from the Abt Railway Ministerial Corporation

This year presented challenges, achievements and encouraging progress across the railway's operation. The challenges centred around balancing the need to continue to operate under COVID-19 restricted capacities at a time when our recent high demand levels also continued.

This was exacerbated by significant mechanical, driver and staffing issues which impacted our ability to fully capitalise on the opportunities presented by our renewed popularity.

Attracting employees is the industry's biggest concern nationally and we are not exempt. The expansion of our staff accommodation to now house 16 team members with the renovation of 1 Railway Reserve in Queenstown to further increase capacity is expected to help attract more seasonal employees. Despite this we continued to see record levels of bookings as had begun to roll in towards the end of 2020–21.

Across the year we operated 441 services over 312 days with the majority of services booked out well in advance with an annual average occupancy of 93 per cent of capacity. All up we carried nearly 24,000 passengers in 2021–22 even though still restricted to a reduced capacity of 60 per cent.

The 2021–22 financial year was also a record for our food and beverage operations and was assisted by a change in liquor licensing. Tracks Café in Queenstown was open every day except Christmas and, for the first time, 180 nights, catering to more than 6,800 dinner guests across the year. Tracks on Point in Strahan was open every day and night the train operated out of Strahan totalling 194, catering to more than 5,400 evening diners.

Set to complement these facilities, work on our new booking carriage on the Esplanade in Strahan is nearing completion. Being fitted out with Tasmanian timber interiors and featuring intricate parquet inlays, it is expected to open in the coming months.

On the rails, significant work took place across our rolling stock with new undercarriages added, carriages refurbished, extensive work completed on the D1 1953 Drewry diesel locomotive and work undertaken on the remaining Abt locomotives.

We also saw significant progress in the restoration of the last original Abt locomotive to be returned to service, Abt #2, with completion expected in late-2022. We are also nearing completion of the new Beyond the Rail Adventures hybrid-rail minibus that will open up a new luxury experience for small groups and attract premium customers.

One of the biggest highlights of the year and sure indication that we remain on the right track was our inclusion in Euronews Travel's internationally renowned *9 most beautiful train journeys in the world* listing alongside Switzerland's Glacier Express, the Bergen Line in Norway and Scotland's Royal Scotsman.

We remain heavily involved in local and regional tourism and play a significant role as a major attraction for the state. The future is looking extremely positive for the region with the railway as a tourist centrepiece.

Forward bookings are at the highest they have ever been.

Anthony Brown
General Manager



Performance information

Cultural and Tourism Development

Performance Measure	Unit of Measure	2020–21 Actual	2021–22 Actual	2022–23 Target
Arts Industry Development				
Attendance at selected cultural venues ¹	Number	46,623	59,291	150,000
Contribution to Gross State Product of selected arts industries ²	\$ million	138.38	145	150
Attendance at selected performing arts events ³	Number	133,750	164,356	260,000
Number of artists, arts workers and museum workers supported ⁴	Number	2,247	3,865	2,500
Screen Industry Development				
Developed projects that advance into production ⁵	Ratio	3.1:1	4.6:1	10:1
Leveraged spend in the state ⁶	Ratio	4.6:1	4.79:1	4:1
Tasmanian Museum and Art Gallery (TMAG)				
TMAG total visitors per annum ⁷	Number	128,168	163,500	230,000
TMAG total visitor engagement ⁸	Number	369,607	212,500	345,000

Notes

1. The decrease for 2020–21 and 2021–22 reflects the ongoing impact of the COVID-19 pandemic and the implementation of the Safe Events and Activities in Tasmania Framework, which places caps on capacity numbers depending on a risk approach. Although visitation confidence is returning and interstate borders opened on 15 December 2021, the clients supported through the Cultural Heritage Program had an emphasis on activities related to conservation and interpretation rather than audience development.
2. Contribution to the Gross State Product of selected arts industries is taken from the annual ABS publication 5220.0 Australian National Accounts: State Accounts released each year in November. Prior year actual figures are revised in accordance with: Cat.5220.0 Table 7 Expenditure, Income and Industry Components of Gross State Product, Column EU, Row 41 = \$372 million, multiplied by Arts factor (SWG figure) of 37.2 per cent = \$138.38 million. 2021–22 figure is the target, as ABS figures are to be released in November 2022. The updated historical figures incorporate new and revised national estimates that reflect changes in methods, concepts, classifications and data sources to maintain a consistent time series. The projected increase for 2022–23 is based on a return to more regular programming and cultural activity, with the likely removal of emergency government support and small museum sector and volunteer capacity returning.
3. Attendance figures from Administered Outputs and identified Special Projects in State Budget Papers. The reduction in 2020–21 was due to the combined impact of the Theatre Royal/Hedberg redevelopment and the impact of COVID-19 restrictions on venue availability and audience capacity. It is anticipated there will be a return to more regular programming and cultural activity and the return of confidence in ticket buying patrons. The 2021–22 financial year was a non-festival year for Ten Days on the Island. The target for 2022–23 is reflective of a Ten Days on the Island Festival year and the Hedberg moving to full capacity.
4. Number of Tasmanian artists, arts workers and museum workers employed on paid engagements in approved applications during the financial year. This total also includes the number of works purchased under the COLLECT Art Purchase Scheme.
5. The industry standard ratio for developed projects advancing into production is 10:1. A lower ratio is a better result. The ratio varies due to the time taken by some projects to achieve a production outcome. The KPI is calculated over three years. This ratio may result in previously reported actuals being restated to reflect the final actual position.
6. The calculation of the actual Tasmanian spend leveraged by productions is updated as projects acquit against investments. This spend may result in previously reported actuals being restated to reflect the final action position.
7. TMAG total visitors represent the combined number of visits made across the TMAG sites. The new target for 2022–23 indicates a growth in attendance, though not to pre-COVID-19 levels. This is due to the slow re-emergence of attendee and participant confidence.
8. Total visitor engagement represents the visitation and engagement across both physical and digital platforms and includes all visits to museum sites, visits to TMAG websites measured in sessions, social media engagement across all platforms and visits to TMAG programming taking place at other sites.

Transport and Infrastructure Group

Performance Measure	Unit of Measure	2020–21 Actual	2021–22 Actual	2022–23 Target
Road User Services				
Provision of effective support to the Tasmanian Government by providing road safety and road policy advice and information to enable informed decision making ¹	Satisfaction	Satisfied	Satisfied	Satisfied
Motor Registry System availability	%	99	99.9	99
Vehicles found to be unregistered of those checked ²	%	0.83	0.72	0.65
Number of serious casualties from road crashes ³	Number	318	282	266
Passenger Transport				
Wheelchair accessible taxis licensed	Number	68	64	68
Average bus age on contracted services ⁴	Number	14.4	11.58	15.4
Number of route and timetable reviews undertaken of the general access bus network in Tasmania ⁵	Number	na	8	3
Percentage of scheduled and timetabled trips delivered per operator for the general access bus network ⁶	%	na	99	98
Capital Program				
Percentage of customer requests relating to maintenance on state roads responded to within prescribed timeframes ⁷	%	na	na	95

Notes

1. Satisfaction and outcomes are largely measured by feedback from the Minister's Office, Secretary, relevant Deputy Secretary and, where appropriate, colleagues and clients.
2. This data is based on four automatic number plate recognition cameras installed on transport safety vehicles with a target of collecting 50,000 images per month.
3. This is a new performance measure. Serious casualties include road fatalities and road serious injuries (admitted to hospital for 24 hours or longer). The 2020–21 actual figure has been reported given this data is collected and published by the department.
4. This is a measure of the effectiveness of government strategies to ensure that the average age of buses on government contracted services is appropriate. This target reflects that the average bus age varies over the duration of bus contracts. The lowest average bus age is generally at the commencement of contracts due to incentives for the purchase of newer fleet vehicles with the average age then increasing over the course of the contract.
5. This is a new performance measure. Network reviews are an important way for the department to ensure that General Access bus services are fit for purpose and being delivered in the most efficient manner. This measure includes reviews of both trial and existing services, with reviews varying in size and complexity (classified as minor, moderate and major).
6. This is a new performance measure that is based on reporting of dropped trips by non-metro general access operators. This does not include force majeure events such as weather impacts and medical emergencies.
7. This is a new performance measure and reporting on this measure will commence in 2022–23. The timeliness of responding to customers about maintenance requests on state roads is a key measure of our success in meeting customer needs. Depending on the nature of the maintenance request, the prescribed timeframes differ.

Business and Jobs

Performance Measure	Unit of Measure	2020–21 Actual	2021–22 Actual	2022–23 Target
International students commencing their studies in Tasmania ¹	Number	6,751	5,649	5,535
Supporting access to a skilled workforce through state nomination of skilled migrants ²	Number	2,661	3,300	3,300
Grow the value of Tasmania's premium exports to international markets ³	\$ million	3,231	3,719	3,415
Provision of information and advisory services to SMEs ⁴	Number	18,632	19,211	6,000
Policy, project and program advice and implementation meets the expectations of stakeholders (State Development, Construction and Housing) ⁵	Stakeholder feedback survey	Satisfied	Satisfied	Satisfied
VET graduates employed after training ⁶	%	72.8	77.5	79.7
VET graduates with improved employment status after training ⁷	%	62.6	68.2	71.3
Apprentice/trainee in training ⁸	Number	11,549	13,511	11,670

Notes

1. The 2020–21 actual has been adjusted from the 2020–21 Annual Report to include the figure for June 2021. Source: Department of Education, Skills and Employment – data extracted 1 September 2022. Travel restrictions and border closures in response to the COVID-19 pandemic have had a significant impact on the international education sector and student numbers nationally. While borders have now reopened, the impact to student numbers is expected to continue in 2022–23 due to a range of factors.
2. Figures include nominations under the Skilled Nominated visa (subclass 190) and Skilled Work Regional visa (subclass 491). The ability to achieve the 2022–23 target will be dependent upon the number of nomination places allocated to Tasmania for the 2022–23 financial year. The nominations are unlikely to be confirmed until after the October 2022 Federal Budget. The figure for 2020–21 has been revised down as ABS revises trade data for up to six months after initial publication.
3. The 2021–22 figure covers the period from July 2021 until May 2022 only, figures for June 2022 are not yet available. The 2020–21 actual has been adjusted from the 2020–21 Annual Report to include the figure for June 2021. The value of premium merchandise exports is calculated as total goods exports less iron ores and concentrates.
4. This measure captures the number of advice services and assistance packages provided by Business Tasmania. The 2021–22 actual outcome reflects a significant increase in enquiries to Business Tasmania in response to the COVID-19 pandemic. Note this number does not include Digital Ready engagements which it has previously.
5. Satisfaction and outcomes are measured by feedback from the Minister's Office and, where appropriate, colleagues and clients. The feedback focuses on the quality, relevance and timeliness of advice.
6. The data for VET graduates employed after training is sourced from National Centre for Vocational Education Research Limited (NCVER) Student Outcomes Survey 2021, released December 2021. This data relates to government funded VET graduates (qualification completers) from 2020.
7. The data for government funded VET graduates (qualification completers) with improved employment status after training is sourced from NCVER Student Outcomes Survey 2021, released in December 2021. Improved employment status after training, is employment status changing from not employed before training to employed after training, or employed at a higher skill level after training, or received a job-related benefit as reported by the graduate.
8. Apprentice/trainee in training represents the number of Tasmanian apprentice and trainees undertaking training as at 30 June. Actuals for 2021–22 reflect additional activity resulting from post-COVID-19 subsidy programs. Figures sourced from Skills Tasmania internal data as at 3 August 2022.

Resources, Strategy and Policy

Performance Measure	Unit of Measure	2020–21 Actual	2021–22 Actual	2022–23 Target
Project management, policy advice and analysis is consistent with stakeholder expectations (Resources) ¹	Satisfaction	Satisfied	Satisfied	Satisfied
Tasmania's percentage of industry's mineral exploration expenditure in Australia ²	%	0.5	0.7	1.3
Area covered by modern geoscientific data collection techniques with subsequent 1:25,000 geological mapping coverage ³	%	78	68	70
Programmed abandoned mining lands rehabilitation projects completed	%	100	100	100

Notes

1. Satisfaction and outcomes are measured by feedback from the Minister's Office, Secretary, relevant Deputy Secretary and, where appropriate, colleagues and clients. The feedback focuses on the quality, relevance and timeliness of advice.
2. Statistics are derived from the three quarters of each financial year from ABS exploration data.
3. The definition of modern remote sensing data and mapping is defined as data created from 1996 onwards.



Infrastructure Tasmania

Performance Measure	Unit of Measure	2020–21 Actual	2021–22 Actual	2022–23 Target
Tasmania's 10-year Infrastructure Pipeline online dashboard updated at least twice a year ¹	Yes/No	na	Yes	Yes
Percentage of Infrastructure Tasmania's Tier 1 major projects that have undergone an independent project assurance review ²	%	na	0	100
Speed limit reviews on the state road network completed within 28 days of request ³	%	60	59	80
Number of road corridor strategies on the state road network completed during the reporting period ⁴	Number	na	1	2
Average consent request response time for heavy vehicle access permit applications on the state road network ⁵	Days	na	6.4	10

Notes

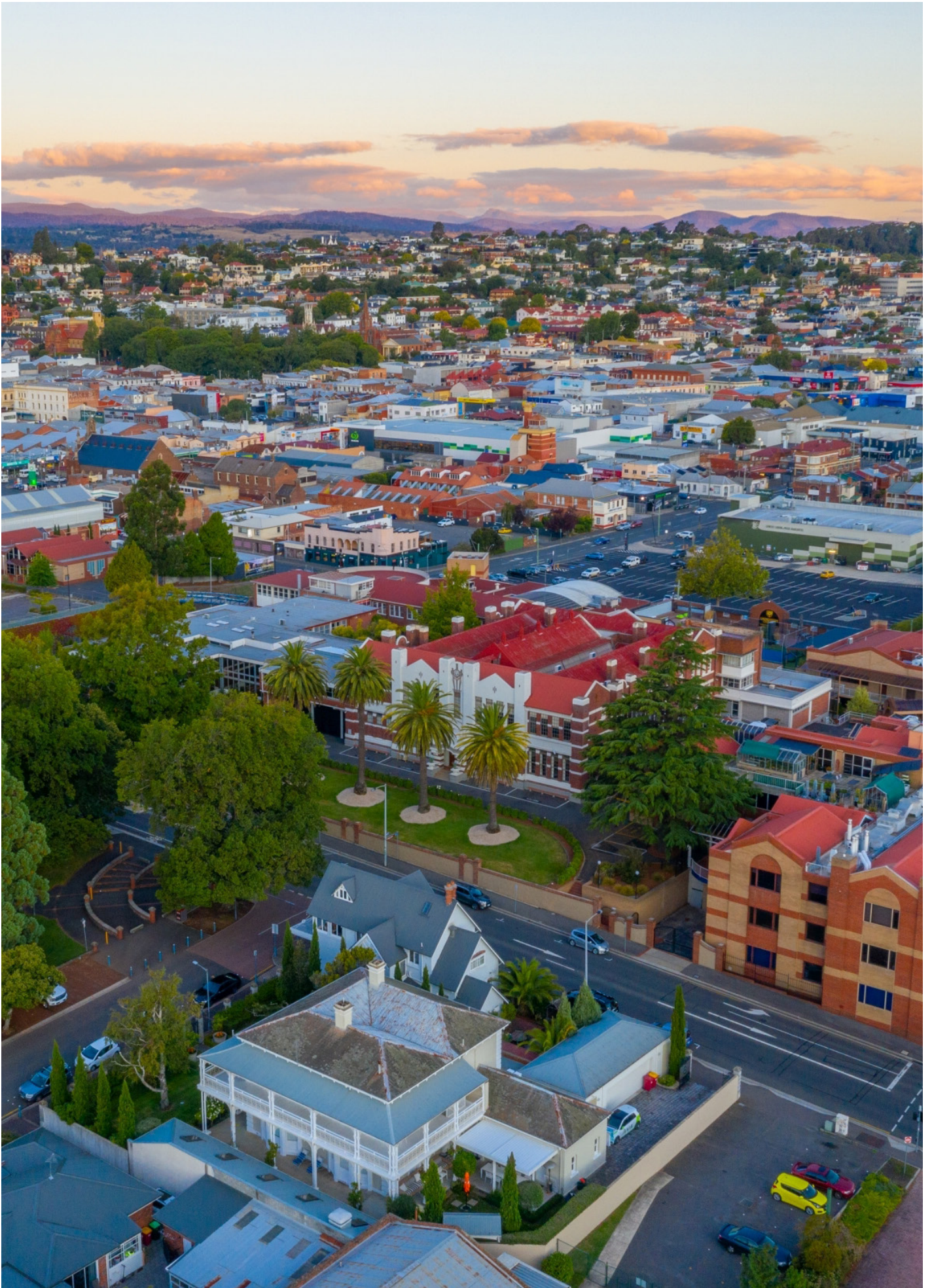
1. This is a new performance measure. The 10-year Infrastructure Pipeline is now being published through an online database. The information is gathered from the asset owners, including Tasmanian Government agencies, government businesses, relevant statutory authorities, local government and also includes a number of known major private sector projects.
2. This is a new performance measure. Tier 1 projects are those assessed under the Infrastructure Tasmania Project Assurance Framework as being 'High Risk, High Value' projects following a weighted risk score matrix and risk criteria. Infrastructure Tasmania's Tier 1 major projects for 2021–22 were transferred to the new Major Stadiums Team prior to planned project assurance reviews commencing.
3. This measure has been amended to apply only to speed limit reviews on the state road network. Accordingly, the 2021–22 result is not comparable to previously reported figures. This measure has been calculated from the date a request is made to undertake a speed limit review to the date the technical review is signed off and a decision has been made by the Transport Commissioner.
4. This is a new performance measure. The department is working towards the goal of having a road corridor strategy in place for every state road in Tasmania as part of its strategic approach to transport planning.
5. This is a new performance measure. The statutory timeframe for responding to heavy vehicle access permit applications under section 156 of the Heavy Vehicle National Law is 28 days.

Office of the Coordinator-General

Performance Measure	Unit of Measure	2020–21 Actual	2021–22 Actual	2022–23 Target
Publish the Annual Red Tape Reduction Report and continue to reduce red tape by addressing issues identified in the report ¹	Yes/No	Yes	Yes	Yes
Investment facilitated by the Office of the Coordinator-General ²	\$ million	382	328	330

Notes

1. The Annual Red Tape Reduction Report produced and published each year lists red tape issues identified for government to take action on and reports the progress against these actions.
2. This measure includes investment where the Office of the Coordinator-General has directly engaged with an entity to promote or support new, or retain, investment in Tasmania, provided investment facilitation services including advice, process identification and navigation, and engagement with linked parties, or provided recommendations to government resulting in financial or other support to a project.



Premier's Economic and Social Recovery Advisory Council recommendations and implementation update

Final Report recommendations

Rec F-3	Status: Ongoing
The State Government should provide more project facilitation and case management for local and inward major investment.	
<p>The Office of the Coordinator-General (OCG) is Tasmania's principal entity to attract and support major investment in the state. The OCG is a key part of the Tasmanian Government's agenda of promoting and developing Tasmania's attractiveness for investment and creating jobs.</p> <p>The OCG has undertaken to diversify and broaden the skills and experience across the team to maximise the capacity for providing case management through targeted recruitment in roles of various levels. The types of skills that have been augmented into the existing team include planning, natural and environmental values, data analytics, international relations and marketing.</p> <p>A government-wide approach will also be explored to determine if supporting governance, principles, referrals, and consistent pathways are required to better capture key information and provide a clear first step for potential investors to work with government outside of major investments, particularly local and domestic investors.</p>	
Rec F-4	Status: Ongoing
The State Government should publish information to make it easy for investors to understand and access the facilitation supports that can be provided and under what conditions.	
<p>In collaboration with Brand Tasmania, a new showcase website that acts as a 'virtual front door' for people looking to live, work, and invest in Tasmania was launched in July 2021. The website provides up-to-date content and a link to the OCG website for investors. New material is added periodically to align with specific investment activities.</p> <p>An update of the OCG website is currently being undertaken focused on increasing usability and a more proponent-centric approach. This task will include creating and maintaining new investment collateral to support promotional efforts that align with the state's competitive strengths and the Tasmanian brand. Case studies of established investors have been written to make it easier for investors to understand the Tasmanian investment proposition and the facilitation support that the OCG can provide.</p>	
Rec F-5	Status: Ongoing
The State Government should be publicly transparent about the nature of case management being provided to investors once facilitation has begun.	
<p>The OCG has developed a series of investor stories showcasing the OCG's case management approach which will be made available via the OCG website once finalised. These investor stories span across various sectors and bring to life the journey of investors from choosing Tasmania for their business to how the OCG has supported the project progress and demonstrate what the outcomes are for the business and the state.</p>	
Rec F-9	Status: Complete
The State Government should redevelop the 10-year Infrastructure Pipeline as a tool for identifying and addressing capacity and delivery constraints.	
<p>The Tasmanian Infrastructure Pipeline maps out the longer-term plans for the provision or upgrading of important public building projects including roads, schools, hospitals, bridges and irrigation networks. It also includes planned investment in clean energy-related projects over the next decade.</p> <p>The 10-year Infrastructure Pipeline was published in December 2021 in a new and interactive online database allowing visibility and transparency on projects that are underway as well as those planned into the future. The Tasmanian Government is increasing visibility of future projects and investment transparency through the new and interactive Infrastructure Pipeline, which will be updated regularly to ensure the most accurate information is available.</p>	

Rec F-10	Status: Complete
<p>The pipeline should be extended to include information on digital infrastructure investment plans, including from telecommunications providers, to address digital inclusion strategies.</p> <p>PESRAC Final Report Recommendation No 10 also aligns to PESRAC Final Report Recommendation No 9. Infrastructure Tasmania (ITas) has updated the 10-year Infrastructure Pipeline database to include digital infrastructure as an infrastructure type. ITas has identified digital infrastructure asset owners including telecommunications providers. These asset owners are now set up to contribute project data into future pipeline updates.</p> <p>The first update to include digital infrastructure projects was prepared following the release of the 2022–23 State Budget and will be published on the State Growth website in 23 August 2022.</p>	
Rec F-13 – F-15	Status: Complete
<p>Rec F-13</p> <p>The State Government should re-establish TasTAFE as a government business under the control and accountability of its Board of Directors, with authority and power to employ its workforce under the <i>Fair Work Act 2009</i>.</p> <p>Rec F-14</p> <p>Governance features for a re-established TasTAFE should include:</p> <ul style="list-style-type: none"> • A direct line of accountability from shareholder Ministers to the board, and the board to the CEO. • A board with: <ol style="list-style-type: none"> 1. independence to develop and guide strategy, to meet government-set objectives and client demand 2. power to hire, performance manage and, if necessary, dismiss the CEO, who in turn has flexible performance management and employment discretion of staff 3. maximum operational and capital expenditure flexibility, including over corporate services and infrastructure, to efficiently meet objectives and to meet emerging industry skill requirements. <p>Rec F-15</p> <p>To place TasTAFE onto a fit-for-future footing, the State Government should:</p> <ul style="list-style-type: none"> • allow market-based salary packages to attract the best trainers and leaders in key sectors • fund transition arrangements, including a voluntary redundancy program and support for career transitions • commission an independent review of the fitness-for-purpose of TasTAFE infrastructure and ensure sufficient capital is provided as part of re-establishing it as a more autonomous entity • require TasTAFE to sharpen its focus on core industry and employment training. 	
<p>The Tasmanian Government committed to reform TasTAFE as a not-for-profit government business that is responsive to the needs of Tasmanian industries. On 30 September 2021 the Tasmanian Government released the draft TasTAFE legislation for public consultation. The draft legislation outlined the proposed business model for TasTAFE that was designed to best suit the role and functions of TasTAFE and provide more autonomy and flexibility so that TasTAFE can work closer with industry and employers and be more responsive to the training needs of the Tasmanian economy.</p> <p>The <i>TasTAFE (Skills and Training Business) Act 2021</i> passed Parliament on 25 November 2021 to establish the new model for TasTAFE. The Department of State Growth and TasTAFE supported the work to transition TasTAFE to the new model that will commence on 1 July 2022.</p>	

Rec F-I6**Status: Underway**

The Premier should seek a commitment from the Australian Government to:

- ensure that new national funding arrangements for skills have the flexibility to support local industry training and workforce needs
- provide funding assistance to support TasTAFE to become a more contemporary training provider, recognising the structural costs required to shift to a more agile and efficient model, one which could be a pioneer for improving TAFE effectiveness nationally.

New national funding arrangements are yet to be settled with the change of the Australian Government.

On 21 December 2021 the then Tasmanian Premier wrote to the then Prime Minister under the former Australian Government direction to action PESRAC Final Report Recommendation 16. This recommendation was being further implemented through negotiations to develop a National Skills Agreement.

This recommendation will now be taken forward in the context of the new Australian Government agenda and future negotiations on national skills funding. The Minister for Skills, Training and Workforce Growth has written to the new Australian Government Minister for Skills and Training emphasising areas of strategic importance to Tasmania, including TasTAFE. The recommendation will form part of the Tasmanian Government's positioning through National Cabinet and the Skills Ministers Meeting informing any new direction.

Skills Tasmania in the Department of State Growth is leading this work in consultation with the Department of Premier and Cabinet, Department of Treasury and Finance and Department of Education.

Rec F-I7**Status: Underway**

The State Government should shift the relative priority in skills funding to:

- the forms of training that provide the most direct route into a job for unemployed and under-employed Tasmanians rather than solely to nationally accredited VET qualifications
- industry-endorsed skill sets, micro-credentials and short courses for unemployed and under-employed Tasmanians linked to industries or occupations with workforce shortages.

This also aligns to PESRAC Final Report Recommendation No 16 and will now be taken forward in the context of the new Australian Government agenda and future negotiations on national skills funding.

The Ministerial Priorities for Training and Workforce Development will include actions to support this recommendation within existing funding arrangements, however national processes may have an impact on the composition of training packages and any prioritisation of specific sectors and qualifications (including micro-credentials and full qualifications).

Rec F-I8**Status: Underway**

The State Government should maintain contestable skills funding to attract high-quality training providers for specialised and non-core TasTAFE courses.

The Department of State Growth (Skills Tasmania) has an established training funding process that follows a financial year cycle. Funding levels may be impacted by any changes to national skills funding with the new Australian Government. Additional funding may be required over the forward budget to maintain current levels of activity.

Rec F-20	Status: Underway
<p>Industry bodies (associations and employer representatives) should enter into industry compacts with the State Government that include step-up commitments to:</p> <ul style="list-style-type: none"> • support and advocate for a re-established TasTAFE through the reform journey • provide clear and specific advice to TasTAFE and Skills Tasmania on current and future industry-wide training requirements, including training product development • implement a range of training and education pathways, including school-age work experience, apprenticeships, and university cadetships and internships • collaborate with TasTAFE and other training providers to support more people from industry working as trainers • collaborate with TasTAFE and other training providers to share infrastructure to enable students to train on modern technology • collaborate with education providers to support the provision of career information in schools; and better promote the availability, attractiveness and benefits of jobs in their industries. 	
<p>Skills Tasmania has recently committed to reforming its industry engagement framework to encompass a combination of formal industry committees (ie. for tourism and hospitality, energy and infrastructure, ICT and advanced manufacturing) and a series of industry forums for other sectors. The proposed elements already form part of the scope of these forums either explicitly or implicitly in their work programs.</p>	
<p>The recommendation will be enacted through a multi-party compact (in the form of a Memorandum of Understanding) signed by key industry peak bodies and government. A key focus of the compact is to clearly articulate expectations of industry, as well as government, on supporting an industry-led vocational education and training system.</p>	
<p>The then Minister for Skills, Training and Workforce Growth conducted a Ministerial Forum to consult with industry peak bodies and key employers about the shape of the Industry Compact and how it will relate to the upcoming Ministerial Priorities for the Training and Workforce Development. Forum feedback is currently being incorporated into a proposed approach for consideration by the Minister.</p>	
Rec F-21 – F-23	Status: Complete
Rec F-21	
A statewide set of Jobs Tasmania Local Networks should be established on the following principles:	
<ul style="list-style-type: none"> • local leadership and flexibility for tailored solutions to be developed in a place-based way • sufficient funding certainty (minimum three-year cycles) to allow local capacity building, while retaining strong accountability • priority given to understanding and meeting the needs of employers • job seekers are comprehensively assessed, including their strengths, aspirations, and barriers to work; • draws on education and training providers in developing solutions for job seekers • collaborates with existing services and, only where gaps exist, undertakes or commissions new activity. 	

Rec F-22

Jobs Tasmania Local Networks should:

- be governed by local boards with oversight of the performance of employees and ultimate accountability for service delivery, as well as supporting coordination with government, education, industry, and the community sector
- have well-defined funding objectives and performance reporting requirements
- have autonomy to design and deliver solutions for unique place-based conditions
- be given support for local leadership development from the State Government if required
- be based on boundaries that align with geographic workforce catchments and industry clusters, be small enough for boards and staff to develop strong industry relationships, and ensure moderate caseloads.

Rec F-23

Jobs Tasmania Local Networks should be appropriately funded to:

- engage with employers
- commission public and community services to remove barriers to work and improve employability for individuals
- assist in coordinating job services within a local region
- undertake job matching, coaching and referral services
- address the needs of the recently out-of-work and under employed, as priority target groups, and young (under 25) job seekers as capacity provides
- collaborate with Business Enterprise Centres and industry chambers to support small business capabilities
- support employer engagement with local schools
- engage with Trade Training Centres, TasTAFE and other education and training providers to optimise services and use of local facilities
- engage with community and collective impact networks to provide networks for job seekers through a link into local industry.

The Jobs Tasmania Unit within the Department of State Growth was established in July 2021 to lead the delivery of the *Working Tasmania* and *Local Jobs for Local People* agendas, both of which enacted the PESRAC Final Report Recommendations.

The Jobs Tasmania Local Networks, now known as the Regional Jobs Hub Network, are based on boundaries that align to geographic workforce catchments and industry clusters and are governed by local boards empowered to design and deliver solutions for unique place-based conditions. The Jobs Hub model is designed to be flexible and regionally agile to ensure that they can adapt and respond to the specific needs and challenges of the local community.

The Tasmanian Government's Local Jobs for Local People commitment included \$10.6 million for the expansion of the Regional Jobs Hub Network to seven Jobs Hubs across the state – with an additional \$1.65 million (each) recently announced to extend the Glenorchy Jobs Hub and South East Jobs Hub operations for a further three years.

Jobs Tasmania supported the roll out of the new Regional Jobs Hubs in St Helens, Huonville, Brighton, and Burnie (all cover broader local government areas) and the expansion of the George Town Hub to extend coverage to the Northern region (now based in Launceston). The new Regional Jobs Hubs are in addition to the existing Hubs in Sorell and Glenorchy and ensure that all regional areas of Tasmania will have access to a Regional Jobs Hub service.

Rec F-24	Status: Ongoing
<p>The State Government should:</p> <ul style="list-style-type: none"> • implement the governance and funding framework for the Local Networks through a single point of contact • provide support to build local leadership capability proportionate to need • provide common overhead services, such as geospatial data mapping and client relationship management systems • hold Local Network boards accountable for outcomes • facilitate network peer learning, continuous improvement, and regional leadership development • use learnings from the Local Networks to address statewide systemic needs of employers and job seekers • compile and publicly distribute workforce data in usable forms • support inter-government engagement on improving job services with the Australian Government. <p>PESRAC Final Report Recommendation No 24 also aligns to PESRAC Final Report Recommendation No's 21, 22 and 23.</p> <p>The Jobs Tasmania Local Networks, now known as the Regional Jobs Hub Network, are based on boundaries that align to geographic workforce catchments and industry clusters and are governed by local boards empowered to design and deliver solutions for unique place-based conditions. The Jobs Hub model is designed to be flexible and regionally agile to ensure that they can adapt and respond to the specific needs and challenges of the local community.</p> <p>Partnering with the Brotherhood of St Laurence and UTAS (Evaluation Learning Partners), Jobs Tasmania and the Regional Jobs Hub Network will develop an evaluation framework to assess the impacts, merits, and effectiveness of programs, both individually and as a suite of interventions. Evaluation will also provide a sound evidence base for future programs and policy aligned to Jobs Tasmania's objectives.</p> <p>The Evaluation Learning Partners will also support the Regional Jobs Hubs and Jobs Tasmania in developing a sustainable community employment model that is empowered to influence and advocate while being responsive to local needs, challenges, and barriers.</p>	
Rec F-25	Status: Complete
<p>The Premier should seek a commitment from the Australian Government to require its employment service providers to collaborate with Jobs Tasmania Local Networks to ensure effective cross-referrals.</p> <p>The Regional Jobs Hubs funding model supports collaboration with existing services to address gaps in service delivery, minimises duplication and provides a more complete service network to support local employers and job seekers. The Australian Government Employment Services System, Workforce Australia (previously JobActive) is a critical part of the service system.</p> <p>The then Premier, Peter Gutwein, sent a letter to the then Prime Minister in December 2021, and a reply was received from the then Australian Government Minister on 3 March 2022 assuring commitment to work together.</p> <p>Jobs Tasmania continues to work closely with the new Australian Government department responsible for Workforce Australia, and its providers, to ensure alignment of effort. This coordination of services will feature as part of the Australian Government's Jobs and Skills Summit' planned for September 2022.</p>	

Rec F-33**Status: Underway**

The State Government should take an active role, working with the Australian Government, telecommunication carriers and other providers, to improve Tasmania's digital infrastructure as a priority, including by:

- undertaking a review of digital infrastructure coverage gaps and priorities for future investment (which would inform the quantum of funding required)
- commissioning research to determine the economic and social gains from greater deployment of digital infrastructure
- actively pursuing greater collaboration and co-investment arrangements with the Australian Government, telecommunications industry carriers and other providers
- allocating funding for digital infrastructure projects to strengthen connectivity, particularly in our regions.

An initial review of digital infrastructure will be undertaken to identify gaps and priorities. Significant work needs to be undertaken to define the project(s) scope, objectives, technology preferences, time horizon and definition of success.

State Growth is collaborating with the Department of Premier and Cabinet's Digital Strategy and Services Division and the Department of Education to identify infrastructure gaps and appropriate opportunities for exploration.



Interim Report recommendations

Rec I-06	Status: Complete
The State Government should further support small and medium business to access private-sector financial/business advice to assist them adapting to the post-COVID-19 environment.	
A range of business support programs were implemented to meet this recommendation including the Small Business Advice for Recovery Grant Program, COVID-19 Small Business Financial Counselling Program, Digital Ready for Business Program, the existing Enterprise Centres Tasmania Program and the Small Business Regional Referral Support Program.	
Rec I-07	Status: Complete
The State Government should provide a round of small business sustainment grants, or a loans program, for businesses transitioning to a sustainable post-COVID-19 operating model.	
On 28 July 2020 the Tasmanian Government announced the \$20 million COVID-19 Small Business Sustainability and Recovery Assistance Package to support businesses through the challenges of COVID-19 and to assist in their transition to a sustainable post-COVID-19 operating model. Further business support packages have been provided to assist businesses to recover from the impacts of COVID-19.	
Rec I-08	Status: Complete
The State Government should ensure that the Tasmanian Development Board has the capacity to support viable recovering and growing businesses by making timely decisions regarding the level of the board's Loans Cap.	
The Tasmanian Government provides financial assistance to businesses primarily through the legal entity Tasmania Development and Resources (TDR), governed by the Tasmanian Development Board. Financial assistance is typically provided by way of loans, grants and guarantees.	
The Tasmanian Development Board will continue to work through the Minister and the Treasurer to ensure it has the capacity to meet its ongoing financial commitments in support of Tasmanian businesses.	



Rec I-14**Status: Complete**

The State Government should fund a program of free VET courses in qualifications directly related to demonstrated jobs growth. These should be delivered rapidly and flexibly by TasTAFE and other training providers endorsed by industry.

The JobTrainer Fund is a joint initiative of the Australian and Tasmanian governments to provide no-cost training in full qualifications and skill sets for Tasmanian job seekers, school leavers and people aged 17 to 24. The JobTrainer Fund is designed to provide training places in areas of strategic importance to Tasmania and where there are strong future job prospects.

The program opened to applications from Skills Tasmania endorsed registered training organisations (RTOs) on 17 October 2020 and closed on 17 November 2020. Grant agreements were issued to 22 successful RTOs to provide training across 25 industries.

Rec I-15**Status: Complete**

Group training organisations, labour hire firms and other job matching services should be funded to support recruitment, mentoring and rotation of apprentices, trainees and short-term workers across employers that cannot currently commit to long-term employment contracts.

The Department of State Growth (Skills Tasmania) meets regularly with the Tasmanian Group Training Organisation Network on strategies to expand the awareness and use of group training organisations.

The Mentoring for Success program opened on 1 March 2021. This program assists group training organisations to engage with new small and medium enterprises (SMEs) to support an increase in apprenticeship and traineeship commencements and completions in Tasmania. It also aims to improve the quality and continuity of employment and training undertaken by apprentices and trainees. The total cost of the Mentoring for Success program is \$1.5 million per annum (initially planned as a one-off one-year project) and will support up to 200 places (or FTE) apprentices and trainees into employment.

The Skills Matching Service was established in April 2020 to help match job ready workers with industries and businesses who need staff urgently. The service initially focussed on sectors with increasing job demand, including tourism and hospitality, health and related services, transport and logistics and retail, but it can be accessed by any business needing staff. An allocation of \$300,000 was committed to support the Skills Matching Service to connect displaced workers with current employment opportunities. Searson Buck Group Ltd was appointed to provide this service.

Rec I-16**Status: Complete**

The State Government should fully fund the Rapid Response Skills Initiative past 2020.

On 27 March 2020 the Tasmanian Government announced the existing Rapid Response Skills Initiative (RRSI) would be expanded with an additional allocation of \$6.3 million as part of the Tasmanian Government's COVID-19 stimulus package. The RRSI provides support for people who have lost their jobs because of retrenchment as a result of company downsizing or closure due to the impact of the COVID-19 pandemic. It provides funding assistance to people who need help to up-skill, retrain or obtain licences in order to gain new employment.

Eligible jobseekers are able to access up to \$3,000 towards the cost of training to help them get back to work as soon as possible, including up to \$500 for career advice to choose the best employment and training options. The RRSI predominantly funds Tasmania's training providers to deliver the skills, licences and qualifications needed by jobseekers to either find work immediately or position themselves to take advantage of opportunities as the economy improves.

Rec I-17	Status: Complete
The State Government should enable TasTAFE to implement an internal workforce transition plan to ensure TasTAFE's trainers have up-to-date and contemporary industry skills.	
The PESRAC Interim Report Recommendation No 17 aligns with the broader reforms outlined for TasTAFE under PESRAC Final Report Recommendation No 13, 14 and 15.	
The Tasmanian Government has committed to reform TasTAFE as a not-for-profit government business that is responsive to the needs of Tasmanian industries.	
Rec I-23	Status: Complete
The Government should fast-track the implementation of statutory timeframes for TasNetworks and TasWater to deliver infrastructure permits for development projects.	
Discussions occurred between the Office of the Coordinator-General (OCG) and both TasWater and TasNetworks in relation to the implementation of statutory timeframes emanating from the Building and Construction Regulatory Reform Amendments Bill 2020. These reforms and the legislative changes passed both Houses of Parliament in June 2020. Stakeholder consultation with the utilities was completed at the end of August 2020.	
The legislation put in place regulations that require both TasNetworks and TasWater to implement statutory timeframes for a series of commercial and consumer interactions from approval of designs, through to connection of services.	
Rec I-27	Status: Complete
The Government should take a much more active approach to engaging with the private sector to facilitate major projects in Tasmania.	
The PESRAC Interim Report Recommendation No 27 aligns with PESRAC Final Report Recommendation No 3, to provide more project facilitation and case management for local and inward major investment.	
The Office of the Coordinator-General (OCG) is the primary point of access to government for investors. The OCG provides advice, support and advocacy to assist proponents in implementing major projects until completion, and to help in preventing any delays. The OCG is undertaking work to engage with the private sector to facilitate major projects in Tasmania and pursuing development opportunities with a number of Tasmanian-based businesses to enable their development plans.	
The OCG has adapted to changing market conditions which includes maintaining a digital presence at online investment seminars as well as creating and using virtual investment promotional footage to assist investors overcome the inability to undertake site visits.	



Rec I-37	Status: Complete
The State Government should provide clear direction to the TT-Line Board that it is to lead not lag passenger capacity into Tasmania, particularly in the absence of substantial air access.	
The <i>TT-Line Arrangements Act 1993</i> provides for the Minister, with the approval of the Treasurer, to enter into an agreement with the company for it to perform certain activities. The Act also provides for the amendment of the Member's statement of expectations at any time.	
As part of the Tasmanian Government's work to explore local procurement and manufacturing options for the TT-Line replacement vessels, engagement with the TT-Line can include setting out the government's expectations around short term opportunities and mechanisms to support passenger-focussed sailings.	
On 19 February 2021 the then Premier and Minister for Infrastructure and Transport wrote to the Chair of TT-line formally conveying the government's expectations, noting the significant steps that have been taken to maintain passenger capacity during the period of interstate travel restrictions and the very strong response to passenger campaigns.	
Rec I-39	Status: Complete
The State Government should implement and fund the Community Arts and Cultural Development strategy.	
The Cultural and Creative Industries Recovery Strategy: 2020 and Beyond was launched on 13 November 2020. The strategy will support the arts sector and encourage innovative ways of working and communicating the value of the sector to the Tasmanian community as it recovers from COVID-19 and beyond.	
Rec I-40	Status: Complete
The State Government should drive the development of effective job placement approaches that enable regional led solutions and provide for employer and job seeker matching at a local level.	
The PESRAC Interim Report Recommendation No 40 aligns with PESRAC Final Report Recommendation No 21, 22, 23 and 24 that a statewide set of Jobs Tasmania Local Networks should be established, governed by local boards, and appropriately funded.	
The Department of State Growth has established Jobs Tasmania within the department to partner with communities to remove barriers to employment, training and workforce participation.	
Funded through the 2021–22 State Budget, the Jobs Tasmania Unit supported the roll out of the new Regional Jobs Hubs in St Helens, Huonville, Brighton, and Burnie (all four cover broader local government areas).	
Rec I-42	Status: Complete
The State Government should rigorously monitor and enforce apprentice requirements for government building and construction works as required in the Building and Construction Training Policy.	
On 16 November 2020 Cabinet endorsed an update to the Building and Construction Training Policy that modernised the wording and clarified the roles and responsibilities of the various stakeholders. The actual scope of the policy remains unchanged.	
The updated policy came into effect on 1 January 2021 and is designed to help maintain and support skills in the building and construction industry, and to contribute to the overall performance of the Tasmanian economy. It will also support improved understanding and compliance by government agencies.	
Under the policy, contractors are required to use apprentices for a minimum of 20 per cent of the labour required for work undertaken on government-funded building and construction contracts. Analysis indicates that in aggregate, apprentice and trainee requirements are being met under the policy. As part of the update to the policy, Cabinet also requested further advice on options to expand the current policy, including its application to capital works programs for government businesses and the inclusion of civil construction projects. This aligns with PESRAC Interim Report Recommendation No 43.	

Rec I-43	Status: Complete
<p>A similar model should be applied to capital work programs for government businesses.</p> <p>The PESRAC Interim Report Recommendation No 43 aligns with PESRAC Interim Report Recommendation No 42, to review and update the Building and Construction Training Policy but also be expanded and applied to capital work programs for government businesses.</p> <p>As part of the update to the policy, Cabinet also asked for further advice on options to expand the current policy, including its application to capital works programs for government businesses and the inclusion of civil construction projects. On 18 December 2020 the then Premier wrote to the then Minister for Education and Training to request the completion of a review of options by February 2021. A preliminary review was complete and provided on 1 March 2021 to the Minister and Premier outlining the recommended approach.</p> <p>On 15 March 2021 the then Minister for Education and Training approved the release of the Discussion Paper Expansion of the Tasmanian Government Building and Construction Training Policy for targeted consultation with stakeholders. The proposed implementation date for a new and expanded policy will align with the start of a new financial year and the established reporting cycles for the policy. It will also allow the civil construction industry to implement current initiatives to increase recruitment in the industry and allow documentation for government businesses to be developed. It is also recommended that a review is undertaken 12 months after the implementation of the revised policy.</p>	
Rec I-53	Status: Complete
<p>The State Government should use its influence to encourage government businesses and other public sector infrastructure providers to establish capital project priorities that place a higher weighting on distributing activity towards smaller-scale regional projects.</p> <p>Tasmanian Government agencies operate within the bounds of an existing procurement framework which covers disaggregation of work, among other things. At times, given the nature of individual projects and the size of annual capital expenditure programs and market conditions, disaggregation is not always feasible or possible. This is also the case for government businesses.</p> <p>Each government business has a Ministerial Charter and state-owned companies have a Statement of Shareholders Expectations, which are the primary instruments through which the government conveys its expectations for government businesses. Government businesses are also subject to a range of Treasurer's Instructions, one of which relates to having a Buy Local Policy, which may be another mechanism through which guidance/expectations could be articulated.</p> <p>State Roads within the Department of State Growth has sought to disaggregate projects in the past and received no tenders, meaning additional tender processes were required, causing delays to project delivery. Recent experience in the civil construction industry is that contractors with necessary prequalification do not submit tenders for small jobs but larger projects will, and do, create jobs in the local community through subcontracting aspects of the works to local contractors.</p> <p>The Department of State Growth does have a work program with a considerable proportion of discretionary maintenance and capital expenditure in each of the regions across the state. Infrastructure Tasmania has also incorporated this PESRAC recommendation into the redevelopment of the 10-year Infrastructure Pipeline, which will show the spread of infrastructure projects by both scale and region, allowing better market preparedness and understanding of upcoming regional projects. Providing greater visibility and information on regional projects will also help to support and encourage publicly funded infrastructure providers to plan more infrastructure projects in regional areas.</p>	

Rec I-54**Status: Complete**

The State Government, with the support of the Australian Government, should address digital inclusion and equity across Tasmanian communities, including by:

- addressing critical regional mobile and internet black spots
- making available at little or no cost, devices and other resources needed to enable disadvantaged Tasmanians to engage in education, employment and to seek the assistance they may require from support services, regardless of location.

This recommendation aligns with PESRAC Final Report Recommendation No 33 (Digital Infrastructure – Department of State Growth as lead agency) and No 34 (Digital Inclusion – Department of Premier and Cabinet as lead agency).

In relation to addressing critical regional mobile and internet black spots, since August 2020 the Department of State Growth has engaged with the Australian Government and telecommunications carriers across a range of opportunities.

State Growth has invested more than \$5.88 million to improve Tasmania's digital infrastructure including the:

- Great Eastern Drive Project
- Regional Connectivity Program
- Mobile Black Spot Program
- Free Wi-Fi network
- NBN Regional Co-Investment Fund.

As part of PESRAC Final Report Recommendation No 33, a review of digital infrastructure will be undertaken to identify gaps and priorities.





Right to Information

The department has a legal duty to respond to requests for information in accordance with the *Right to Information Act 2009*, which commenced on 1 July 2010.

The RTI Act:

- ▶ authorises and encourages disclosure of information without the need for formal requests or applications
- ▶ gives members of the public an enforceable right to information
- ▶ provides that access to information is restricted only in the limited circumstances defined in the RTI Act.

During 2021–22, the department dealt with 51 applications for assessed disclosure for information under the RTI Act.

A full statistical return is provided to the Department of Justice, which publishes a comprehensive annual report on the operation of the RTI Act. This report is available from the Department of Justice website.

The department has a policy to publish on its website information released in respect of applications for assessed disclosure, where it is determined that the released information may be of broader public interest.

The department is also committed to routinely publishing information covering a broad range of categories. In accordance with the Premier's direction, information deemed of interest to the public is routinely published.

For further information on how the department fulfils its obligations under the RTI Act, visit the department's website.

Public Interest Disclosures Act

The purpose of the *Public Interest Disclosures Act 2002* is to encourage and facilitate the making of disclosures about the improper conduct of public officers or public bodies.

The Act provides protection to persons who make disclosures in accordance with the Act and establishes a system by which the matters disclosed can be investigated and action to rectify any deficiencies can be taken.

The department has zero tolerance for improper conduct or detrimental action by the department or its officers or employees and is committed to upholding the aims and objectives of the Act.

The procedures for reporting disclosures are available on the department's website.

The department did not receive any disclosures, either directly or indirectly referred via the Ombudsman, in the year to 30 June 2022.

Integrity Commission

The Integrity Commission is an independent body established on 1 October 2010 by the *Integrity Commission Act 2009*.

The three primary objectives of the Integrity Commission are to:

- ▶ improve the standard of conduct, propriety and ethics in public authorities in Tasmania
- ▶ enhance public confidence that misconduct by public officers will be appropriately investigated and dealt with
- ▶ enhance the quality of, and commitment to, ethical conduct by adopting a strong, educative, preventative and advisory role.

The department is committed to upholding the aims and objectives of the Act. It strives to ensure that staff meet high standards of conduct and receive ongoing training in relation to ethical conduct in accordance with section 32 of the Act.

Appeals process

If an affected party believes that they have grounds for appeal against a decision made by the Department of State Growth, a request for review detailing their reasons may be submitted in writing to the department.

Individual programs or initiatives may provide specific avenues or processes for appeal.

Legislation administered by the Department of State Growth 2021–22

Minister for the Arts

Cultural and Creative Industries Act 2017

Meteorites Act 1973

Museums (Aboriginal Remains) Act 1984

Plomley Trusts Act 1984

Tasmanian Museum and Art Gallery Act 2017

Theatre Royal Management Act 1986

Minister for Energy and Emissions Reduction

Note: administered by Department of State Growth 1 July 2021 – 25 October 2021. Administered by Department of Treasury and Finance from 26 October 2021.

Electricity – National Scheme (Tasmania) Act 1999

Electricity Supply Industry Act 1995

except Part 2 and Divisions 3, 4, 4A, 5, 5A, 6 and 10 of Part 3, and in so far as it relates to contestable customers, price regulation and contracts and the making of regulations under section 122, in so far as those regulations relate to that Part, those Divisions and those matters (see *Department of Treasury and Finance under the Treasurer*); and except Part 8 and regulations that relate to Part 8 (see *Department of Justice under the Minister for Building and Construction*)

Electricity Supply Industry Restructuring (Savings and Transitional Provisions) Act 1995

Electricity Wayleaves and Easements Act 2000

Energy Co-ordination and Planning Act 1995

Hydro-Electric Corporation Act 1995

National Energy Retail Law (Tasmania) Act 2012

National Gas (Tasmania) Act 2008

Petroleum Products Emergency Act 1994

Minister for Hospitality and Events

Stadiums Tasmania Act 2022

Minister for Infrastructure and Transport

Abt Railway Development Act 1999

Aerodrome Fees Act 2002

Air Navigation Act 1937

Civil Aviation (Carriers' Liability) Act 1963

Common Carriers Act 1874

Commonwealth Powers (Air Transport) Act 1952

Damage by Aircraft Act 1963

Emu Bay Railway (Operation and Acquisition) Act 2009

Heavy Vehicle Accreditation Scheme Validation Act 2013

Heavy Vehicle National Law (Tasmania) Act 2013

Highways Act 1951

Marine and Safety Authority Act 1997

Marine Safety (Domestic Commercial Vessel National Law Application) Act 2013

Metro Tasmania Act 1997

Metro Tasmania (Transitional and Consequential Provisions) Act 1997

Motor Accidents (Liabilities and Compensation) Act 1973

except in so far as it relates to the appointment, functions, powers and operation of the Motor Accidents Compensation Tribunal (see *Department of Justice under the Attorney-General/Minister for Justice*)

Passenger Transport Services Act 2011

Port Companies Act 1997

Rail Company Act 2009

Rail Infrastructure Act 2007

Rail Safety National Law (Tasmania) Act 2012

Roads and Jetties Act 1935

Strategic Infrastructure Corridors (Strategic and Recreational Use) Act 2016

Tasmanian Ports Corporation Act 2005

Taxi and Hire Vehicle Industries Act 2008

Traffic Act 1925

Transport Act 1981

TT-Line Arrangements Act 1993

Vehicle and Traffic Act 1999

Vehicle and Traffic (Transitional and Consequential) Act 1999

Minister for Local Government

Local Government (Highways) Act 1982

Minister for Resources

Beauty Point Landslip Act 1970

Lawrence Vale Landslip Act 1961

Mineral Resources Development Act 1995

Mining (Strategic Prospectivity Zones) Act 1993

Petroleum (Submerged Lands) Act 1982

Rosetta Landslip Act 1992

Note: the following legislation was administered by the Department of State Growth 1 July 2021 – 11 April 2022.
Administered by Natural Resources Tasmania from 12 April 2022

Forest Management Act 2013

Forestry (Fair Contract Codes) Act 2001

Forestry (Rebuilding the Forest Industry) Act 2014

Private Forests Act 1994

Minister for Skills, Training and Workforce Growth

Building and Construction Industry Training Fund Act 1990

Training and Workforce Development Act 2013

Training and Workforce Development (Transitional Provisions) Act 2013

Vocational Education and Training (Commonwealth Powers) Act 2011

Minister for State Development, Construction and Housing

Cable Car (kunanyi/Mount Wellington) Facilitation Act 2017

Closer Settlement Act 1957

Copper Mines of Tasmanian Pty. Ltd. (Agreement) Act 1999

Farm Water Development Act 1985

Fire Damage Relief Act 1967

except insofar as it relates to the erection of dwellings for renting to eligible persons under the *Homes Act 1935*

Goldamere Pty Ltd (Agreement) Act 1996

Greater Hobart Act 2019

Iron Ore (Savage River) Arrangements Act 1996

Macquarie Point Development Corporation Act 2012

Pulp Mill Assessment Act 2007

Theatre Royal Precinct Redevelopment Act 2016

Note: the following were previously administered by the Minister for State Growth from 1 July 2021 – 11 April 2022.
Administered by the Minister for State Development, Construction and Housing from 12 April 2022

Employment Incentive Assistance Act 1984

Rural Adjustment Act 1995

Tasmanian Development Act 1983

War Service Land Settlement Act 1950

Legislation enacted 2021–22

Stadiums Tasmania Act 2022

Traffic Amendment (Personal Mobility Devices) Act 2021

Policies to help manage our business

Asset management

The Department of State Growth's asset management ranges from land and buildings to collections and equipment.

The property portfolio of assets includes:

- ▶ Abt Railway land, buildings and infrastructure
- ▶ MyState Arena
- ▶ bridges
- ▶ Core Store assets of Mineral Resources Tasmania
- ▶ Princes Wharf I
- ▶ rail corridor land
- ▶ road infrastructure, including land under roads
- ▶ Tasmania Development and Resources properties including Tasmanian Technopark
- ▶ Tasmanian Museum and Art Gallery
- ▶ various other land and buildings predominantly held for future roadworks.

The department manages land and buildings in accordance with its internal framework guidelines. This framework guides the sound and strategic acquisition, use and disposal of assets, the related risks and costs over their useful life and alignment of assets with service demand to achieve the best possible match of assets with service delivery strategies.

The department maintains asset registers in accordance with the Treasurer's Instructions. Details of acquisitions, disposals and write-offs were recorded in the respective registers.

The Financial Statements for 2021–22 are reported on an accrual basis and contain details of policies in relation to recognition, valuation and depreciation of assets in notes of the statements. Assets have been valued in accordance with the department's accounting policies and procedures. These values are disclosed in the statements together with appropriate notes on valuation methods.



Risk management

Risk management is integral to the management of the department and the delivery of the wide range of services and outputs provided by the department. The department has implemented a number of mechanisms for the management of risks associated with its activities. The department has established risk management policies and associated mitigation strategies that address high risk areas.

The Executive and Risk and Audit committees undertake annual reviews of the department's strategic risks and risk assessments are completed by each division with the aim of identifying key residual risk exposures and how those are managed. During 2021–22, the Executive and Risk and Audit Committees jointly developed and published Risk Appetite Statements to guide management decision-making.

The Risk and Audit Committee oversees the Internal audit program which is focused on providing assurance and mitigating strategic risks. Internal audit tests and refines the adequacy of controls to manage risks and response measures when risk incidents occur.

The department also maintains a quality system for the development and maintenance of roads and bridges. This system comprises a significant proportion of the department's operations. The system is designed to manage the risks associated with the development and maintenance of roads.

It is also subject to external surveillance and incorporates:

- ▶ clear definition of accountabilities
- ▶ executive review of system effectiveness
- ▶ management of risk within processes
- ▶ feedback systems for improvement
- ▶ audits of these activities
- ▶ audits of the work of contractors to the department.

The department is a member of the Tasmanian Risk Management Fund (TRMF). The TRMF is a significant mitigation measure to ensure that there is adequate financial provision to insure the risks of the department.

Gifts, benefits and hospitality

The Department of State Growth adheres to the Gifts, Benefits and Hospitality Policy that requires all officers and employees to decline offered gifts, benefits and hospitality in certain circumstances and declare the acceptance and giving of gifts, benefits and hospitality in others.

In accordance with the policy, all declarations of gifts, benefits or hospitality to the value of \$100 or greater or a declaration of token mementos and modest refreshments (reaching the annual threshold of \$100 from a single supplier that have been recorded in the agency's Gift and Hospitality Register in a financial year) must be published.

The Gifts, Benefits and Hospitality Policy and the Gifts and Hospitality Register are available on the department's website. The register includes reporting from the Office of the Coordinator-General.

Major contracts and consultancies

The Department of State Growth ensures procurement is undertaken in accordance with the mandatory requirements of the Treasurer's Instructions, including that Tasmanian businesses are given every opportunity to compete for agency business.

It is the department's policy to support Tasmanian businesses whenever they offer best value for money.

The department conducted 113 procurement processes resulting in the award of 117 significant contracts and consultancies with a value of \$50,000 or more for the period of 1 July 2021 to 30 June 2022.

Table A provides a summary of the level of participation by local businesses for contracts, tenders and/or quotations with a value of \$50,000 or more (excluding GST). The monetary figures exclude standing offer panel contracts as the value attributed to each supplier is unable to be ascertained at the point of award.

Tables B provides a summary of contracts with a value of \$50,000 or more (ex. GST) excluding consultancy contracts.

Table C provides a summary of consultancy contracts with a value of \$50,000 or more (ex. GST).

Table D provides a summary of contracts awarded where a disaggregation exemption has been applied in accordance with Treasurer's Instruction PF-2.

Table E provides a summary of contracts awarded as a result of a direct/limited submission sourcing process approved in accordance with Treasurer's Instructions PP-2 and PF-7.

Table F provides a summary of contract extensions approved in accordance with the requirements of Treasurer's Instruction PP-6.

Table G provides a summary of contracts which contain confidentiality provisions in accordance with the requirements of Treasurer's Instruction C-1.



Table A

Summary of procurement including participation by local business for procurement processes of \$50,000 or more (ex. GST)	
Total number of contracts awarded	67
Total number of contracts awarded to Tasmanian businesses	50
Total value of contracts awarded to Tasmanian businesses	\$232,183,137.30
Total number of tenders called and/or quotation processes run	67
Total number of bids and/or written quotations received	148
Total number of bids and/or written quotations received from Tasmanian businesses	109
Total number of new consultancies awarded	50
Total number of new consultancies awarded to Tasmanian businesses	28
Total value of new consultancies awarded to Tasmanian businesses	\$16,692,169.09
Total number of tenders called and/or quotation processes run	46
Total number of bids and/or written quotations received	105
Total number of bids and/or written quotations received from Tasmanian businesses	52
Total number of contracts and consultancies awarded	117
Total number of contracts and consultancies awarded to Tasmanian businesses	78
Total value of contracts and consultancies awarded	\$289,786,205.19
Total value of contracts and consultancies awarded to Tasmanian businesses	\$248,875,306.39
Total number of tenders called and/or quotation processes run	113
Total number of bids and/or written quotations received	253
Total number of bids and/or written quotations received from Tasmanian businesses	161

The values in this table do not include the value of options to extend nor GST.

A Tasmanian business is a business operating in Tasmania that has a permanent office or presence in Tasmania and which employs Tasmanian workers.

Table B

Contracts with a value of \$50,000 or more (ex. GST) and excluding consultancy contracts					
Contract ID	Title	Supplier name	State for reporting	Period of contract	Value (\$) including any options to extend
3301	Kingborough Park and Ride - Huntingfield and Firthside Stage Two	BlackCap Construction Pty Ltd	Tasmania	01/07/2021 - 03/03/2022	\$4,941,784.03
3358	Group Training Organisation (GTO) Promotion	Custard Pty Ltd trading as Red Jelly	Tasmania	08/07/2021 - 01/06/2022	\$95,000.00
3293	Registration of Mix Designs to Dept of Transport Victoria Specifications	Head, Transport for Victoria, a body corporate established under the Transport Integration Act 2021 (Vic)	Victoria	01/01/2021 - 31/12/2023	\$119,520.00
3367	Analysis and stakeholder consultation for hydrogen projects	Geoff Frankish	Victoria	04/06/2021 - 03/06/2022	\$100,000.00
3335	Railton Main Road - Dawson Siding Road to Mersey Main Road	AWC Pty Ltd	Tasmania	27/07/2021 - 11/03/2022	\$3,516,172.40
3262	Derwent River Ferry Service Contract	Derwent Ferry Co Pty Ltd	Tasmania	09/08/2021 - 08/08/2022	\$1,699,750.00
3305	Railway Roundabout Signals Renewal Project	Shaw Contracting (Aust) Pty Ltd	Tasmania	18/08/2021 - 17/01/2022	\$2,530,267.00
3330	Pavement Resurfacing 2021-2022 South	Roadways Pty Ltd	Tasmania	16/08/2021 - 27/05/2022	\$6,393,132.82
3331	Pavement Resurfacing 2021-2022 North East	Fulton Hogan Industries Pty Ltd	Tasmania	19/08/2021 - 27/05/2022	\$4,613,559.82
3286	Tasmanian Museum and Art Gallery (TMAG) Henry Hunter Building Mechanical Services Upgrade and Extension	TCM Pty Ltd	Tasmania	18/08/2021 - 28/02/2022	\$284,190.00
3399	Priority Weed Program (PWP) 2021-22	Eco Works Pty Ltd	Tasmania	17/09/2021 - 30/06/2022	\$63,000.00
3332	Stiffened Kerb Bridge Upgrade - Carbon Fibre Reinforced Polymer (CFRP) Bridge Strengthening 2021/2022	Pensar Civil Pty Ltd	Tasmania	04/10/2021 - 16/05/2022	\$1,737,090.00
3408	St Peters Pass Landslip Remediation	BlackCap Construction Pty Ltd	Tasmania	23/09/2021 - 12/10/2021	\$95,592.20
3235	Reflect Information Management System (IMS)	Civica Pty Limited	New South Wales	23/09/2021 - 23/09/2026	\$680,000.00
3410	Building a New Tasmanian Value-Added Lobster Brand	Honey & Fox Pty Ltd	Tasmania	28/09/2021 - 31/03/2022	\$119,000.00
3414	Midland Highway Final Stages - Lime Stabilisation Test Pitting	Shaw Contracting (Aust) Pty Ltd	Tasmania	14/10/2021 - 14/01/2022	\$85,412.90
3372	Road Safety Program - East Tamar Highway - Windermere Road and Magazine Road and Bridport Main Road - Weymouth Road and School Road - Junction Upgrades	Hazell Bros Group Pty Ltd	Tasmania	13/10/2021 - 02/03/2022	\$1,972,906.00

Table B continued

Contracts with a value of \$50,000 or more (ex. GST) and excluding consultancy contracts					
Contract ID	Title	Supplier name	State for reporting	Period of contract	Value (\$) including any options to extend
3371	Road Safety Program - Bass Highway - Westbury Road Off Ramp, Prospect	DCS Civil Tas Pty Ltd	Tasmania	13/10/2021 - 02/03/2022	\$935,200.00
3312	Statewide Bridge Strengthening Package 1 – 2021-22	BridgePro Engineering Pty Ltd	Tasmania	15/10/2021 - 13/05/2022	\$1,750,300.00
3238	Provision of Registration and Licensing Services Document Management	Print Mail Logistics Limited	Tasmania	01/09/2021 - 31/08/2027	\$1,439,685.30
3307	Loans Management System	FinPower Australia Pty Ltd	Queensland	01/11/2021 - 31/10/2026	\$819,080.00
3336	Bass Highway Morris Road, Boat Harbour and Salmon River Road to Park/Paceys Road, Togari Road Improvements	Shaw Contracting (Aust) Pty Ltd	Tasmania	05/11/2021 - 07/04/2023	\$12,178,701.00
3432	Heavy Vehicle Access Management System (HVAMS) Development V2	Spatial Enterprises Pty Ltd trading as Esk Mapping and GIS	Tasmania	01/07/2021 - 10/12/2021	\$98,000.00
3366	Provision of Road Safety Advertising Services	Custard Pty Ltd trading as Red Jelly	Tasmania	07/12/2021 - 06/12/2024	\$3,000,000.00
3417	Wilkinsons Point - Internal Road Design and Carpark Design	Howarth Fisher and Associates Pty Ltd	Tasmania	03/11/2021 - 28/01/2022	\$91,640.00
3382	Statewide Bridge Strengthening Package 2 – 2021-22	BridgePro Engineering Pty Ltd	Tasmania	17/12/2021 - 03/06/2022	\$1,745,500.00
3425	Metro Tasmania - Supply of Greencards	Metro Tasmania Pty Ltd	Tasmania	01/01/2022 - 31/12/2022	\$162,000.00
3432A	Heavy Vehicle Access Management System (HVAMS) Development V2 - Additional services	Spatial Enterprises Pty Ltd trading as Esk Mapping and GIS	Tasmania	17/12/2021 - 30/06/2022	\$102,000.00
3346	Traffic Statistics Service	Drakewell Limited	International	20/02/2022 - 20/02/2029	\$374,400.00
3406	Kanunnah Bridge Strengthening Stage I	BridgePro Engineering Pty Ltd	Tasmania	06/01/2022 - 05/07/2022	\$664,700.00
3210	New Bridgewater Bridge Design and Construction - Early Activities	McConnell Dowell Constructors (Aust.) Pty Ltd	Victoria	16/12/2021 - 31/12/2025	\$21,069,150.67
3352	Batman Highway - West Tamar Highway to Batman Bridge Shoulder Sealing	Hazell Bros Group Pty Ltd	Tasmania	24/01/2022 - 20/03/2023	\$9,334,418.01
3423	Great Eastern Drive, Junction Improvements South of Bicheno	DCS Civil Tas Pty Ltd	Tasmania	24/01/2022 - 31/03/2022	\$667,462.00
3434	Travel Voucher Dashboard (Round 3)	Tempus Pty Ltd	Tasmania	28/08/2021 - 31/12/2021	\$99,990.00
3451	Addinsight Software Licence Agreement - Traffic Intelligence System	Addinsight Pty Ltd	South Australia	01/11/2021 - 01/11/2022	\$87,000.00

Table B continued

Contracts with a value of \$50,000 or more (ex. GST) and excluding consultancy contracts					
Contract ID	Title	Supplier name	State for reporting	Period of contract	Value (\$) including any options to extend
3427	Tasmanian Export Freight Logistics Advisory Service (TEFLAS)	Affairs of State Australia Pty Ltd	Victoria	31/01/2022 - 30/06/2023	\$200,000.00
3169A	Midland Highway 10 Year Upgrade - South Section Project	Shaw Contracting (Aust) Pty Ltd	Tasmania	02/02/2022 - 13/03/2024	\$69,569,488.84
3413	Howth Heavy Vehicle Driver Rest Area Upgrade	Shaw Contracting (Aust) Pty Ltd	Tasmania	04/02/2022 - 27/10/2022	\$1,559,376.00
3428	Lindsay River Bridge Rehabilitation	VEC Civil Engineering Pty Ltd	Tasmania	18/02/2022 - 08/07/2022	\$598,674.00
3377	Pontville and Brighton Heavy Vehicle Driver Rest Area Upgrades	VEC Civil Engineering Pty Ltd	Tasmania	21/02/2022 - 07/08/2022	\$691,204.00
3282	Tasmanian Museum and Art Gallery (TMAG) Structural Repair to Watergate Wall and Restoration of Bond Store Façade	Hansen Yuncken Pty Ltd	Tasmania	28/02/2022 - 27/02/2023	\$2,208,100.00
3458	30-year MetroPlan Launch - Videography Services	Before Creative Pty. Ltd.	Tasmania	24/02/2022 - 31/03/2022	\$50,000.00
3337	Bass Highway - Tollymore Road, Table Cape - Road Realignment and Intersection Improvement	VEC Civil Engineering Pty Ltd	Tasmania	03/03/2022 - 29/02/2024	\$9,153,676.00
3457	Grant Writing Workshops 2022	Suzanne Robyn Cooper	Tasmania	28/02/2022 - 31/12/2022	\$80,000.00
3441	Indo Pacific Exhibition Stand 2022	Expo Centric Pty Ltd	New South Wales	28/02/2022 - 13/05/2022	\$59,986.62
3448	Migration Tasmania - CRM to Cloud Solution	CS IT Group Pty Ltd	Australian Capital Territory	09/03/2022 - 01/07/2022	\$220,000.00
3359	Road Safety Skid Resistance Survey 2022	ARRB Group Ltd	Victoria	21/02/2022 - 31/05/2023	\$347,250.00
3320	Illawarra Road Longford Roundabout to Bishopsbourne Road Upgrades	Gradco Pty Ltd	Tasmania	17/03/2022 - 27/01/2023	\$6,235,051.67
3404	Pinot Palooza 2022	Vinomofo Holdings Pty Ltd	Victoria	09/03/2022 - 18/06/2022	\$99,990.00
3311	Strengthening of Devonport Rail Underpass B561 (westbound)	VEC Civil Engineering Pty Ltd	Tasmania	31/03/2022 - 15/09/2022	\$866,354.00

Table B continued

Contracts with a value of \$50,000 or more (ex. GST) and excluding consultancy contracts					
Contract ID	Title	Supplier name	State for reporting	Period of contract	Value (\$) including any options to extend
3338	Disposal of the MV Mirambeena (Vessel)	Birdon Pty Ltd	New South Wales	14/04/2022 - 14/07/2022	\$565,277.47
3383	Mountain River Bridge Replacement - Lollara Main Road	VEC Civil Engineering Pty Ltd	Tasmania	06/05/2022 - 16/06/2023	\$4,266,791.00
3443	East Tamar Highway (A0265) Goderich Street Intersection Removal of Right Turns	Shaw Contracting (Aust) Pty Ltd	Tasmania	12/05/2022 - 27/10/2022	\$1,679,521.00
3261	Bass Highway - Cam River Bridge Replacement and Murchison Highway Junction Upgrade	VEC Civil Engineering Pty Ltd	Tasmania	05/05/2022 - 02/11/2023	\$18,786,076.00
3481	Hogans Road Reshaping	M.F Barber & N.G Barber	Tasmania	19/05/2022 - 31/05/2022	\$57,000.00
3411	Tasman Highway - Sideling Upgrade: Stage I, Section I	Fulton Hogan Construction Pty Ltd	Tasmania	16/05/2022 - 31/03/2024	\$16,539,231.00
3485	Events Tasmania Research and Measurement Program	Nielson Sports Pty Ltd	New South Wales	13/04/2022 - 12/10/2022	\$70,000.00
3484	Pilot Project for Defence Supply Chain Digital Literacy	DMTC Limited	Victoria	25/05/2022 - 09/12/2022	\$65,000.00
3478	Supply of Marketing and Media Buy for Switching Careers with VET Campaign	Sprinta Print Pty Ltd t/a at+m marketing	Tasmania	01/06/2022 - 30/03/2023	\$70,000.00
3471	Renewable Energy Pathways VET Course	SDG Align Pty Ltd	Tasmania	31/05/2022 - 31/03/2027	\$75,000.00
3273	Automated Traffic Offence Enforcement Program	Sensys Gatso Australia Pty Ltd	Victoria	30/05/2022 - 30/05/2025	\$16,527,735.17
3475	Heavy Vehicle Access Management System - LEG Software Developer	Razorback Engineering Pty Ltd	Tasmania	21/03/2022 - 14/03/2023	\$95,328.00
1260	Stadiums Tasmania Leadership Recruitment	SRI Partners Australia Pty Limited	New South Wales	16/06/2022 - 06/10/2022	\$150,000.00
3503	Communities - O365 migration to State Growth	Intuit Technologies Pty Ltd	Tasmania	23/05/2022 - 30/06/2022	\$52,480.00
3504	Heavy Vehicle Access Management System Development	Rhino Software Pty Ltd	Tasmania	05/05/2022 - 04/05/2023	\$96,000.00
3170A	Midland Highway 10 Year Upgrade - North Section Project	Fulton Hogan Construction Pty Ltd	Tasmania	20/06/2022 - 20/06/2024	\$41,937,389.61
3495	Unlocking Business Opportunities Tool	Takeflight Pty Ltd t/a Neon Jungle	Tasmania	30/06/2022 - 31/12/2022	\$91,160.00

Table C

Consultancy contracts with a value of \$50,000 or more (ex. GST)					
Contract ID	Title	Supplier name	State for reporting	Period of contract	Value (\$)
3365	Community Education and Engagement	The20 Pty Ltd	Tasmania	09/07/2021 - 27/09/2021	\$81,671.00
3344	Northern Suburbs Transit Corridor Growth Strategy	Cox Architecture	New South Wales	20/07/2021 - 20/11/2021	\$148,100.00
3342	Greater Hobart MetroPlan - Expert Advice	Macroplan Holdings Pty Ltd	New South Wales	15/07/2021 - 30/06/2022	\$100,000.00
3385	Research Project - Perceptions of the Tourism and Hospitality Industry	Correy Nominees Pty Ltd trading as Myriad Research	Tasmania	15/07/2021 - 30/09/2021	\$60,000.00
3388	Hydrogen Hub Report	GHD Pty Ltd	Tasmania	23/07/2021 - 08/10/2021	\$800,000.00
3339	Greater Hobart MetroPlan - Economic Advice	Urbis Pty Ltd	Victoria	27/07/2021 - 27/10/2021	\$100,000.00
3390	Specialist Stadium Advice	WayPoint Pty Ltd	Victoria	27/07/2021 - 30/07/2022	\$98,000.00
3393	Hobart Transit Transformation Vision and Strategy 2040	GHD Pty Ltd	Tasmania	01/08/2021 - 30/11/2021	\$200,000.00
3401	TasTAFE Transition Project - Facilitation and Change Management Services	55M Pty Ltd	Tasmania	01/08/2021 - 01/11/2021	\$50,000.00
3395	Tamar Estuary Management Taskforce - Draft Vision	Arup Australia Pty Limited	Queensland	16/08/2021 - 15/10/2021	\$98,000.00
3375	New Bridgewater Bridge - Scoping & Investigations	Burbury Consulting Pty Ltd	Tasmania	26/08/2021 - 31/12/2022	\$1,000,000.00
3391	Specialist Stadium Advice for University of Tasmania Stadium	Resource Co-ordination Partnership as trustee for the Resource Co-ordination Partnership Trust	Queensland	27/07/2021 - 30/07/2022	\$90,000.00
3403	Asset and Business Analysis for Establishment of Stadiums Tasmania	KPMG	Tasmania	17/09/2021 - 30/06/2022	\$470,000.00
3418	Probity Advisor - UTAS Stadium Redevelopment Project Manager	N Carter & J Doyle & D.M Johnson & S.G Jones & A.M Leis & P.D Lyons & M.T Marshall & D.J McCarthy & R.J Meredith & M Salter & D.I Thomson (a partnership) trading as WLF Accounting and Advisory	Tasmania	18/10/2021 - 31/10/2022	\$54,000.00
3415	Renewables Tasmania Market Research	The20 Pty Ltd	Tasmania	01/10/2021 - 30/01/2022	\$75,938.00
3424	Tasmania Renewable Energy Coordination Framework (RECF) Implementation	Community Power Agency Co-Operative Ltd	New South Wales	27/10/2021 - 30/06/2022	\$63,293.00
3421	Change Management Services - TasTAFE Transition Project	Resolve Solutions Pty Ltd	Tasmania	06/10/2021 - 30/06/2022	\$99,900.00

Table C continued

Consultancy contracts with a value of \$50,000 or more (ex. GST)					
Contract ID	Title	Supplier name	State for reporting	Period of contract	Value (\$)
3422	Hobart Network Operations Planning Phase 2a	GHD Pty Ltd	Tasmania	04/11/2021 - 18/02/2022	\$89,500.00
3350	Standing Offer for the Provision of Project Assurance Services			04/11/2021 - 30/09/2026	\$0.00
3350	Standing Offer for the Provision of Project Assurance Services	The Trustee for Guidera Family Trust	Victoria	04/11/2021 - 30/09/2026	\$0.00
3350	Standing Offer for the Provision of Project Assurance Services	Jeanmar Pty Ltd as the Trustee for The Jeanmar Family Trust	Queensland	04/11/2021 - 30/09/2026	\$0.00
3350	Standing Offer for the Provision of Project Assurance Services	NineSquared Pty Ltd	Queensland	04/11/2021 - 30/09/2026	\$0.00
3350	Standing Offer for the Provision of Project Assurance Services	Paxon Consulting Group Pty Ltd as the Trustee for Paxon Consulting Group Trust	New South Wales	04/11/2021 - 30/09/2026	\$0.00
3350	Standing Offer for the Provision of Project Assurance Services	Resonance Consulting Pty Ltd	Tasmania	04/11/2021 - 30/09/2026	\$0.00
3402	Supply of Consultant Services – Tasmanian Agritourism Sector Regulatory Process Mapping	ERA Planning Pty Ltd t/a ERA Planning and Environment	Tasmania	16/11/2021 - 30/06/2022	\$190,000.00
3429	Provision of Stadia Advice Services	Waypoint Pty Ltd	Victoria	10/11/2021 - 30/06/2025	\$400,000.00
3431	Heavy Vehicle Access Management System (HVAMS) Assistance and Technical Support	FMA Engineering Services Pty Ltd	Queensland	06/12/2021 - 30/06/2022	\$75,000.00
3392	Technology Sector Scan and Capability Map	Deloitte Access Economics	Tasmania	10/12/2021 - 03/03/2022	\$84,763.00
3407	Jobs Tasmania Evaluation Project	Brotherhood of St Laurence	Victoria	21/12/2021 - 31/12/2023	\$300,000.00
3345	Independent Verifier on the New Bridgewater Bridge Project	GHD Pty Ltd	Tasmania	16/12/2021 - 31/12/2025	\$10,833,584.09
3364	Bridgewater Bridge Independent Cost Estimation and Programming	Wolferstan Verney & Partners Pty Ltd	Tasmania	10/08/2021 - 31/12/2025	\$1,000,000.00
3334	Cradle Mountain Cableway - Stage One Stakeholder Engagement and Communication Planning and Delivery	Pitt&Sherry (Operations) Pty Ltd	Tasmania	17/01/2022 - 18/07/2022	\$94,920.00
3447	Black Snake Inn Condition Assessment and Management Planning	Purcell Asia Pacific Limited	Tasmania	04/02/2022 - 31/12/2022	\$95,000.00
3440	Strategic Operations Support - Traffic Data Collection	Stephen Mark Roddis t/a Sift Research	Victoria	01/02/2022 - 31/08/2022	\$60,000.00
3439	AFL License Support	A Clarkson Consolidated Pty Ltd as Trustee for Clarkson Family Trust	Victoria	01/11/2021 - 30/06/2022	\$100,000.00
3436	Standard Bus Shelter Designs	Pitt&Sherry (Operations) Pty Ltd	Tasmania	02/03/2022 - 30/04/2022	\$57,418.00

Table C continued

Consultancy contracts with a value of \$50,000 or more (ex. GST)					
Contract ID	Title	Supplier name	State for reporting	Period of contract	Value (\$)
3461	Brooker Highway/Foreshore Road Traffic Signals	AD Design and Consulting Pty Ltd	Tasmania	07/03/2022 - 30/06/2022	\$92,048.00
3437	Workforce Development Plan for Advanced Manufacturing	Stenning & Associates Pty Ltd	Tasmania	08/03/2022 - 22/07/2022	\$73,537.00
3446	Indoor Multi-sport Facility Project Director	Waypoint Pty Ltd ATF Waypoint Trust	Victoria	01/01/2022 - 30/06/2023	\$600,000.00
3426	Earthquake Risk and Mitigation Assessment in Tasmania	Commonwealth of Australia as represented by Geoscience Australia	Australian Capital Territory	17/03/2022 - 30/06/2022	\$65,000.00
3419	Quantity Surveyor Services for the University of Tasmania Stadium Redevelopment	WTP Australia Pty Limited	Victoria	18/03/2022 - 30/04/2026	\$436,000.00
3435	Stadia Project Steering Committee Member	Christopher Chapman	New South Wales	26/11/2021 - 31/12/2025	\$60,000.00
3455	Wilkinsons Point Precinct Survey - Stages 2-7 Road & Detail Surveys	Peacock Darcey & Anderson Unit Trust	Tasmania	01/01/2022 - 31/07/2022	\$198,250.00
3477	Assessment of Economic Drivers Inform Project Planning	GHD Pty Ltd	Tasmania	28/04/2022 - 16/12/2022	\$78,200.00
3416	Architectural Design Services for the University of Tasmania Stadium Redevelopment	Populous Design Pty Ltd	Victoria	13/05/2022 - 12/05/2026	\$6,808,454.00
3483	Tamar Estuary Targeted Dredging Project	Burbury Consulting Pty Ltd	Tasmania	19/05/2022 - 01/05/2024	\$232,840.00
3445	Network Definition Assessment	GHD Pty Ltd	Tasmania	20/05/2022 - 30/08/2022	\$79,800.00
3463	High Performance Training Facility Analysis	Waypoint Pty Ltd ATF The Waypoint Trust	Victoria	08/06/2022 - 31/07/2022	\$60,000.00
3494	Tasmanian Road Infrastructure Investment Plan (TRIIP) Interim Update	GHD Pty Ltd	Tasmania	15/06/2022 - 30/12/2022	\$99,800.00
3497	Transport Outcomes Framework	GHD Pty Ltd	Tasmania	15/06/2022 - 30/12/2022	\$65,000.00
3486	Transport and Infrastructure - Expert Advisory Services	Ken Kanofski Advisory Services Pty Ltd	New South Wales	11/04/2022 - 31/08/2025	\$400,000.00

Table D

Consultancies or Contracts awarded where a disaggregation exemption has been applied in accordance with Treasurer's Instruction PP-2					
Contract ID	Title	Supplier name	State for reporting	Period of contract	Value (\$)
3301	Kingborough Park and Ride - Huntingfield and Firthside Stage Two	BlackCap Construction Pty Ltd	Tasmania	01/07/2021 - 03/03/2022	\$4,941,784.03
3335	Railton Main Road - Dawson Siding Road to Mersey Main Road	AWC Pty Ltd	Tasmania	27/07/2021 - 11/03/2022	\$3,516,172.40
3262	Derwent River Ferry Service Contract	Derwent Ferry Co Pty Ltd	Tasmania	09/08/2021 - 08/08/2022	\$1,699,750.00
3305	Railway Roundabout Signals Renewal Project	Shaw Contracting (Aust) Pty Ltd	Tasmania	18/08/2021 - 17/01/2022	\$2,530,267.00
3330	Pavement Resurfacing 2021-2022 South	Roadways Pty Ltd	Tasmania	16/08/2021 - 27/05/2022	\$6,393,132.82
3331	Pavement Resurfacing 2021-2022 North East	Fulton Hogan Industries Pty Ltd	Tasmania	19/08/2021 - 27/05/2022	\$4,613,559.82
3286	Tasmanian Museum and Art Gallery (TMAG) Henry Hunter Building Mechanical Services Upgrade and Extension	TCM Pty Ltd	Tasmania	18/08/2021 - 28/02/2022	\$284,190.00
3332	Stiffened Kerb Bridge Upgrade - Carbon Fibre Reinforced Polymer (CFRP) Bridge Strengthening 2021/2022	Pensar Civil Pty Ltd	Tasmania	04/10/2021 - 16/05/2022	\$1,737,090.00
3235	Reflect Information Management System (IMS)	Civica Pty Limited	New South Wales	23/09/2021 - 23/09/2026	\$680,000.00
3372	Road Safety Program - East Tamar Highway - Windermere Road and Magazine Road and Bridport Main Road - Weymouth Road and School Road - Junction Upgrades	Hazell Bros Group Pty Ltd	Tasmania	13/10/2021 - 02/03/2022	\$1,972,906.00
3371	Road Safety Program - Bass Highway - Westbury Road Off Ramp, Prospect	DCS Civil Tas Pty Ltd	Tasmania	13/10/2021 - 02/03/2022	\$935,200.00
3312	Statewide Bridge Strengthening Package I – 2021-22	BridgePro Engineering Pty Ltd	Tasmania	15/10/2021 - 13/05/2022	\$1,750,300.00
3238	Provision of Registration and Licensing Services Document Management	Print Mail Logistics Limited	Tasmania	01/09/2021 - 31/08/2027	\$1,439,685.30
3307	Loans Management System	FinPower Australia Pty Ltd	Queensland	01/11/2021 - 31/10/2026	\$819,080.00
3336	Bass Highway Morris Road, Boat Harbour and Salmon River Road to Park/Paceys Road, Togari Road Improvements	Shaw Contracting (Aust) Pty Ltd	Tasmania	05/11/2021 - 07/04/2023	\$12,178,701.00
3366	Provision of Road Safety Advertising Services	Custard Pty Ltd trading as Red Jelly	Tasmania	07/12/2021 - 06/12/2024	\$3,000,000.00
3346	Traffic Statistics Service	Drakewell Limited	International	20/02/2022 - 20/02/2029	\$374,400.00
3406	Kanunnah Bridge Strengthening Stage I	BridgePro Engineering Pty Ltd	Tasmania	06/01/2022 - 05/07/2022	\$664,700.00

Table D continued

Consultancies or Contracts awarded where a disaggregation exemption has been applied in accordance with Treasurer's Instruction PP-2					
Contract ID	Title	Supplier name	State for reporting	Period of contract	Value (\$)
3210	New Bridgewater Bridge Design and Construction - Early Activities	McConnell Dowell Constructors (Aust.) Pty Ltd	Victoria	16/12/2021 - 31/12/2025	\$21,069,150.67
3352	Batman Highway - West Tamar Highway to Batman Bridge Shoulder Sealing	Hazell Bros Group Pty Ltd	Tasmania	24/01/2022 - 20/03/2023	\$9,334,418.01
3423	Great Eastern Drive - Junction Improvements South of Bicheno	DCS Civil Tas Pty Ltd	Tasmania	24/01/2022 - 31/03/2022	\$667,462.00
3169A	Midland Highway 10 Year Upgrade - South Section Project	Shaw Contracting (Aust) Pty Ltd	Tasmania	02/02/2022 - 13/03/2024	\$69,569,488.84
3413	Howth Heavy Vehicle Driver Rest Area Upgrade	Shaw Contracting (Aust) Pty Ltd	Tasmania	04/02/2022 - 27/10/2022	\$1,559,376.00
3428	Lindsay River Bridge Rehabilitation	VEC Civil Engineering Pty Ltd	Tasmania	18/02/2022 - 08/07/2022	\$598,674.00
3377	Pontville and Brighton Heavy Vehicle Driver Rest Area Upgrades	VEC Civil Engineering Pty Ltd	Tasmania	21/02/2022 - 07/08/2022	\$691,204.00
3282	Tasmanian Museum and Art Gallery (TMAG) Structural Repair to Watergate Wall and Restoration of Bond Store Façade	Hansen Yuncken Pty Ltd	Tasmania	28/02/2022 - 27/02/2023	\$2,208,100.00
3337	Bass Highway - Tollymore Road, Table Cape - Road Realignment and Intersection Improvement	VEC Civil Engineering Pty Ltd	Tasmania	03/03/2022 - 29/02/2024	\$9,153,676.00
3359	Road Safety Skid Resistance Survey 2022	ARRB Group Ltd	Victoria	21/02/2022 - 31/05/2023	\$347,250.00
3320	Illawarra Road Longford Roundabout to Bishopsbourne Road Upgrades	Gradco Pty Ltd	Tasmania	17/03/2022 - 27/01/2023	\$6,235,051.67
3311	Strengthening of Devonport Rail Underpass B561 (westbound)	VEC Civil Engineering Pty Ltd	Tasmania	31/03/2022 - 15/09/2022	\$866,354.00
3383	Mountain River Bridge Replacement - Lollara Main Road	VEC Civil Engineering Pty Ltd	Tasmania	06/05/2022 - 16/06/2023	\$4,266,791.00
3443	East Tamar Highway (A0265) Goderich Street Intersection Removal of Right Turns	Shaw Contracting (Aust) Pty Ltd	Tasmania	12/05/2022 - 27/10/2022	\$1,679,521.00
3261	Bass Highway - Cam River Bridge Replacement and Murchison Highway Junction Upgrade	VEC Civil Engineering Pty Ltd	Tasmania	05/05/2022 - 02/11/2023	\$18,786,076.00
3411	Tasman Highway - Sideling Upgrade: Stage 1, Section 1	Fulton Hogan Construction Pty Ltd	Victoria	16/05/2022 - 31/03/2024	\$16,539,231.00
3273	Automated Traffic Offence Enforcement Program	Sensys Gatso Australia Pty Ltd	Victoria	30/05/2022 - 30/05/2025	\$16,527,735.17
3170A	Midland Highway 10 Year Upgrade - North Section Project	Fulton Hogan Construction Pty Ltd	Tasmania	20/06/2022 - 20/06/2024	\$41,937,389.61
3388	Hydrogen Hub Report	GHD Pty Ltd	Tasmania	23/07/2021 - 08/10/2021	\$800,000.00

Table D continued

Consultancies or Contracts awarded under an approved limited or direct sourcing process					
Contract ID	Title	Supplier name	State for reporting	Period of contract	Value (\$) i
3429	Provision of Stadia Advice	Waypoint Pty Ltd	Victoria	10/11/2021 - 30/06/2025	\$400,000.00
3345	Independent Verifier on the New Bridgewater Bridge Project	GHD Pty Ltd	Tasmania	16/12/2021 - 31/12/2025	\$10,833,584.09
3364	Bridgewater Bridge Independent Cost Estimation and Programming	Wolferstan Verney & Partners Pty Ltd	Tasmania	10/08/2021 - 31/12/2025	\$1,000,000.00
3446	Indoor Multi-sport Facility Project Director	Waypoint Pty Ltd ATF Waypoint Trust	Victoria	01/01/2022 - 30/06/2023	\$600,000.00
3419	Quantity Surveyor Services for the University of Tasmania Stadium Redevelopment	WTP Australia Pty Limited	Tasmania	18/03/2022 - 30/04/2026	\$436,000.00
3416	Architectural Design Services for the University of Tasmania Stadium Redevelopment	Populous Design Pty Ltd	Victoria	13/05/2022 - 12/05/2026	\$6,808,454.00
3486	Transport and Infrastructure - Expert Advisory Services	Ken Kanofski Advisory Services Pty Ltd	New South Wales	11/04/2022 - 31/08/2025	\$400,000.00

Table E

Consultancies or Contracts awarded under an approved limited or direct sourcing process, approved in accordance with Treasurer's Instruction PP-2					
Contract ID	Title	Supplier name	State for reporting	Value (\$)	Reason for the procurement methodology
3293	Registration of Mix Designs to Dept of Transport, Victoria Specifications	Head, Transport for Victoria, a body corporate established under the Transport Integration Act 2021 (Vic)	Victoria	\$119,520.00	Clause 2.18.2 of TI PP-2 - Absence of competition for technical reasons.
3235	Reflect Information Management System (IMS)	Civica Pty Limited	New South Wales	\$680,000.00	Clause 2.18.3 of TI PP-2 - Cannot be made due to technical reasons.
3410	Building a New Tasmanian Value-Added Lobster Brand	Honey & Fox Pty Ltd	Tasmania	\$119,000.00	Clause 2.18.10 of TI PP-2 - Cost of open tender outweighs value for money.
3425	Metro Tasmania - Supply of Greencards	Metro Tasmania Pty Ltd	Tasmania	\$162,000.00	Clause 2.18.10 of TI PP-2 - Exceptional circumstances that justify limited/direct sourcing.
3432A	Heavy Vehicle Access Management System (HVAMS) Development V2 - Additional services	Spatial Enterprises Pty Ltd trading as Esk Mapping and GIS	Tasmania	\$102,000.00	Clause 2.18.3 of TI PP-2 - Cannot be made due to technical reasons.

Table E continued

Consultancies or Contracts awarded under an approved limited or direct sourcing process, approved in accordance with Treasurer's Instruction PP-2					
Contract ID	Title	Supplier name	State for reporting	Value (\$)	Reason for the procurement methodology
3448	Migration Tasmania - CRM to Cloud Solution	CS IT Group Pty Ltd	Australian Capital Territory	\$220,000.00	Clause 2.18.3 of TI PP-2 - Cannot be made due to technical reasons.
3359	Road Safety Skid Resistance Survey 2022	ARRB Group Ltd	Victoria	\$347,250.00	Clause 2.18.6 & 2.18.2 of TI PP-2 - Absence of competition for technical reasons and urgency.
3388	Hydrogen Hub Report	GHD Pty Ltd	Tasmania	\$800,000.00	Clause 2.18.2 of TI PP-2 - Absence of competition for technical reasons.
3393	Hobart Transit Transformation Vision and Strategy 2040	GHD Pty Ltd	Tasmania	\$200,000.00	Clause 2.18.10 of TI PP-2 - Cost of open tender outweighs value for money.
3375	New Bridgewater Bridge-Scoping & Investigations	Burbury Consulting Pty Ltd	Tasmania	\$1,000,000.00	Clause 2.18.3 of TI PP-2 - For additional good or services
3403	Asset and Business Analysis for Establishment of Stadiums Tasmania	KPMG	Tasmania	\$470,000.00	Clause 2.18.10 of TI PP-2 - Exceptional circumstances that justify limited/direct sourcing.
3429	Provision of Stadia Advice Services	Waypoint Pty Ltd	Victoria	\$400,000.00	Clause 2.18.10 of TI PP-2 - Exceptional circumstances that justify limited/direct sourcing.
3439	AFL License Support	A Clarkson Consolidated Pty Ltd as Trustee for Clarkson Family Trust	Victoria	\$100,000.00	Clause 2.18.10 of TI PP-2 - Exceptional circumstances that justify limited/direct sourcing.
3446	Indoor Multi-sport Facility Project Director	Waypoint Pty Ltd ATF Waypoint Trust	Victoria	\$600,000.00	Clause 2.18.10 of TI PP-2 - Exceptional circumstances that justify limited/direct sourcing.
3426	Earthquake Risk and Mitigation Assessment in Tasmania	Commonwealth of Australia as represented by Geoscience Australia	Australian Capital Territory	\$65,000.00	Clause 2.18.10 of TI PP-2 - Exceptional circumstances that justify limited/direct sourcing.
3455	Wilkinsons Point Precinct Survey - Stages 2-7 Road & Detail Surveys	Peacock Darcey & Anderson Unit Trust	Tasmania	\$198,250.00	Clause 2.18.10 of TI PP-2 - Exceptional circumstances that justify limited/direct sourcing.
3483	Tamar Estuary Targeted Dredging Project	Burbury Consulting Pty Ltd	Tasmania	\$232,840.00	Clause 2.18.10 of TI PP-2 - Exceptional circumstances that justify limited/direct sourcing.
3486	Transport and Infrastructure - Expert Advisory Services	Ken Kanofski Advisory Services Pty Ltd	New South Wales	\$400,000.00	Clause 2.18.10 of TI PP-2 - Exceptional circumstances that justify limited/direct sourcing.

Table F

Consultancy or Contract extensions approved in accordance with the requirements of Treasurer's Instruction PP-6						
Contract ID	Title	Supplier name	State for Reporting	Period of Contract Extension	Value of Contract Extension (\$)	Total value of Contract (\$) (including extension)
2976	State Road Traffic Statistic Services	Transmetric Pty Ltd	Victoria	2 months	\$41,6660.00	\$309,666.00

Table G

Consultancies or Contracts awarded which contain confidentiality provisions in accordance with Treasurer's Instruction C-I	
Supplier Name	Date of approval
Fulton Hogan Construction Pty Ltd (Contract No. 3170)	29 March 2022
Fulton Hogan Construction Pty Ltd (Contract No. 3411)	5 April 2022
Sensys Gatso Australia Pty Ltd (Contract No. 3273)	23 May 2022



Publications

30-year Greater Hobart Plan consultation draft (strategy, summary document and brochure)

COVID-19 Business Impact Support Program Round Two guidelines

Defence Tasmania Industry Directory (update)

Department of State Growth Annual Report 2020–21

Diversity, Equity and Inclusion Strategy and Action Plan 2022–25

Interim Business Growth Strategy

Making our contribution: Tasmanian Defence Industry Strategy 2023 Progress Report

Moving towards more accessible bus stops:
Disability Discrimination Act 1992 guide

Also a wide range of material including:

ADM (Australian Defence Magazine) Congress 2022 print and digital collateral

Energising Tasmania campaign, web design, press advertisements and display

FOODEX Japan 2022 trade stand and supporting collateral

Kingborough bus services promotion print, digital, advertising and animation

Industry Capability Network campaign social media, digital and print collateral

Invest in Tasmania brochure (update)

LandForces 2021 exposition stand, multimedia and promotional material

New Zealand Integrated Trade Strategy

Passenger Conduct Code for School Bus Services

Red Tape Audit Report 2021

Red Tape Audit Report 2021–22

Road Safety Advisory Council's Improved Graduated Licensing System for Motorcyclists Discussion Paper

Tamar Estuary Management Taskforce's 10-year vision for the kanamaluka/Tamar Estuary

Tasmanian Trade Score Card 2020–21

TasTAFE transition for a better training future implementation plan

TDR Annual Report 2020–21

Pacific 2022 exposition stand, video and print collateral

Regional Jobs Hubs logo, branding, digital and display

Shift Sharer campaign brand design

Study Tasmania welcome campaign collateral

Tas Delivers brochure (updates and additions)

Tasmanian Export Awards 2021 souvenir booklet

Tasmanian Training Awards 2021 souvenir program and certificates

Investment prospectuses (updates)

VET campaign press advertising and display

Superannuation certificate

I, Kim Evans, Secretary of the Department of State Growth, hereby certify that the department has met its obligations under the Australian Government *Superannuation Guarantee (Administration) Act 1992* and the *Public Sector Superannuation Reform Act 2016* in respect of those employees who contribute to complying superannuation funds.

The department only makes employer superannuation contributions to complying superannuation funds (other than those established under the provisions of the *Public Sector Superannuation Reform Act 2016*).



Kim Evans

Secretary

Department of State Growth

30 June 2022

Compliance index

The compliance index has been compiled in response to the Auditor-General's Special Report No. 4 of May 1993, Standard of Annual Reporting by Government Departments.

This index complies with the statutory disclosure requirements for annual reporting of the:

- ▶ *Financial Management Act 2016*
- ▶ *State Service Act 2000*
- ▶ *Right to Information Act 2009*
- ▶ *Public Interest Disclosures Act 2002*
- ▶ State Service Regulations 2001
- ▶ various Treasurer's Instructions.

The four columns in the index have the following meanings.

Section and compliance – these columns refer to the statutory disclosure requirements in Tasmanian public sector legislation.

Page – this states where in this Annual Report the requirement is satisfied. In some instances, the requirement is complied with by the report in its entirety.

Details – this is a brief statement of the instruction, clause, section or subsection of the corresponding statutory disclosure requirement.

Key	
ED	Employment Directions
FMA	<i>Financial Management Act 2016</i>
PSSRA	<i>Public Sector Superannuation Reform Act 2016</i>
RTI	<i>Right to Information Act 2009</i>
SS	<i>State Service Act 2000</i>
SSR	State Service Regulations 2011
TI FR	Treasurer's Instructions Financial Reporting
TSS	Tasmanian State Service

Section	Compliance	Page	Details
General			
		1–2	Table of contents
		68	List of acronyms
Overview			
Strategic plan	SSR s9(a)(i)	8	An overview of the department's strategic plan, including its aims, functions and related program.
Performance	SS s36(1)(a)	Annual Report	Each Head of Agency, in each year, is to submit a report on the performance of the functions and the exercise of the powers of the Head of Agency.
	FMA s42(4)	Annual Report	The financial statements and the Auditor-General's report on those statements prepared in accordance with section 19 of the <i>Audit Act 2008</i> are to be combined so as to form part of the annual report.
Major initiatives	SSR s9(a)(v)	Annual Report	Details of major initiatives taken by the department to develop and give effect to government policy.
Major changes during the year	SSR s9(a)(iv)	Annual Report	Details of, and reasons for, any major changes which have taken place in relation to the programs, aims, functions or organisational structure of the agency.
Operational structure			
Department organisational chart	SSR s9(a)(ii)	9	An organisational chart illustrating the department's administrative structure, including regional offices, showing officers of the agency.
Why we are structured in this way	SSR s9(a)(iii)	Annual Report	A description of the relationship between the organisational structure and the program management structure of the agency.

Supporting information continued

Section	Compliance	Page	Details
Performance measurement			
Performance summary	TI FR-4.1.1	Annual Report	A summary of significant financial outcomes for agency programs or activities, and any Ministerial directives in relation to financing or investment activities.
	TI FR-4.1.4	Annual Report	Information on the performance of the agency in its achievement of agency objectives and meeting of agency responsibilities.
Legislation administered and major documents published			
Legislation administered	SSR s9(d)	46–47	A list of legislation administered by the department.
Legislation enacted	SSR s9(d)	47	A list of legislation enacted during the year for which the department is responsible, including details of significant changes to legislation previously administered by the department.
Public access and awareness of services provided			
Key contact	SSR s9(c)(ii)	9, 69	List of contact officers and points of public access in relation to services provided by the department.
Community awareness report	SSR s9(c)(i)	8–10	Details of activities undertaken to develop community awareness of the department and the services it provides.
Appeals process	SSR s9(c)(iii)	45	An outline of the processes available for appeals against decisions made by the department.
Agency publications	SSR s9(c)(i)	64	List of major documents published by any internal or external body of the department during the year.
Right to information	RTI s23	45	Right to Information details for 2020–21.
Human resources management			
Workplace diversity	TSS Diversity and Inclusion Policy and Framework	10–11	A description of the department's workplace diversity program.
Performance management	ED.26	10–11	Effectiveness of the development and implementation of performance management within the agency.
Work health safety and wellbeing	SSR s9(b)(vi) ED. 27 s.5(2) ED. 23	10–11	Employment policies and practices of the agency in relation to work health safety and wellbeing.
Superannuation contribution	PSSRA s55	64	Certification by the relevant agency manager has met its obligations under the <i>Superannuation Guarantee (Administration) Act 1992</i> .
Asset management and risk management policies			
Infrastructure projects	TI FR-4.1.3	Annual Report	Information on infrastructure projects undertaken or being undertaken by the agency.
Asset management	TI FR-4.1.6	Annual Report	A summary of the agency's asset management policies, strategies and initiatives.
Other assets	TI FR-4.1.7	Annual Report	Details of public property, revenue and debts due to the State.
Risk management	TI FR-4.1.5	Annual Report	A statement of risk management policies, and an outline of significant risk management activities and initiatives.
Pricing policies	TI FR-4.1.2	Annual Report	Pricing policies for goods or services provided by the agency, including reference to any applicable Gazette or other public document which contains pricing or rating information and details of cost recovery policies and their application as appropriate.

Section	Compliance	Page	Details
Government procurement			
Contracts awarded during the year	TI FR-4.1.8	50–63	<p>Information on procurement activities undertaken or being undertaken by the agency including:</p> <ul style="list-style-type: none"> ▶ details of any contracts entered into by the agency which contain confidentiality provisions ▶ statement regarding the agency's support for Tasmanian businesses; ▶ details of participation by Tasmanian businesses in procurement processes with a value of \$50,000 or more, together with information on their level of success in relation to procurement contracts with a value of \$50,000 or more ▶ procurement contracts awarded with a value of \$50,000 or more, with consultancies separately listed ▶ details of procurement contracts where a disaggregation exemption was applied, and procurement contracts awarded as a result of limited tendering (excluding direct sourcing from other agencies) ▶ details of contracts awarded as a result of a contract extension approved pursuant to the Treasurer's Instructions under the following circumstances: <ul style="list-style-type: none"> ▶ due to exceptional circumstances where the extension ▶ was required to enable a full procurement process to ▶ be properly undertaken, or ▶ where other exceptional circumstances justified an extension.
Other matters	TI FR-4.1.9	Annual Report	Any other matters deemed relevant by the Accountable Authority.
Financial Statements			
Financial Statements	FMA s42	Attachment A	An accountable authority of an agency, in respect of each financial year, is to prepare financial statements of the agency in respect of that financial year.
Audit opinion	FMA s42(4)	Attachment B	The Auditor-General's report on the agency's financial statements prepared in accordance with section 19 of the <i>Audit Act 2008</i> are to be combined so as to form part of the annual report.

List of acronyms

ABS	Australian Bureau of Statistics
AFL	Australian Football League
AFLW	Australian Football League Women's
ASEAN	Association of Southeast Asian Nations
CE	Circular Economy
CEO	Chief Executive Officer
CFRP	Carbon Fibre Reinforced Polymer
CRM	Customer relationship management (system)
FTE	Full-time equivalent
GST	Goods and Services Tax
GTO	Group Training Organisation
HVAMS	Heavy Vehicle Access Management System
ICT	Information and Communication Technology
IMS	Information Management System
ITAS	Infrastructure Tasmania
KPI	Key performance indicator
LGBTIQ+	Lesbian, gay, bisexual, transgender/gender diverse, intersex, queer +
MOU	Memorandum of Understanding
NBN	National Broadband Network
NCVER	National Centre for Vocational Education Research
OCG	Office of the Coordinator-General
PESRAC	Premier's Economic and Social Recovery Advisory Council
PWP	Priority Weed Program
RECF	Renewable Energy Coordination Framework
RRSI	Rapid Response Skills Initiative
RTI	Right to Information
RTOS	Registered Training Organisations
SES	Senior Executive Service
SMES	Small to medium enterprises
SWG	Statistics Working Group of the Meeting of Cultural Ministers
TDR	Tasmania Development and Resources
TEFLAS	Tasmanian Export Freight Logistics Advisory Service

TMAG	Tasmanian Museum and Art Gallery
TRIIP	Tasmanian Road Infrastructure Investment Plan
TRMF	Tasmanian Risk Management Fund
USAFL	United States Australian Football League
UTAS	University of Tasmania
VET	Vocational education and training

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