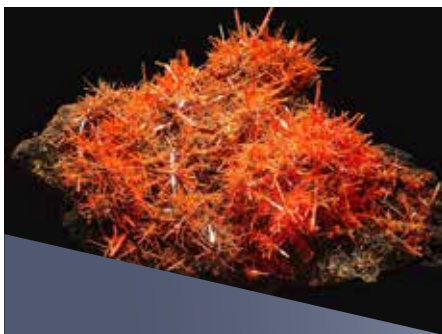


Annual Report

2024-25





Acknowledgement of Country



The Ripple Effect

In recognition of the deep history and culture of this land, we acknowledge and pay our respects to all Aboriginal people, the traditional owners of this Country, and recognise their continuing connection to Land, Sea, Waterways and Sky.

We pay our respect to Elders past and present, and acknowledge and value their contribution and cultural knowledge.

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ATTACHMENTS

- A: Department of State Growth Financial Statements 2024–25
- B: Abt Railway Ministerial Corporation Financial Statements 2024–25

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Disclaimer: The information contained within the Annual Report 2024–25 is considered to be correct at the time of publication.

An electronic version of this report and attachments is available at www.stategrowth.tas.gov.au

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 2025.

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



Craig Limkin

Secretary
Department of State Growth
October 2025



Jeremy Rockliff

Premier
Minister for Tourism
Minister for Trade and
Major Investment



Eric Abetz

Minister for Business,
Industry and Resources
Minister for Transport



Nick Duigan

Minister for Energy and
Renewables
Minister for Sports and
Events



Felix Ellis

Minister for Housing,
Planning and Consumer
Affairs
Minister for Skills and
Training



Jane Howlett

Minister for Hospitality
and Small Business



Madeleine Ogilvie

Minister for the Arts and
Heritage
Minister for the
Environment
Minister for Innovation,
Science and the Digital
Economy



Kerry Vincent

Minister for
Infrastructure

FROM OUR SECRETARY



I am pleased to present the Department of State Growth's 2024–25 Annual Report. Over the past year, staff across the department have delivered against our policy, program and regulatory functions to grow a strong and vibrant economy and community for all Tasmanians.

Our people are central to everything we do and the foundation of our success. I am proud of what the department has achieved this year and believe that by investing in our people we are a stronger organisation that is better placed to deliver for the Tasmanian community through our ambitious work program.

This year, from the opening of bridges through to response and recovery efforts following a range of events, our people have once again shown their dedication to deliver for the government and the Tasmanian community.

We came into 2024–25 having started a review of the department's structure and we put a considerable focus on consulting with staff before final decisions were to be made. In July 2024 I was pleased to confirm the department's top-level structural changes aimed at maximising our capacity and capability.

Having to respond to unexpected domestic and international challenges underscored the need for us to continue our strong focus on delivering our core services and ensure we had the right skills and systems in place to support the government's policy agenda.

In November, we welcomed the State Planning Office to State Growth as well as responsibility for Homes Tasmania.

The timely addition of both functions to our department brings together the economic levers that will build our state's future and ensure a more integrated and strategic approach to planning, infrastructure and projects throughout the regions. In 2025–26, we will continue to implement the recommendations of the Crawford review to further strengthen housing delivery and ensure that Tasmanians have stable, secure homes and communities.

While much of our work is recognised for the major projects and initiatives we deliver or the support we provide to our major industries, equally important is the impact we have in the regions, towns and at the grass roots level around the state.

Frequently our assistance reaches into industry, the economy and local communities simultaneously as a number of critical issues on King Island this year demonstrated. Shipping operations to the Port of Grassy, the ongoing operation of the Dolphin Tungsten Mine and the future of King Island Dairy were all causing significant concern to farmers, workers, businesses, exporters and residents.

Our staff from across the department, including from the Office of the Coordinator-General, supported the island through these challenges. We helped in securing new operators to keep the King Island Dairy brand alive, while substantially progressing a review of the island's port infrastructure and operations and assisting the mine in reforming its finances and developing a plan for its future.

This year we have also seen a major emphasis on community-building projects, and it is great to see the anticipation grow as these become a reality. This type of public investment can bring regions to life, boost local jobs and economic confidence and enhance liveability.

We saw this in June when construction of the \$15 million JackJumpers' new High Performance Training Centre in Kingston began and which followed the late-2024 announcement that the Tasmania Devils' High Performance Training Centre would also be located next door. Together they will turn the area into an elite sport hub that will train and inspire our teams to championships, foster the stars of the future and encourage locals of all ages to get healthy and active.

Equally the \$43.6 million multi-purpose Northern Suburbs Community Recreation Hub in Mowbray will be a gamechanger for Launceston. The project has now passed the halfway point of construction, while a development application for the Glenorchy Sports Centre in Claremont has been lodged with construction set to begin in early 2026.

At the other end of the scale there are the state-shaping projects which help lift the economy, employ thousands of people during construction and beyond, and position Tasmania well for the future.

The most significant of these was the 1 June 2025 official opening of the \$786 million new Bridgewater Bridge, Tasmania's biggest ever transport infrastructure project, which saw more than 12,000 people converge on the new span to mark the achievement. The project is in line for the 2025 Australian Construction Achievement Award which would recognise its excellence and innovation as a legacy piece of infrastructure for our state.

Its completion is a tremendous feat that has instilled pride in everyday Tasmanians, will last for generations to come and significantly improves safety, connectivity and freight efficiency on this key section of the highway network.

We have also had many other highlights across each of our portfolios and this Annual Report reflects those cumulative results.

Across the year, whether it is the 183,300 people who caught the Derwent Ferry or 9,682,900 who took a bus, the 9,700 learners in vocational education and training or the 4,200 international students studying here, the 440,000 licensed drivers, the 1,775 enquiries handled by Business Tasmania or the 25,000+ people assisted by the Regional Jobs Hub Network and Area Connect transport service, at the heart of what we do are our people and the quality of their work.

I remain committed to building a welcoming and inclusive workplace that reflects the diversity of the community we serve, so that we can all thrive together and make a real difference. While there have been many highlights this year, improving economic opportunities for Tasmanian Aboriginal people through our support for the Palawa Business Hub is one that we as a department and state, can be proud of.

At the end of the financial year the deadline for a final investment decision on Project Marinus is looming during an election period and while the public service is in caretaker mode. This is potentially the single largest investment in the state's history.

With a final investment decision needed from the shareholder governments – Australian, Victorian and Tasmanian – in July, we have continued to give apolitical and impartial information, analysis and advice to allow an informed decision on this matter.

I finish by acknowledging the work our people do across every part of the department. Their ongoing commitment and professionalism ensures that we will continue delivering for the Tasmanian community and I believe we are in a strong position for an equally productive and responsive 2025–26.



Craig Limkin

Secretary



WHO ARE WE

The Department of State Growth facilitates economic growth and the creation of jobs and provides a range of services, infrastructure, programs and regulatory functions to support local industries, sectors, communities and individuals while promoting the state as the best place to live, work, visit, study, invest and thrive.

The department has the following core focus areas:

- ▶ **Economic Development** – provides advice, programs and support to assist businesses and industries to grow, new economic opportunities to emerge and prosper and the economy to remain strong while removing barriers to training and workforce participation.
- ▶ **Strategy, Housing, Infrastructure and Planning** – provides an integrated approach to planning, infrastructure and project delivery, bringing together population, planning, land use and urban renewal policy and regulation and assessment and delivery of economic and social infrastructure.
- ▶ **Creative Industries, Sport and Visitor Economy** – provides expert advice, oversight and support to the cultural and creative, sports and recreation and visitor industries, supporting sector development and growth, service delivery and standards and state-wide economic, social and wellbeing benefits.
- ▶ **Transport** – provides a strategic, coordinated and state-wide approach to the policy, planning and delivery of the state's transport system, transport infrastructure and transport-related services to communities, businesses and individuals.
- ▶ **Renewables, Climate and Future Industries Tasmania (ReCFIT) and Resources** – provides advice, oversight and programs on climate change, renewable energy and emissions reduction and a secure, sustainable and affordable energy system as well as oversight of Tasmania's resources sectors.
- ▶ **Business Services** – provides central support, systems and standards and fosters organisational culture and identity, business continuity and improvement and financial, asset, human resources, risk and emergency management through a full range of corporate services.

The Department of State Growth also supports and works closely with:

- ▶ **Office of the Coordinator-General** – provides advice, support and liaison services to attract and support investment in the state, facilitate major projects and reduce red tape.
- ▶ **Tasmanian Development Board** – provides oversight of the Tasmanian Development and Resources financial portfolio and responsibilities with a focus on supporting investment and associated employment opportunities.

Our Corporate Plan

The Department of State Growth Corporate Plan 2023–26 was endorsed in May 2023 and sets our direction, guided by the following five objectives.

1. Work with Tasmanian businesses, industries and communities to support sustainable growth and strategic workforce opportunities.
2. Contribute to Tasmania's brand as the best place in the country to live, work, visit, study, invest and raise a family.
3. Strategically develop our infrastructure, digital networks, transport and renewable energy systems to support industry, businesses and our community.
4. Enhance resilience and rapid recovery from economic, environmental and social shocks and stresses across industry, businesses and our community.
5. Continue to build organisational capacity by working collaboratively and developing our people, safety, culture and systems, including our use of technology.

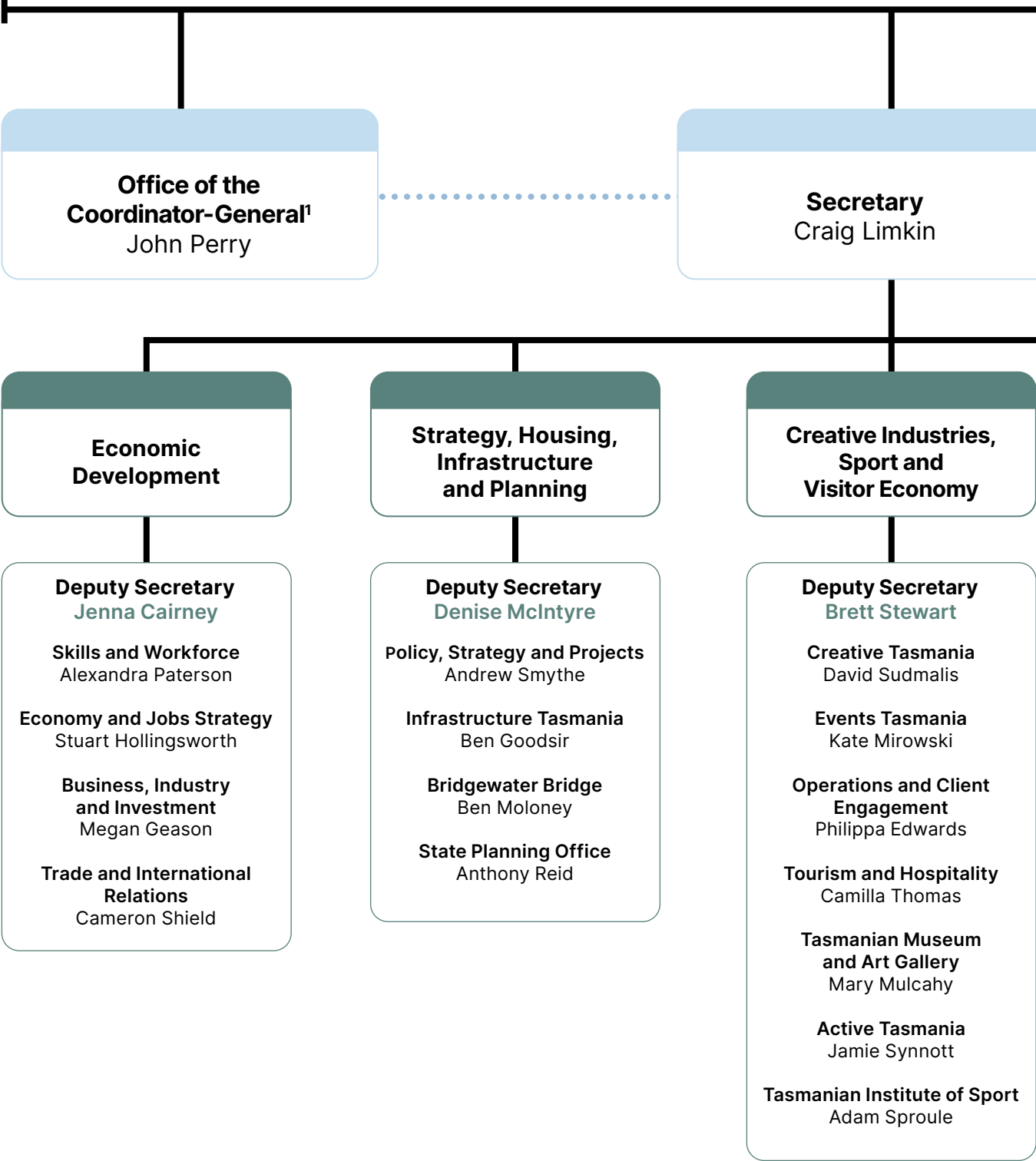
Our Corporate Plan continues to reinforce our values of having the courage to make a difference through teamwork, excellence, integrity and respect.



ORGANISATIONAL STRUCTURE

as at 30 June 2025

MINISTERS



1. The Coordinator-General reports directly to the Minister

Office of the Secretary
Hayley Followes

Transport

Deputy Secretary
Cynthia Heydon

Transport Delivery and Assets
Elspeth Moroni

**Transport Users
and Services**
Martin Crane

**Transport Policy
and Planning**
Vacant

**Renewables, Climate
and Future Industries
Tasmania and Resources**

Deputy Secretary
Vanessa Pinto

Energy
Sean Terry

Climate Change
Sarah Russell

Future Industries
Kim Enkelaar

Resources
Anne Woolford

Mineral Resources Tasmania
Alastair Morton

Forest Practices Authority
Willem Mulder

Private Forests Tasmania
Elizabeth Pietrzykowski

Business Services

Deputy Secretary
Angela Conway

People and Culture
Christina Reardon

ICT and Spatial Services
Ian Hughes

Communications
Emma Reid

Legal and Governance
Alison Lander

Finance
Glen Dean

**Risk and Resource
Management**
Melissa Pollard

Emergency Management
Carl Graham

Contract Services
Alex Beaumont

OUR PEOPLE

This year we proudly continued to take a leadership role in providing the systems and support for the wellbeing of our people.

Across the year we put a particular emphasis on the wellbeing of our people through initiatives that support psychological health, physical wellbeing and safer ways of working. These efforts were appropriately tailored to reflect the diverse nature of our work and the varied needs of our teams across the department.

An important focus for the year was making sure we had the right support in place to help staff navigate the department's strategic realignment, aimed at better aligning work functions and responsibilities and working collaboratively to deliver more efficient and effective outcomes for both government and the Tasmanian community.

This initiative was guided by a comprehensive and transparent consultation process, ensuring all employees were engaged and informed throughout the transition.

To coincide with our internal realignment, we also supported a number of machinery-of-government changes, involving the transition of functions into and out of our department. Throughout these changes, we maintained a people-centred approach, ensuring the smooth transfer of responsibilities and people while preserving continuity of services for the Tasmanian community. We put a particular emphasis on ensuring transferring staff were supported and their moves were as smooth as possible between agencies.

Beyond these transitions, as part of our commitment to supporting our staff we provided hands-on interactive workshops to help employees understand what makes a mentally healthy workplace, focused on identifying and assessing psychosocial hazards and practical tools to support wellbeing at work. More than 70 staff took part in these sessions.

In a step toward promoting active lifestyles, this year we partnered with Fitness Passport to offer employees and their families access to fitness facilities at a discounted rate. The program was well received, with almost 180 employees and 160 family members joining and now having access to around 50 gyms and pools around the state – an encouraging sign of our collective commitment to health and wellbeing.





In looking to continually improve our processes for the physical safety of our team, this year we developed and implemented a new *Working on or Near Roadways Policy*. This policy enhances safety across our diverse work environments and reinforces our commitment to protecting our people, recognising there are extra risks to staff and others and a number of legislative, safety, training and competency requirements to be met before working on or near roadways.

In alignment with the Commission of Inquiry Recommendation 20.2, this year we developed a *Child-Related Professional Conduct Policy* to articulate the expectations for behaviour and conduct around children, reinforcing our shared responsibility to foster an environment where every child feels safe, respected and valued.

To support this policy, we developed a core training component for all employees, volunteers and contractors, ensuring consistent understanding and application of child-safe practices across our department.

In proudly taking a leadership role in the broader community, this year we led the *Walk for the Elimination of Violence Against Women and Children* on behalf of the whole state service, reaffirming our dedication to building safe, respectful and inclusive communities and workplaces. The event saw hundreds of state servants walk through central Hobart to stand together and say we won't accept violence against women or children in our workplaces, our homes or our communities.

Lastly, in continuing our commitment to workforce skills and training and providing opportunities for young Tasmanians, this year we welcomed eight graduates and three school-based trainees into our workforce.

As at 30 June 2025, 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. Twenty-nine per cent of our employees work part-time.

Our gender profile changed slightly from previous years, with 56 per cent of the workforce being female and 44 per cent being male. The number of females in the senior executive service and equivalent specialist roles is 44 per cent, an increase of four per cent on last year.

Senior Executive and Equivalent Specialists by Gender

Classification	Female	Male	Other	Total
SES 1	8	12	0	20
SES 2	6	8	0	14
SES 3	2	3	0	5
SES 4	3	1	0	4

BUSINESS SERVICES





BUSINESS SERVICES

A major focus for the team this year has been continuing to progress implementation of the department-wide strategic realignment of our work units to better coordinate our skills and expertise with our functional needs, to improve collaboration and enhance our ability to deliver efficient outcomes for government and the Tasmanian community.

Following an extensive consultation period, in late 2024 we moved to finalise the structural changes across the agency which resulted in the reforming and renaming of the majority of our business groups as well as number of accommodation moves.

Throughout the transition we ensured that our employees were supported and informed as new structures and roles were embedded, that information was readily available via our intranet and that senior staff were available and equipped to discuss the changes with their teams.

In leading the department's financial and procurement processes and standards, this year we undertook 138 significant procurement processes resulting in 145 contracts, significantly more than the previous year however, with fewer major construction and maintenance contracts, the total value was down on 2023–24 by around \$171 million to approximately \$159 million.

Across the year we processed more than 27,000 payments, managed a budget of over \$1.7 billion, supported development of the State Budget and continued to enhance our financial management practices including transitioning towards e-invoicing and strengthened our anti-fraud and corruption policies to ensure the integrity of our systems and processes.

This was driven in part by nearly 300 grant funding rounds that attracted almost 65,000 applications. To ensure our grant services remained client-focused, across the department we provided tailored grant management training and support to almost 330 staff, so our processes consistently met best-practice.

We also administered a range of loan programs including 166 loans under management totalling almost \$146 million, supporting growth and resilience across the community and business sector.





In making government information and services more accessible for the community, this year we made greater use of multimedia and other alternative communications methods to ensure important messages are more easily able to reach our target audiences and in more ways.

Still on transparency, we dealt with 128 Right to Information requests, representing an 88 per cent increase on the previous year.

Across the year we continued to focus on improvements to our technology suite and streamlining systems for greater efficiency, ensuring our services remain fit for purpose. We released the State Growth ICT Strategic Framework 2025–2027 that outlines the technology roadmap for the department.

This year we were proud to again support a number of external organisations, providing support and oversight to 25 boards and committees. More than 70 appointments or reappointments were made across these groups throughout the year and, consistent with the Tasmanian Women on Boards Strategy, 49 per cent of appointees were women. We also provided secretariat support for the Tasmanian Development Board.

We were also pleased to play our part on a number of whole-of-government committees and projects including supporting the centralised emergency management arrangements and the first broad review and redevelopment of the Tasmanian Government Corporate Brand Identity and Communications Policy in more than a decade.

Lastly and updating last year's report, this year we further progressed the departmental Risk Management Framework, this year focusing on the Strategic Risk Register and a review of the terms of reference for the Risk and Audit Committee, to ensure we have a robust and shared understanding of the parameters under which we operate.

With a number of projects already underway to further enhance our services and systems, and others in planning, we expect a range of exciting outcomes to be realised in 2025–26.

CREATIVE INDUSTRIES, SPORT AND VISITOR ECONOMY





CREATIVE INDUSTRIES, SPORT AND VISITOR ECONOMY

This year has been one of growth and consolidation as we brought our separate arts branches into the one Creative Tasmania unit while tourism and hospitality functions were brought across to join our events area in the new Visitor Economy unit.

Our sports functions remained largely unchanged with the exception of the departure of the Silverdome to Stadiums Tasmania. In making physical activity more accessible to everyone, in November we launched the new Ticket to Wellbeing voucher program, based closely on the highly successful Ticket to Play children's sport initiative. We have so far issued more than 8,900 vouchers to eligible Tasmanians aged over 65, encouraging their participation in sport and active recreation.

In May we announced nearly \$2.5 million through the Active Industry Fund for 37 sport and active recreation organisations, representing more than 116,000 members, to support participation, governance and education and training across the sector.

From community to representative-level competition, this year the Junior Travel Assistance Program supported 465 Tasmanians aged 12-18 represent our state in national sporting championships with particular success seen in athletics, orienteering and gymnastics.

At the elite level, the Tasmanian Institute of Sport (TIS) supported 11 athletes to compete at the Paris Olympic and Paralympic Games, with 5 medals (3 Gold and 2 Silver) going to Tasmanian athletes over the two events and a Tasmanian as flag bearer.

More broadly, this year 25 TIS athletes also achieved benchmark results at major international events including the Hockey Pro League, Canoe Slalom World Cup, Junior Men's Oceania Triathlon Championship and Paris Diamond League Athletics.

Looking to the future, we continued the Talent ID for 2032 program, this time bringing in 76 athletes in the search Olympians and Paralympians for Brisbane 2032 and we began the Para Unit program with the AIS and Paralympics Australia to support the next generation of Paralympic athletes.

Turning to events, this year we were pleased to provide over \$30 million towards 155 events, generating \$148.5 million for the Tasmanian economy from almost 130,000 visitors and 742,700 bed nights, delivering a return on investment of 5 to 1.

Highlights for the year included the full-scale return of Dark Mofo, Supercars shifting back to their preferred May slot, a revamped Red Bull Hardline Tasmania event, the biennial Australian Wooden Boat Festival and the finals of the national Hockey One League.

We also administered the \$5 million Tasmanian Festival and Event Support Fund, supporting 27 events to launch or expand their offerings during the shoulder and winter seasons of 2025 and 2026.





We also continued to support Tasmania's tourism and hospitality sectors under the 2030 Visitor Economy Strategy, driving innovation, infrastructure investment, workforce development and business event attraction and in 2024-25 \$12 million was committed over three years to supporting the implementation of the strategy.

In October we launched the \$27.8 million Spirit Support Package to stimulate the visitor economy and prepare the state for future growth in tourism and hospitality when the new Spirit of Tasmania vessels are operational. On screen, we hosted the first ever Level Up Tasmania video game showcase in September, a pivotal moment for our creative industries. The event raised the profile of the local industry and drew over 1,500 attendees to engage with the work of 30 local developers.

Led by Netflix's global hit *The Survivors*, June saw a record six Tasmanian screen projects released to audiences, all with support from Screen Tasmania. One of these projects, the NITV shortform series *MoonBird*, was the first ever screen project to come from a Tasmanian Aboriginal production company. To keep this going, in June we launched the new Island Screen Incentive to attract non-Tasmanian projects to film in our state, bringing substantial expenditure and employment. The first successful application was season 3 of ITV Studios/SBS series *Alone Australia*.

In supporting our wider creative industries, this year we invested more than \$17.3 million in Tasmania's broader arts and cultural sector, supporting paid opportunities for over 3,100 artists and cultural workers and enabling more than 474,000 attendances at arts events statewide.

This year we also launched the Strategic Initiatives and Service Organisations program with \$600,000 to support critical needs in the music, regional arts, theatre and literature sectors and in May 2025 we extended the Strategic Touring Fund to help performing arts centres better support intrastate touring.

At Tasmania's cultural base, TMAG saw almost 282,000 visitors come through the doors and total engagement numbers reach almost 580,000. The *taypani milaythina-tu: Return to Country* exhibition won the Best in Show award at the 2024 Australian Museums and Art Galleries Association (AMaGA) awards, the first time TMAG has received this honour, alongside two other awards for Exhibiting Excellence and the First Nations Award.

Exhibition highlights included *Memories through Sea*, *Stories Inside Pompeii: Origins of a European Way of Life*, *Written in Wood*, *Artists to Ice* and *On Island*. *On the Edge* commemorated 50 years since the Tasman Bridge disaster and *Home: Here and Now* told the stories of Chinese migrants from 1880s to today.

By bringing together our oversight and support of people sectors like sport, events, tourism and the creative industries, into 2025-26 we are providing a solid foundation for a healthier, more active and more engaged state and community.

ECONOMIC DEVELOPMENT





ECONOMIC DEVELOPMENT

This year we have focused our efforts to ensure our support reaches all levels of activity from sole operators and small businesses through to major industries encouraging market expansion, product innovation, productivity growth and boosting jobs and skills.

This year our Business Tasmania service managed more than 1,775 phone and email enquiries, and passed 5,500 Facebook followers and 11,000 subscriptions to the weekly Business Tasmania newsletter. We also provided almost \$2 million in small business grants to 410 businesses and delivered free business advice to over 1,000 clients through the Tasmanian Business Advice Service.

In June, we closed the Digital Ready for Business program after helping more than 11,000 Tasmanian small businesses in digital transformation since 2012, leaving behind a comprehensive suite of digital resources which will remain freely accessible through the Business Tasmania website.

In helping boost productivity and innovation, in October 2024 we launched the *Advanced Manufacturing Action Plan 2028*, focused on people, productivity and market success and across the year we awarded \$1.9 million in grants to 39 businesses and worked with more than 400 companies and organisations to increase sector capability.

In helping businesses advance themselves, the Employer of Choice Program recognised 12 new organisations in 2024–25, while Employer of Choice Assist supported more than 490 businesses through tailored workshops and one-on-one sessions.

With a dedicated remit to promote Tasmanian capability and support local industry, ICN Tasmania helped businesses throughout the state secure supply contracts across Australia. We grew the number of registered, active business profiles by over 54 per cent, providing industry engagement and supply chain reporting for over \$1.7 billion in Tasmanian-based projects.

In further expanding the reach of Tasmanian products, we were pleased to help Tasmanian exporters reach key overseas markets by delivering all 20 actions under the *Tasmanian Trade Action Plan 2024–25*, with reported sales in excess of \$50 million.

Notably, we provided 93 grants through the Accelerating Trade Grant Program, generating more than \$34 million in sales and our International Business Development Network's in-market advocacy, promotion, support and representation resulted in \$11 million worth of sales.

Through the *Tasmanian Trade and Investment Mission Plan 2024–2027* we led trade missions to the United States, Hong Kong and China, Malaysia and Thailand and we helped put Tasmania's premium exports on show at events like Fine Food Australia, Food and Hotel China, Gulfood in the UAE, FOODEX in Japan and Food and Hotel Asia in Singapore.





We also took less-traditional opportunities to showcase Tasmanian products including at the United States Australian Football League finals in September and the Langkawi International Maritime and Aerospace Expo in Malaysia in May.

Overall, Tasmania's trade position remains positive despite the slowing global economy and geopolitical tensions, with exports once again expected to exceed \$6 billion for 2024–25.

In supporting industry, we placed an emphasis on aligning strategy and advice with practical action across the department and government to increase economic productivity and address barriers to workforce participation. This was underpinned by extensive economic analysis on key economic drivers including productivity, innovation and diversification.

In supporting our businesses, industries and young Tasmanians, in September Jobs Tasmania, in partnership with Department for Education, Children and Young People, released the Tasmanian Youth Jobs Strategy and across the year continued to support the Regional Jobs Hub Network as well as the Area Connect transport service to connect job seekers with businesses or training. Together these two initiatives supported more than 25,000 people across the year.

We also supported the establishment of two University Study Centres in the southeast and northeast of the state which will better support people in regional Tasmania to stay connected through education and provide better training and employment outcomes.

On workforce participation, on the back of the National Skills plan signed with the Australian Government last year, in November we released the latest *Tasmanian Skills Plan* which details funding priorities through to 2028 following collaboration with a broad range of stakeholders including industry, business, learners and training providers.

Looking at the scale of the industry, in 2024 more than \$125 million was provided to Registered Training Organisations and TasTAFE to support workforce development, capital improvements and training delivery, supporting more than 24,100 program enrolments, over 6.8 million hours of Vocational Education and Training and more than 8,500 apprentices and trainees.

This year Skills Tasmania has also been overseeing the \$27.2 million Tasmanian Clean Energy Centre of Excellence partnership with the Australian Government to deliver more innovative and practical training and facilities to expand the clean energy sector workforce. In March we released the Advisory Committee Terms of Reference to guide the project.

In helping to further boost the workforce, this year Migration Tasmania filled our full quota of 2,860 skilled work visa nominations under the Skilled Migration State Nomination Program, supporting areas of workforce demand and work has also progressed on a Designated Area Migration Agreement for Tasmania to expand employer access to a broader group of potential employees.

Coming off a successful 2024–25, and under our newly settled Economic Development title, we are well placed for more success into 2025–26.

RENEWABLES, CLIMATE AND FUTURE INDUSTRIES TASMANIA AND RESOURCES





RENEWABLES, CLIMATE AND FUTURE INDUSTRIES TASMANIA AND RESOURCES

This year we welcomed the natural resources functions to ReCFIT as part of the State Growth strategic structural realignment, bringing the forestry and minerals regulatory, policy and oversight functions in to join our renewable energy, emerging industries, emissions reduction and climate change resilience roles.

This year we were proud to play an important role at each of the national, regional, local and even household level, helping to boost the economy, support industry and improve the lives of everyday Tasmanians.

At a national level, in May we were pleased to confirm a Tasmanian allocation of 4,000GWh for new renewable projects under the national Capacity Investment Scheme through a Renewable Energy Transformation Agreement with the Australian Government.

The scheme underwrites investment in new renewable infrastructure to help meet national renewable energy targets and supports Tasmania's plans for increasing renewable generation capacity, bolstering our position as Australia's renewable energy leader.

It also supports the case for Project Marinus which would provide significant extra capacity for Tasmania to trade excess generation into the national energy market and access electricity from the mainland when generation levels are low.

We supported the development of multiple submissions on moving the Basslink electricity interconnector to a regulated transmission service and welcomed the Australian Energy Regulator's June decision to open access to the existing cable to the market, providing more certainty to future energy investment.

At the end of the year, significant inroads have been made on the work required to put forward a comprehensive business case and recommendations for Project Marinus to the Australian, Victorian and Tasmanian governments as co-shareholders, with a final investment decision expected in the new financial year.

Project Marinus Stage 1 will see investment of more than \$5 billion in the new interconnector and transmission developments. Importantly, Marinus will also encourage more investment in renewable energy generation, helping Australia meet its emissions reduction targets and providing more clean energy into the National Electricity Market.

Looking regionally, we spent the first part of the year continuing consultation in the north west of the state regarding the siting options for new renewable generation and transmission and considering how communities might be able to best benefit from any new projects.

As part of the Renewable Energy Approval Pathway (REAP), a dedicated Proponent Services team has been established in ReCFIT to deliver a case management service to renewable energy proponents, and to coordinate and engage with key agencies and regulators to improve the efficiency of government resources.





In an effort to attract more investment in alternative generation, this year more than 70 businesses took part in four future energy industry events to connect Tasmanian suppliers to onshore and offshore wind, solar and hydrogen proponents to help activate local industry and we have been able to significantly progress the Tasmanian Green Hydrogen Hub at Bell Bay with total investment now expected to be in excess of \$2 billion.

At the local and household level, this year the Renewable Energy Dividend and the National Bill Relief measures brought down power bills for residents of caravan parks and retirement villages and the Energy Saver Loan Scheme issued more than 3,000 new loans and settled more than 6,700 existing loans with households.

For transport, this year we kicked-off the Zero Emission Bus Project which includes a trial of battery electric buses in the state's north and three hydrogen electric buses and a new hydrogen refueller in the south and our Deliver-e grants provided \$220,000 to 19 businesses for 34 cargo e-bikes and seven electric vans. We also provided rebates for 134 electric vehicle purchases and provided support across Tasmanian Government agencies to encourage adding more EVs to the government fleet.

A key achievement to support the transition to a low emissions economy and take action on climate change was the release of six sector-based five-yearly Emissions Reduction and Resilience Plans, and an overarching roadmap. In addition, Tasmania's first statewide climate change risk assessment was released, which will help Tasmanians better understand and prepare for climate change-related risks and opportunities.

Looking at Tasmania's natural resource industries, since 2021–22 \$15 million has been provided to the On-Island Processing Program to help grow the forestry sector. This includes an additional \$5 million provided in the 2024–25 Tasmanian State Budget for the recently launched second round of the program. The first round of the Program committed almost \$6 million to 7 projects, generating an expected \$23 million in investment.

The latest five-yearly review of the Tasmanian Regional Forest Agreement is underway, supporting the continuation of a viable forest industry in Tasmania.

Continuing as a perennial performer, this year the mining industry contributed over \$72 million in royalties with Mineral Resources Tasmania regulating 500 mining leases and 180 exploration licences.

Our Exploration Drilling Grant Initiative (EDGI) supported seven projects this year which will result in 4,000 metres of exploration drilling and more than \$1.3 million in combined industry and government spending. Since it commenced in 2018, EDGI has provided \$2.89 million in support to 103 projects, generating \$8.1 million in total investment and 33 kilometres of drilling.

With many potential state-building projects on the verge of critical decisions, particularly Marinus Link and the North West Transmission Developments, 2025–26 promises to be landmark year for us.

STRATEGY, HOUSING, INFRASTRUCTURE AND PLANNING





STRATEGY, HOUSING, INFRASTRUCTURE AND PLANNING

Across the planning and delivery of infrastructure, the 2024–25 financial year saw a focus on better alignment of some of government's most important social, economic and regulatory roles.

As a part of this focus, we welcomed the State Planning Office to the department in November to continue improving the integration of land use planning, resource management and strategic infrastructure delivery.

To improve land use planning, we continued to work with regional bodies and local government on reviews of regional land use strategies. We also progressed five planning-related legislative reforms.

Wind farms at Bell Bay and Cellars Hill, and the proposed Kangaroo Bay Hotel development all received Major Project status, to be assessed by dedicated panels established by the Tasmanian Planning Commission. We also processed housing land releases at Penguin and Brighton to help address critical housing shortages.

Understanding the importance of community involvement in the planning assessment process, this year we launched the *Planning in Tasmania* website to provide a one-stop-shop for planning information and engagement. Since launching in September nearly 29,000 visitors have used the site, many seeking information about the 15 consultations we ran.

At the community level, we were also pleased to take on a housing strategy role which complements our existing work this year on the Northern Suburbs Transit Corridor Growth Strategy, the Medium Density Design Guidelines, Improving Residential Standards Recommendations Report and the \$10 million Density Incentive Grant Scheme.

We continue to support the formation of the Tasmanian Devils AFL and AFLW teams, with the club having reached an impressive membership of 210,000 this year. Moving into 2025–26, we will continue working with the Macquarie Point Development Corporation and AFL on the urban renewal program and stadium, and with Kingborough Council and the Tasmanian Football Club on the High Performance Centre in Kingston.

Still on AFL, this year we completed matchday facility upgrades at UTAS Stadium, under budget and ready for the 2025 season, ahead of this project transferring to Stadiums Tasmania for delivery.

In basketball, we announced the JackJumpers' High Performance Training Centre would be built in Kingston and were pleased to progress the centre's development application approval, tender award and construction commencement.





For community sport and wellbeing, at the end of 2024–25 the new Northern Suburbs Community Recreation Hub, Tasmania's largest multi-purpose community sport and recreation facility, was 54 per cent complete. In the south, a development application for the new Glenorchy Sports Centre has been lodged, with concept designs completed.

Looking to major economic infrastructure, we helped secure \$188 million from the Australian Government to redevelop Macquarie Wharf 6 to support the RSV *Nuyina*, locking in Hobart's status as Australia's Antarctic gateway.

Turning to our natural assets, this year we heard from more than 9,000 Tasmanians in developing a long-term vision for Kunanyi/Mount Wellington, which was released in May. Work continues on an action plan to enact the vision, which is expected to be released by the end of the calendar year.

In March and June, the Tamar Estuary Management Taskforce consulted widely on its draft *Kanamaluka/ Tamar Master Plan: Infrastructure and Amenities*. We have also been progressing the *Trial Wetland Restoration Project* on the North Esk River. In February, the taskforce also welcomed its first independent Executive Chair, Pam Allan.

A new cross-agency steering committee was convened to work with the Cape Barren Island Aboriginal Association on the provision of essential services for their island. This has been assisted with \$760,000 from the Australian Government, funding new water tanks and further investigations for a sustainable drinking water system.

Lastly, on 1 June more than 12,000 people turned out to walk the long-awaited new Bridgewater Bridge as part of its official opening. Coming in on time and budget, flow-on benefits of such a large project are felt across Tasmania in the economy, the community and in building confidence right across the state.

Importantly, there's no shortage of new projects with the recently updated 10-Year Infrastructure Pipeline seeing an increase of \$3.62 billion from last year to reach \$30.68 billion of infrastructure projects being planned throughout the state.

TRANSPORT





TRANSPORT

This year \$480 million was spent on our road and transport systems. Of this, \$180 million was spent on road upgrades, \$100 million on maintenance and almost \$200 million on improving road safety and operating and maintaining Tasmania's public transport networks.

With the 10-year Midland Highway upgrade program nearing completion and the new Bridgewater Bridge now open, we have progressed work on future network priorities while completing several detailed road corridor strategies, including for the East and West Tamar highways and the Arthur Highway.

In what will be a major achievement, we are on track to have a corridor strategy in place for every priority highway by the end of 2025. This helps us improve Tasmania's roads in a coordinated way and supports the delivery of high priority projects using existing funds and developing future funding proposals.

Looking around the state, this year under the five-year \$100 million Freight Capacity Upgrade Program we strengthened and rebuilt the road from the base-up at three sites plus strengthened seven bridges, all to improve access and reliability for freight vehicles.

In the state's north, as part of the Northern Roads Package, Birralelee Road was widened between Roxford Avenue and Brushy Rivulet. We also sealed the road's shoulders and upgraded the surface, improving access for freight vehicles and safety for all road users.

Also in the north, the Batman Highway upgrades included road widening, shoulder sealing and surface upgrades to improve road safety for all road users and access for heavy vehicles. A formal heavy vehicle rest area was also provided at Sidmouth as part of the project.

Further south, this year we constructed the new Huon Link Road, diverting vehicles travelling to Cygnet from Main Street Huonville, reducing congestion and improving safety through the Huonville Town Centre.

To Hobart, this year we continued major work on the Southern Outlet, adding an extra lane between Davey and Macquarie streets that connects to the new extended clearway on Macquarie Street. This new Transit Lane Connector will improve traffic flow by easing the bottleneck as Southern Outlet traffic enters the city.

Also covering Greater Hobart, during the year we installed our new Overhead Traveller Information System (OTIS) which includes 11 electronic signs on key travel routes as well as new CCTV cameras that help our Traffic Management Centre monitor traffic and road conditions to give drivers real-time travel information.





From infrastructure to driver behaviour, this year we were honoured to host the 2024 Australasian Road Safety Conference, which attracted around 600 attendees from across Australia and abroad. The event featured 292 abstract submissions and 200 speakers, fostering valuable discussions on the future of road safety.

Work also began delivering the Tasmanian Government's new plan for road safety, focusing on young road users. Led by the Royal Automobile Club of Tasmania (RACT) in partnership with the Road Safety Advisory Council (RSAC), this initiative will expand road safety education in schools for students in years nine and above.

Looking at our efforts in moving people, across the year almost 9,682,900 passenger trips were taken on public bus services and more than 183,300 passengers rode the Derwent ferries.

To help ease cost of living pressures and encourage more people to use public transport, this year we introduced half price fares across all general access bus operators and the Derwent ferries with urban adult fares reduced to \$1.36, \$0.96 for concession fares and students \$0.80. Intercity adult fares fell to \$9.60 from Devonport to Launceston and \$16.80 from Launceston to Hobart.

To make bus travel more accessible and comfortable, we provided grant funding for 143 bus stop upgrades across five local council areas this year. These upgrades included 20 new shelters and improvements to meet all-access, all-weather standards, supporting people with disabilities and encouraging more people to try public transport.

In a major step forward for passenger transport services, this year we signed a tripartite agreement with Cubic Transportation Systems and the Queensland Department of Transport and Main Roads for a smart ticketing system to provide tap-on, tap-off card payments across all operators. Real-time travel information is also now available, giving customers live updates on bus and ferry arrivals on their phones and devices.

Lastly, in making it easier for the public to access licensing and registration services and save time, this year we became part of the Service Tasmania one-stop digital service platform through real-time integration of our Motor Registry System, enabling seamless access to services via a single login.

To make things easier for customers, we invested \$1.2 million to enhance connectivity between the Motor Registry System and a number of other government agencies and commercial partners to improve the security and capabilities of the system while speeding up processing times, productivity and reducing costs.

Having established a more integrated approach to our structure, better coordination of our transport systems, networks, regulations and customer service responsibilities is improving the way we keep Tasmania and Tasmanians connected.

REPORT FROM THE OFFICE OF THE COORDINATOR-GENERAL



It has been a milestone year for our dedicated small team, with the office passing the \$5 billion mark in investment facilitated since 2015–16. Approximately \$431 million was added to the running total this financial year taking us to \$5.3 billion.

This total figure comprises over 160 different projects which have reached milestones such as development approval, securing finance, entering key agreements or commencing construction. Notably, nearly 100 of these projects worth nearly \$2.2 billion have been completed, supporting thousands of jobs throughout Tasmania through both construction phase and ongoing operations.

More than \$490 million of this total investment has been derived directly through our international engagement activities and this year we participated in a number of international delegations, site visits and investment missions including to the US, China and Hong Kong, South East Asia and Singapore. These activities enabled us to progress projects worth \$4.5 billion which could generate 560 full time jobs locally.

Investing in the next generation of business and investment powerhouses, we are committed to bringing together local and international entrepreneurial minds. Startupbootcamp delivered our third FoodTech Tasmania accelerator program this year to help bring fresh ideas and industry-changing businesses to reality.

By selecting 30 startups from 14 countries, hosting more than 60 events and engaging over 3,000 participants, FoodTech Tasmania has helped position the state as a food and agri-tech hub, supporting key industries, creating 26 local jobs, training more than 220 innovation leaders and promoting Tasmania to an influential global network of 250,000 innovators.

Also developing Tasmania's startup ecosystem, Enterprize Tasmania had another strong year as home to 92 business and 240 members across its innovation hubs in Launceston and Hobart. Over 2024–25 Enterprize hosted more than 440 events, attracting 4,600 attendees, including many in the north west through its Cradle Connect events.

In March 2025, we were delighted to have played a key role finding and securing new operators to save King Island Dairy from imminent closure and secure around 15 per cent of the island's economy and more than 100 jobs. Likewise, we assisted the Dolphin Tungsten Mine recapitalise to address operational challenges and formulate a transformation plan for its future and that of 90 direct local jobs.

The Launceston City Deal this year continued to transform the city with UTAS's Inveresk final \$100 million new building, The Shed, now complete. Significant progress is also being made on the \$43.6 million Northern Suburbs Community Recreation Hub and the Albert Hall redevelopment and part of UTAS's Newnham campus was subdivided and sold to the Department of Defence for its multi-million-dollar Cadet Training Facility.

Around the state, this year our Tourism EOI Process continued with one new proposal, 10 approved projects continuing and 10 operational projects having invested more than \$28.2 million and created 61 local jobs.

Our ongoing work to address unnecessary red tape continued great momentum with more than 86 per cent of 198 identified issues now resolved and this year 80 small businesses have been assisted by our Small Business Advocate. Of particular note for small businesses have been the revitalised red tape portal and the work implementing a single Small Business Start Up Permit.

With a substantial pipeline of projects, investments and opportunities on the horizon, 2025–26 is shaping up to be just as active and impactful as the current year.

John Perry

Coordinator-General

REPORT FROM THE DIRECTOR OF ENERGY PLANNING



In accordance with the provisions of the *Energy Planning and Coordination Act 1995*, I am pleased to provide this report in my capacity as both Director of Energy Planning and Energy Security Co-ordinator for the 2024–25 financial year.

I am pleased to advise that during the 2024–25 financial year, Tasmania's energy in storage remained well above the High Reliability Level (HRL) and I was again not required to exercise any powers available under Part 2A of the Act.

The risk to energy security again remained low throughout the year and the Tamar Valley Power Station continued to play a key role in supporting hydro storage levels, generating consistently over the period.

In a positive outcome for Tasmania's energy security, in June the Australian Energy Regulator (AER) announced its final decision to accept APA Group's application to convert Basslink from a market network service to a regulated transmission service.

The AER determined that conversion is more likely to promote efficient investment and operation of electricity services for the long-term interests of consumers. This decision followed extensive consultation and stakeholder submission period. The AER will now consult on the revenue Basslink would be entitled to earn as a regulated transmission service, with a draft revenue determination expected in September 2025 and a final determination in February 2026. Basslink is expected to become a regulated service on 1 July 2026.

In the 2024 calendar year Tasmania's electricity generation from on-island renewables was 9,056 GWh, representing 86 per cent of our baseline target of 10,500 GWh. This decrease from previous years is due to below-average hydro inflows and the absence of new on-island generation, necessitating above-average imports via Basslink.

Tasmania continues to maintain a strong pipeline of 17 on-island renewable energy generation projects with a combined capacity of over 6 gigawatts. While no new projects were commissioned during the year, one project received development approval and one signed key terms for a Power Purchase Agreement with Hydro Tasmania.

Looking at meeting future energy demand, in 2024–25 we secured an allocation of 1,200 MW under the Australian Government's Capacity Investment Scheme to underwrite new generation, an additional 900 MW on our initial allocation in 2023–24.

In playing our role in the national energy network, this year officers from Renewables, Climate and Future Industries Tasmania took part in three national emergency management exercises to examine emergency response arrangements for the electricity, gas and liquid fuel sectors if impacted by a range of scenarios.

ReCFIT's energy security team is also increasingly working collaboratively across all jurisdictions to prepare for, mitigate and respond to serious cyber incidents impacting across the energy supply sector.

Other challenges being addressed include technical issues associated with the clean energy transition as well as the integration of large batteries and data centre loads within the National Electricity Market.

Overall, Tasmania's energy position remains strong, with energy security risks well managed and progress toward renewable energy targets within acceptable ranges. The AER's decision to regulate Basslink marks a significant milestone in strengthening Tasmania's energy infrastructure and market integration. Continued planning and investment will be essential to meet future demand and maintain our leadership in renewable energy generation.

At the end of 2024–25 and with an outcome expected imminently, I keenly wait the final investment decision of the relevant shareholder governments on whether to proceed with Project Marinus, a potential game-changer for both the Tasmanian and national energy markets.

Sean Terry

Director of Energy Planning

REPORT FROM THE ABT RAILWAY MINISTERIAL CORPORATION



I am pleased to report on behalf of the Abt Railway Ministerial Corporation for the 2024–25 financial year.

This year has been a transformational period for the West Coast Wilderness Railway, with the business focusing on the successful delivery of two revised short services while restoring our operational capability and enhancing the visitor experience. Our overarching goal, preserving Tasmania's most significant heritage railway while operating under a sustainable model, remains firmly in sight.

From July through September 2024, we consolidated operations with the Queenstown-Lynchford Express, which proved reliable during the winter season, especially during school holidays.

The launch of the Rinadeena, Rack & Rainforest (RR&R) journey in late September rapidly became our best-performing experience, offering a full rack-and-rainforest return from Queenstown, hauled by restored steam locomotive Abt2.

In parallel, the Teepookana and the King (T&TK) service from Strahan continued to deliver a steady performance year-round, particularly across the summer months when afternoon double services were reintroduced due to high demand.

Across the year, almost 38,000 passengers travelled with us across 488 services, an improvement in both volume and efficiency compared to the previous year. In fact, this performance was a record, marking the most passengers to travel on West Coast Wilderness Railway/Abt Railway services ever.

From October 2024 through June 2025, we achieved our strongest results since the railway's reopening in 2014, despite operating on a five-day roster compared to the six- or seven-day schedule maintained by the former operator. Numbers were well above operating levels when under private control prior to 2013 which sat at around 36,000 while running 7-day-a-week operations and it is also well ahead of our pre-COVID numbers. This saw our average occupancy rate increase to 83 per cent, highlighting the success of our revised product-market fit and enhanced scheduling model.

Off-rail, our food and beverage operations also recorded strong outcomes, with continued growth in both spend per transaction and transaction volumes across our cafés seeing average spend per customer rise dramatically.

On the capital side, we began implementation of a \$9.7 million infrastructure renewal program including works on Bridge 36, turnout upgrades and rolling stock refurbishments. Notably, firebox repairs to Abt3 and refurbishment of Car 14 are scheduled for completion before the peak 2025–26 summer period.

Operationally, we achieved significant cost control while absorbing inflationary pressures and recruitment needs. As a result, we came in well under our forecast loss, with earnings improving by more than 30 per cent on the prior year.

Behind the scenes, we have strengthened our rail governance, in conjunction with the Department of State Growth and Advisory Committee. The governance model provides enhanced operational oversight and technical assurance, while retaining our brand identity. This has been enhanced by a very positive, cooperative relationship with TasRail.

As we prepare for the 2025–26 year, our goals remain ambitious but grounded—sustain and grow our core services, deliver the capital program on time and continue enriching Tasmania's visitor economy and the West Coast community.

Our motto—*find a way or make it*—continues to guide us, with pride in our heritage and confidence in our future.

Ian Robertson

General Manager

PERFORMANCE INFORMATION

Creative Industries, Sport and Visitor Economy

Performance Measure	Unit of Measure	2023–24 Actual	2024–25 Actual	2025–26 Target
Arts Industry Development				
Attendance at selected cultural venues ¹	Number	181,171	192,320	198,090
Contribution to Gross State Product of selected arts industries ²	\$ million	158	165	170
Attendance at selected performing arts events ³	Number	246,751	287,475	254,000
Number of artists, arts and museum-workers supported ⁴	Number	3,307	3,108	3,000
Screen Industry Development				
Developed projects that advance into production ⁵	Ratio	4:1	3.5:1	10:1
Leveraged spend in the state ⁶	Ratio	7:1	6.5:1	4:1
Sport and Recreation				
Performance of Tasmanian athletes at benchmark international sporting events	Number	18	25	18
Tasmanian Museum and Art Gallery (TMAG)				
TMAG total visitors per annum ⁷	Number	245,321	281,995	290,000
TMAG total visitor engagement ⁸	Number	511,783	579,886	580,000

Notes

- Attendance at selected cultural venues includes only those organisations receiving assistance under Arts Tasmania's Cultural Heritage program. The group of venues will change from year to year.
- Contribution to the Gross State Product of selected arts industries is taken from the annual Australian Bureau of Statistics publication 5220.0 *Australian National Accounts: State Accounts* released in November each year. Prior year actual figures are revised in accordance with: Cat.5220.0 Table 7 Expenditure, Income and Industry Components of Gross State Product, Row 161 Column EU, Row 45 = \$424 million, multiplied by Arts factor (determined by the Statistics Working Group) of 37.2 per cent = \$157.7 million for 2023-24. The 2024-25 figure is the target, as Australian Bureau of Statistics figures for 2024-25 are to be released in November 2025. 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.
- Attendance figures from Administered Outputs and identified special projects in Tasmanian State Budget Papers. The target for 2025-26 is reflective of a non-festival year for Ten Days on the Island.
- 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. The actual and target amounts for 2024-25 and 2025-26 show a slight reduction due to changes in program and commissions offered each year.
- 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 Key Performance Indicator is calculated as a rolling average over three years. This ratio may result in previously reported actuals being restated to reflect the final actual position.
- 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. This measure into account expenditure and funding provided through the Production Support and Island Screen Incentive Programs.
- TMAG total visitors represent the combined number of visits made across the TMAG sites. The target for 2024–25 indicates growth in attendance, though not to pre-COVID 19 levels. This reflects the still slow re-emergence of attendee and participant confidence. Visitation figures include data up to May 2024 only for Narryna and Markree.
- 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.

Economic Development

Performance Measure	Unit of Measure	2023-24 Actual	2024-25 Actual	2025-26 Target
International students commencing their studies in Tasmania ¹	Number	5,535	4,231	5,000
Supporting access to a skilled workforce through state nomination of skilled migrants ²	Number	1,200	2,860	2,860
Grow the value of Tasmania's premium exports to international markets ³	\$ million	3,927	4,187	3,978
Provision of information and advisory services to SMEs ⁴	Number	3,759	3,008	3,000
VET graduates employed after training ⁵	%	85.4	84.0	84.6
VET graduates with improved employment status after training ⁶	%	76.3	74.7	76.6
Apprentice/trainee in training ⁷	Number	11,030	9,700	9,700

Notes

1. Data for this measure is sourced from the Department of Education, Australian Government. Full year figures for 2024-25 were not available at the time of preparation of this report. The figure provided is derived from a calculation of part-year data for the period July 2024 to May 2025. It should, however, be noted that a range of factors are continuing to impact international student numbers in Tasmania, including increased national and global competition, changes in source markets and national reform activity.
2. The data reflects nominations for the Skilled Nominated visa (subclass 190) and Skilled Work Regional visa (subclass 491) through Tasmania's Skilled Migration State Nomination Program. The ability to achieve targets is dependent upon the number of nomination places allocated to Tasmania by the Australian Government in each financial year. An allocation is yet to be made for 2025-26.
3. The 2023-24 actual figure was finalised with the February 2025 release of the Australian Bureau of Statistics (ABS) *International Trade in Goods* (Cat. 5368.0). The full-year preliminary figure for 2024-25 is available from the ABS August release of trade data, with figures subject to revision in the following six monthly-updates. Given recent setbacks in the processed metals sector and the direct and indirect effects of US tariffs on Tasmanian exports, we estimate a five per cent decline in export values for 2025-26 and have adjusted the target accordingly. The value of premium merchandise exports is calculated as total goods exports less iron ores and concentrates.
4. This measure captures the number of businesses (small and medium-sized with 19 or less Full-Time Equivalent staff) provided with information and advice services by the Small Business Unit, including the Business Tasmania service. These figures exclude visits to the Business Tasmania website and attendance at events. The 2023-24 Actuals reflect increased programs and services following COVID-19. While a more normalised figure has been adopted in Target years, it should be noted that these figures will increase or decrease based upon government programs and services at the time.
5. The data for this measure was sourced from National Centre for Vocational Education Research Limited Student Outcomes Survey 2024 (released December 2024).
6. The data for this measure was sourced from NCVER Limited Student Outcomes Survey 2024. 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.
7. This measure represents the number of Tasmanian apprentices and trainees undertaking training as at 30 June of each financial year, sourced from Skills Tasmania internal data as at 22 July 2025.

Renewables, Climate and Future Industries Tasmania and Resources

Performance Measure	Unit of Measure	2023–24 Actual	2024–25 Actual	2025–26 Target
Renewables, Climate and Future Industries Tasmania				
Renewable Energy Target ¹	Number (GWh)	9,664	8,639	10,725
Proportion of actions completed or on track in the <i>Tasmanian Renewable Energy Action Plan</i> and <i>Tasmanian Renewable Hydrogen Action Plan</i>	%	92	94	100
Total Energy in Storage remained above the High Reliability Level ²	Yes/No	Yes	Yes	Yes
Progress towards implementing the initiatives, projects and actions in the <i>Climate Change Action Plan</i> ³	%	97	100	100
Resources				
Volume of total timber produced in public and private forests ⁴	Tonnes '000	4,260	n/a ⁶	4,750
Percentage of timber processed in Tasmania ⁵	%	89.9	n/a ⁶	90.0
Tasmania's percentage of industry's mineral exploration expenditure in Australia ⁷	%	0.9	0.9	0.9
Area covered by modern geoscientific data collection techniques with subsequent 1:25,000 geological mapping coverage ⁸	%	70	71	71
Programmed abandoned mining lands rehabilitation projects completed	%	100	100	100

Notes

1. The actual results are sourced from OpenNEM. The targets for the outyears are with reference to the 100 per cent renewable generation baseline of 10,500 GWh, with step increases expected towards 2030 as large-scale renewables come online.
2. High Reliability Level is a threshold to which reserve water is held for energy security purposes, where the reserve is sufficient to withstand a six-month Basslink outage coinciding with a very low inflow sequence and avoid extreme environmental risk for Great Lake.
3. *Tasmania's Climate Change Action Plan 2023–25* was launched in mid-2023. The 2024-25 Actual relates to actions in the action plan that are the responsibility of the Climate Change Office in Renewables, Climate and Future Industries Tasmania.
4. This measure is the total volume of timber products produced in Tasmania from private hardwood and softwood plantations, private and public native forests. The target is based on Resources Policy's analysis.
5. This measure reflects the proportion of total volume of timber harvested that undergoes some form of processing within the state.
6. These data are drawn from the Private Forests Tasmania and Sustainable Timber Tasmania Annual Reports. The Annual Reports for 2024-25 have not yet been released at the time of reporting.
7. Statistics are derived from the three quarters of each financial year from Australian Bureau of Statistics exploration data.
8. The definition of modern remote sensing data and mapping is defined as data created from 1996 onwards.

Strategy, Housing, Infrastructure and Planning

Performance Measure	Unit of Measure	2023–24 Actual	2024–25 Actual	2025–26 Target
Infrastructure Tasmania				
Tasmania's 10-year Infrastructure Pipeline online dashboard updated at least twice a year ¹	Yes/No	No	No	Yes
Percentage of Tier 1 major projects that have undergone an independent project assurance review coordinated by Infrastructure Tasmania ²	%	100	100	100

Notes

1. The 10-Year Infrastructure Pipeline is published through an online database. Information is gathered from asset owners, including Tasmanian Government agencies, government businesses, relevant statutory authorities, local government and also includes known major private sector projects. Updates follow the release of the State Budget and Revised Estimates Report. This year, the pipeline was updated in January 2025, in alignment with the updated budget cycle following the March 2024 State Election. A second update, originally scheduled for release following the revised 2025 Budget, was delayed due to the July 2025 State Election. The next update is expected once the State Budget is delivered in 2025-26.
2. This measure captures Tasmanian Government agency projects determined to be Tier 1 major projects under the Infrastructure Tasmania Project Assurance Framework. Tier 1 major projects are those assessed under the framework as 'High Risk, High Value' projects, following a weighted risk score matrix and risk criteria.



Performance information continued

Transport

Performance Measure	Unit of Measure	2023–24 Actual	2024–25 Actual	2025–26 Target
Motor Registry System availability	%	99.8	99.8	99
Vehicles found to be unregistered of those checked ¹	%	0.46	0.63	0.65
Number of serious casualties from road crashes ²	Number	317	329	243
Wheelchair accessible taxis licensed ³	Number	57	53	54
Average bus age on contracted services ⁴	Number	12.45	14	14
Number of route and timetable reviews undertaken of the general access bus network in Tasmania ⁵	Number	3	2	2
Percentage of scheduled and timetabled trips delivered per operator for the general access bus network ⁶	%	>99	98	98
Percentage of customer requests relating to maintenance on state roads responded to within prescribed timeframes ⁷	%	96.60	95.3	95
Speed limit reviews on the state road network completed within 28 days of request ⁸	%	92	N/A	TBC
Number of road corridor strategies on the state road network completed during the reporting period ⁹	Number	2	2	2
Average consent request response time for heavy vehicle access permit applications on the state road network ¹⁰	Days	5.6	6.85	10

Notes

1. This data is based on five automatic number plate recognition cameras installed on transport safety vehicles with a target of collecting 50,000 images per month. The 2023–24 result was 0.46, however in last quarter of the financial year there was a notable increase and there is an upward trend in unregistered detections.
2. The 2022–23 actual number has been amended, reflecting changes in reported fatal and serious injuries during this period. Serious casualties include road fatalities and road serious injuries (admitted to hospital for 24 hours or longer).
3. WAT licence number decreased in 2023–24 and 2024–25 due to an ongoing exercise to clear inactive licences.
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. 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 measure 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. The timeliness of responding to customers about maintenance requests on state roads is a key measure of the department's success in meeting customer needs. Depending on the nature of the maintenance request, the prescribed timeframes differ.
8. State Growth is currently reviewing its speed limit assessment process across the entire state and local government road network to align with the Speed Management strategy currently being developed as an action from the Road Safety Advisory Council (RSCA). As part of this review a revised performance indicator is being considered.
9. The department is working towards the goal of having a road corridor strategy in place for every major state road in Tasmania as part of its strategic approach to transport planning.
10. 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	2023-24 Actual	2024-25 Actual	2025-26 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	476	431	340

Notes

- 1. The Annual Red Tape Reduction Report produced and published each year lists red tape issues identified for government to act on and reports the progress against these actions.
- 2. This includes investment where the Office of the Coordinator General has: directly engaged with an entity to promote or support new, or retain existing, investment in Tasmania; provided investment facilitation services including advice, process identification and navigation, and engagement with relevant parties; or provided recommendations to government resulting in financial or other support to a project. The investment facilitated figure reflects the value of projects supported or assisted that have reached a specific milestone to allow a value to be counted in that financial year (e.g. DA approval, key agreement signed etc).



PREMIER'S ECONOMIC AND SOCIAL RECOVERY ADVISORY COUNCIL UPDATE

Rec F-8	Status: Underway
Regional land use strategies should be comprehensively updated. Reviews of all three of Tasmanian regional land use strategies (RLUS) are continuing with memorandums of understanding (MOUs) now in place between the Tasmanian Government and the three respective regional coordination bodies undertaking the reviews. Under the MOUs, work is overseen by a steering committee of local government and state government representatives. The Tasmanian Government has provided nearly \$2.5 million over the last three years for the preparation of the new strategies, including funds for: • each region to employ a Regional Planning Coordinator to coordinate the reviews • analysis of residential demand and supply and the preparation of a statewide industrial land use strategy • local strategic planning projects such as the preparation of settlement structure plans for some smaller councils. To expedite the process, additional dedicated resources have been allocated with the aim of having new strategies in place by mid-2026. While much of this work continues, a number of amendments have been made to all three RLUS over the past years to keep them up to date, ensuring they can continue to appropriately manage land use and growth in the regions while their broader reviews are finalised.	
Rec F-20	Status: Completed
Industry bodies (associations and employer representatives) should enter into industry compacts with the State Government that include step-up commitments to: • 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. As a key part of the Tasmanian Government's skills and training sector reforms, Industry Skills Compacts have now been signed with 11 sectors – Automotive, Advanced Manufacturing, Agriculture, Mining, Transport, Energy, Early Childhood Education and Care, Disability Services, Technology Industry, Building and Construction and Tourism and Hospitality. Additionally, the Aged Care Industry Skills Compact is ready for signing and negotiation on the Forestry Industry Skills Compact is being finalised. Unfortunately, the seafood industry has declined to join the initiative. Compacts are regularly reviewed and priority action plans are updated to reflect completed actions and emerging priorities.	

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; and
- allocating funding for digital infrastructure projects to strengthen connectivity, particularly in our regions.

The Tasmanian Government continues its collaboration with Australian and states and territory governments to examine and assess matters at both a jurisdictional and national level.

Ongoing discussion subjects include the Australian Government's digital infrastructure funding programs (Regional Connectivity Program, Mobile Black Spots Program, Peri-Urban Mobile Program, Regional Roads and Mobiles Pilot Program) and co-investment opportunities, as well as consideration of specific issues including the Regional Telecommunications Independent Review.

Similarly, regular engagement continues with telecommunications carriers to strengthen regional connectivity and explore collaboration opportunities.



SUPPORTING INFORMATION

Right to Information

The department has a legal duty to respond to requests for information in accordance with the *Right to Information Act 2009* (the RTI Act), 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 2024–25, the department dealt with 117* 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 on 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.

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

* Includes all RTI applications made or transferred to/from the department. It excludes RTI applications made to a Minister.



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 2025.

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. Where statutory review rights apply, the affected person is provided advice about those rights and how to exercise them along with the relevant decision.

Ex-gratia payments

Nil.

Legislation administered by the Department of State Growth 2024–25

Minister for the Arts and Heritage

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

Theatre Royal Precinct Redevelopment Act 2016

Minister for Business, Industry and Resources

Beauty Point Landslip Act 1970

Cable Car (kunanyi/Mount Wellington) Facilitation Act 2017

Closer Settlement Act 1957

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

Employment Incentive Assistance Act 1984

Farm Water Development Act 1985

Forest Management Act 2013

Forest Practices Act 1985

Forest Practices Administrative Reform (Transitional and Consequential) Act 2004

Forest Practices (Private Timber Reserves Validation) Act 1999

Forestry (Fair Contract Codes) Act 2001

Forestry (Rebuilding the Forest Industry) Act 2014

Goldamere Pty Ltd (Agreement) Act 1996

Greater Hobart Act 2019

Iron Ore (Savage River) Arrangements Act 1996

Lawrence Vale Landslip Act 1961

Macquarie Point Development Corporation Act 2012

Mineral Resources Development Act 1995

Mining (Strategic Prospectivity Zones) Act 1993

Petroleum (Submerged Lands) Act 1982

Private Forests Act 1994

Public Land (Administration and Forests) Act 1991 except Part 2 (see Department of Premier and Cabinet under the Minister for Housing, Planning and Consumer Affairs)

Pulp Mill Assessment Act 2007

Regional Forest Agreement (Land Classification) Act 1998

except Divisions 2 and 3 of Part 2, and the making of regulations under section 26 in so far as those regulations relate to Divisions 2 and 3 of Part 2 (see Department of Natural Resources and Environment Tasmania under the Minister for Parks)

Rosetta Landslip Act 1992

Rural Adjustment Act 1995

Tasmanian Development Act 1983

Timber Promotion Act 1970

War Service Land Settlement Act 1950

Minister for Energy and Renewables

Electricity – National Scheme (Tasmania) Act 1999

Electricity Reform Act 2012

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 Housing, Planning and Consumer Affairs)

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

Electricity Wayleaves and Easements Act 2000

Energy Co-ordination and Planning Act 1995

Gas Industry Act 2019

Hydro-Electric Corporation Act 1995

National Energy Retail Law (Tasmania) Act 2012

National Gas (Tasmania) Act 2008

Petroleum Products Emergency Act 1994

Minister for Environmnet

Climate Change (State Action) Act 2008

Minister for Hospitality and Small Business

Farm Debt Mediation Act 2024

Minister for Housing, Planning and Consumer Affairs

Community Housing Providers National Law (Tasmania) Act 2013

Fire Damage Relief Act 1967

Homes Tasmania Act 2022

except in so far as it relates to the lending of funds for home ownership (see Department of Treasury and Finance under the Treasurer)

Housing Land Supply Act 2018

Land Use Planning and Approvals Act 1993

Local Government (Building and Miscellaneous Provisions) Act 1993

except Part 7 (see Department of Justice under this Minister)

Land Use Planning and Approvals (Stony Rise Development Approval) Act 2024

Local Government (Subdivision Approval Validation) Act 1995

Major Infrastructure Development Approvals Act 1999

Public Land (Administration and Forests) Act 1991
Part 2 (otherwise see Department of State Growth under the Minister for Business, Industry and Resources)

State Policies and Projects Act 1993

Part 4 and the making of regulations under section 46, in so far as those regulations relate to Part 4 (otherwise see Department of Premier and Cabinet under the Premier)

Sullivans Cove Waterfront Authority (Repeal) Act 2011

Minister for Infrastructure

Highways Act 1951

Port Companies Act 1997

Rail Company Act 2009

Roads and Jetties Act 1935

Strategic Infrastructure Corridors (Strategic and Recreational Use) Act 2016

Tasmanian Ports Corporation Act 2005

Minister for Skills and Training

Building and Construction Industry Training Fund Act 1990

TasTAFE (Skills and Training Business) Act 2021

Training and Workforce Development Act 2013

Training and Workforce Development (Transitional Provisions) Act 2013

Vocational Education and Training (Commonwealth Powers) Act 2011

Minister for Sport and Events

Stadiums Tasmania Act 2022

Minister for Tourism

Tourism Tasmania Act 1996

Minister for Local Government

Local Government (Highways) Act 1982

Supporting information continued

Minister for 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

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 functions, powers and operation of the Tasmanian Civil and Administrative Tribunal (see Department of Justice under the Attorney-General/Minister for Justice)

Passenger Transport Services Act 2011

Rail Infrastructure Act 2007

Rail Safety National Law (Tasmania) Act 2012

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

Legislation enacted 2024–25

Farm Debt Mediation Act 2024

Land Use Planning and Approvals (Stony Rise Development Approval) Act 2024



Policies to help manage our business

Asset management

The Department of State Growth manages a diverse range of assets ranging from land and buildings to collections, equipment and vehicles.

State Growth is committed to the improvement of its asset portfolio through the following strategies:

- ▶ Planning for and developing a Strategic Asset Management Plan to support strategic direction and objectives for the efficient and effective management of assets.
- ▶ Improving accessibility within the department's property portfolio.
- ▶ Optimising the use and accessibility of the department's office accommodation through strategic accommodation planning.
- ▶ Ensuring our property assets are safe through the development of strategies in line with the broader government Protective Security Policy Framework.
- ▶ Progressing work to transition the department's vehicle fleet to 100 per cent electric vehicles by 2030.
- ▶ Optimising property maintenance through whole-of-department contracts to meet statutory obligations.

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 State Growth. The department has implemented a number of mechanisms for the management of risks associated with its activities including the establishment of risk management policies and associated mitigation strategies.

The Executive and Risk and Audit committees undertake annual reviews of the department's strategic risks. Risk assessments are completed by each group, with the aim of identifying key residual risk exposures and management/mitigation strategies. In 2024–25, we continued to manage risk under our department-wide risk management framework.

The Risk and Audit Committee oversees the internal audit program, which is focused on providing assurance and mitigating strategic risks. Internal audits test and refine the adequacy of controls to manage and mitigate risks and provide response recommendations when incidents occur.

The department is 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.

It is also 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.

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.

Supporting information continued

Gifts, benefits and hospitality

The Department of State Growth adheres to the Gifts, Benefits and Hospitality Policy that requires all officers and employees 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) must be published.

The Department of Premier and Cabinet is undertaking a review of the whole-of-government policy, arising from an audit by the Integrity Commission. State Growth is participating in that review. The current Gifts, Benefits and Hospitality Policy and the Gifts and Hospitality Register are available on the department's website.

Child-related professional conduct

State Growth is committed to ensuring that children and young people feel safe and are safe. The Child and Youth Safe Organisations Framework was established through the *Child and Youth Safe Organisations Act 2023* to keep children safe in organisations.

The purpose of a *Child-Related Professional Conduct Policy* is to establish a clear set of expectations for behaviour that is aligned with the *State Service Principles* and *State Service Code of Conduct*. It also responds to Commission of Inquiry Recommendation 20.2 requiring all agencies that provide services for children to develop policies outlining expected standards of behaviour by state service staff.

Children and young people have a right to feel and be safe, well, supported, happy and heard, without exception. Being a child and youth safe organisation means supporting staff to understand how to:

- ▶ prevent harm to children and young people
- ▶ recognise and respond effectively where harm has occurred, and
- ▶ set and pursue goals to uphold and promote child safety and wellbeing.

Fraud and corruption control

The Department of State Growth maintains a zero-tolerance stance toward fraud and corruption. All employees are obligated to uphold strong and effective control measures to ensure the integrity of departmental operations.

In alignment with Treasurer's Instruction FC-5 *Fraud and Corruption Control* and guided by the principles set out in the Australian Standard *Fraud and Corruption Control AS 8001:2021*, the department has implemented an updated Fraud and Corruption Control Plan. This plan outlines a robust framework for the prevention, detection and response to fraud and corruption within the agency.

Key enhancements of the plan include:

- ▶ Clearly defined roles and responsibilities for all employees.
- ▶ A streamlined structure that simplifies the plan into three core stages: Prevention, Detection, and Response.
- ▶ Development of a user-friendly flow chart to guide reporting procedures.
- ▶ Development of a short video presentation and knowledge transfer questionnaire for new and existing employees.

ICT planning

An updated State Growth ICT Strategic Framework 2025–2027 has been developed to guide our digital activities over the next three years.

It outlines a high-level vision for our digital future and identifies key objectives, what they mean, and how we will go about achieving them. The framework supports the intent of the State Growth Corporate Plan 2023–2026, the DPaC Digital and Data Committee workplan and other whole-of-government digital plans and policies such as the Digital Futures planning.

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 small and medium enterprises (SMEs) are given every opportunity to compete for agency business, as well as the International Procurement Obligations where they apply.

The department conducted 138 procurement processes resulting in the award of 145 significant contracts and consultancies with a value of \$50,000 or more for the period of 1 July 2024 to 30 June 2025.

The department recorded no formal procurement complaints for the period of 1 July 2024 to 30 June 2025.

Table A provides a summary of the level of participation by Tasmanian SMEs for contracts, tenders and/or quotations with a value of \$50,000 or more (excluding GST).

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

Table C provides a summary of consultancy contracts with a value of \$50,000 or more (excluding 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 Instruction PP-2.

Table F provides a summary of contracts which contain confidentiality provisions implemented in accordance with Treasurer’s Instruction C-1.

Table G provides a summary of contract extensions approved in accordance with Treasurer’s Instruction PP-6.



Supporting information continued

Table A

Summary of procurement including participation by Tasmanian SMEs for procurement processes of \$50,000 or more (ex GST)	
Total number of contracts and consultancies awarded	145
Total number of contracts and consultancies awarded to Tasmanian SMEs	86
Total value of contracts and consultancies awarded	\$159,362,672
Total value of contracts and consultancies awarded to Tasmanian SMEs	\$113,580,845
Total number of tenders called and/or quotation processes run	138
Total number of bids and/or written quotations received	379
Total number of bids and/or written quotations received from Tasmanian SMEs	228
Total number of new consultancies awarded	94
Total number of new consultancies awarded to Tasmanian SMEs	51
Total value of new consultancies awarded	\$23,613,278
Total value of new consultancies awarded to Tasmanian SMEs	\$12,059,719
Total number of tenders called and/or quotation processes run	88
Total number of bids and/or written quotations received	256
Total number of bids and/or written quotations received from Tasmanian SMEs	134
Total number of new contracts awarded	51
Total number of new contracts awarded to Tasmanian SMEs	35
Total value of new contracts awarded	\$135,749,394
Total value of new contracts awarded to Tasmanian SMEs	\$101,521,127
Total number of tenders called and/or quotation processes run	50
Total number of bids and/or written quotations received	123
Total number of bids and/or written quotations received from Tasmanian SMEs	94

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

Tasmanian SMEs are Tasmanian businesses employing less than 200 people. A Tasmanian business is a business operating in Tasmania that has a permanent office or presence in Tasmania and which employs Tasmanian workers.

A consultancy is defined as a person or organisation engaged to provide recommendations, specialist or professional advice to assist or influence decision-making.

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 including any options to extend	Value including any options to extend
3727	Provision of Office Supplies	Complete Office Supplies Pty Ltd	Tasmania	19/07/2024-18/07/2030	\$356,895
3884	Tasmanian Institute of Sport - Strength and Conditioning Service Provider	Nicole Catherine Tuck	Tasmania	26/07/2024 - 30/06/2025	\$79,297
3774	Pavement Resurfacing 2024-2025 - North-West	Roadways Proprietary Limited	Tasmania	21/08/2024 - 30/05/2025	\$7,540,520
3775	Pavement Resurfacing 2024-2025 - South	Roadways Proprietary Limited	Tasmania	21/08/2024 - 30/05/2025	\$7,254,121
3776	Pavement Resurfacing 2024-2025 - North	Hazell Bros Group Pty Ltd	Tasmania	21/08/2024 - 30/05/2025	\$7,278,147
3882	Ad Hoc Traffic Counts 2024	Matrix Traffic and Transport Data Pty Ltd	Queensland	02/09/2024 - 30/06/2027	\$60,000
3603	Common Ticketing Solution for Public Transport	Cubic Transportation Systems (Australia) Pty Ltd	Queensland	10/09/2024 - 15/06/2035	\$65,004,302
3818	Supply, Production and Distribution of Australian Disability Parking Permits	The trustee for the De Saumarez Group Unit Trust trading as Intandem	Victoria	20/09/2024 - 19/09/2031	\$560,000
3904	Priority Weed Program 2024-25 - West Coast Sub-region	Gillian Elizabeth Marsden & Axel Oliver Meiss as trustee for the Meis	Tasmania	23/09/2024 - 27/06/2025	\$52,000
3905	Priority Weed Program 2024-25 - Central Highlands Sub-region	Katherine Van Dullemen	Tasmania	23/09/2024 - 27/06/2025	\$67,000
NR1719	Energy Dashboarding and Market Intelligence	Rystad Energy Pty Ltd	New South Wales	30/09/2024 - 29/09/2027	\$86,832
3914	Tamar Estuary Management Taskforce - Trial Wetland Restoration Project - North Esk High Resolution Digital Terrain Mapping (LiDAR)	Veris Australia Pty Ltd	Tasmania	01/10/2024 - 05/12/2024	\$96,500
3925	Extension of Ticket to Play voucher system (Ticket to Wellbeing)	Two's Complement Computing Pty Ltd trading as Zoodata	Western Australia	16/10/2024 - 31/03/2025	\$72,030
3789	Online Business Advice Platform	BDO Services Pty Ltd	Queensland	14/10/2024 - 13/10/2034	\$896,500
3654	University of Tasmania (UTAS) Stadium Redevelopment Project - Matchday Facility Upgrades Construction Package	Fairbrother Pty Ltd	Tasmania	05/11/2024 - 11/04/2025	\$1,941,157
3893	Content Management System (CMS) - Squiz Matrix Digital Experience Platform	Squiz Australia Pty Ltd	New South Wales	14/10/2024 - 13/10/2027	\$496,200
3921	Tasmanian Institute of Sport - Strength and Conditioning Service Provider	SPR Conditioning Pty Ltd	Tasmania	06/11/2024 - 30/06/2025	\$85,000

Supporting information continued

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 including any options to extend	Value including any options to extend
3802	Permanent Traffic Count Services 2025	Pentagon Systems (Qld) Pty Ltd	Queensland	01/12/2024 - 05/01/2032	\$188,832
3916	State Roads Conservation Sites Program - 2024-25	North Barker Ecosystem Services Pty Ltd	Tasmania	28/11/2024 - 30/06/2025	\$140,100
3935	ITAS Project Assurance review - MRS Business Case	Scyne Advisory Pty Ltd	Tasmania	11/12/2024 - 28/02/2025	\$60,929
3910	Supply and Distribution of Metro Greencards	Metro Tasmania Pty Ltd	Tasmania	01/01/2025 - 31/12/2027	\$96,000
3955	Midland Highway Final Stages (MHFS) - State Permit and Offset Implementation Management	North Barker Ecosystem Services Pty Ltd	Tasmania	13/12/2024 - 31/08/2025	\$90,000
3751	Production and Supply of Registration Number Plates	LicenSys Pty Ltd	Queensland	01/07/2024 - 30/06/2032	\$5,794,816
3695-1	Great Eastern Drive - Apsley Package	Shaw Contracting (Aust) Pty Ltd	Tasmania	17/12/2024 - 30/06/2026	\$18,745,786
3449-1	Frankford Road-Chapel Road and Pipers River Road-Waddles Road - Junction Upgrades	Gradco Pty Ltd	Tasmania	05/12/2024 - 04/06/2025	\$1,027,506
3985	Market Research and Forecasting Services for Submarine Digital Infrastructure Project	PriMetrica, Inc dba TeleGeography	International	09/01/2025 - 08/01/2026	\$61,321
3946	Solution Testing for Common Ticketing	Osmodal Group Pty Ltd	New South Wales	22/01/2025 - 21/01/2028	\$103,300
3985	New Bridgewater Bridge Project - Opening Event Management	Naomi Louise Will trading as EventSphere	Tasmania	13/01/2025 - 15/06/2025	\$99,500
3998	Compass Software Platform (Enterprise Annual Subscription)	Compass IOT Pty Ltd	Tasmania	01/01/2025 - 31/12/2025	\$80,000
3932	Online Business Continuity Tool	Takeflight Pty Ltd trading as Neon Jungle	Tasmania	28/02/2025 - 26/07/2030	\$98,359
3934	HVAMS Hosting and Support Services	Intuit Technologies Pty Ltd	Tasmania	01/07/2025 - 31/12/2026	\$253,767
3938	School Bus Service for Spring Farm Estate in Kingston	Wisby's Buses Pty Ltd	Tasmania	06/02/2025 - 11/12/2030	\$295,866
3685	Contract Administration System Solution	ReadyTech Procurement Solutions Pty Ltd	New South Wales	06/01/2025 - 04/02/2031	\$701,140
3771-2	Park and Ride - Midway Point	BlackCap Construction Pty Ltd	Tasmania	08/04/2025 - 02/02/2026	\$2,392,789
4038	Glen Dhu Fencing	Tas-Fencing Group Pty Ltd	Tasmania	09/04/2025 - 30/06/2025	\$86,682
4003	25 St John Street Fitout Works	Anstie Constuctions (Tas) Pty Ltd	Tasmania	15/04/2025 - 01/06/2025	\$986,600

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 including any options to extend	Value including any options to extend
3994	Program Coordination Services for the National Automated Access System (NAAS)	Ignite Project Services Pty Ltd	Tasmania	23/04/2025 - 30/06/2026	\$420,000
4062	Traffic Counter Maintenance	Pentagon Systems (Qld) Pty Ltd	Queensland	16/04/2025 - 30/12/2025	\$98,280
3762-1	Port Road Blackabys Road Junction, Boat Harbour Junction	Shaw Contracting (Aust) Pty Ltd	Tasmania	08/05/2025 - 26/02/2026	\$2,424,594
4010	Graphic Design Services	ARTAS Architects Pty Ltd	Tasmania	15/05/2025 - 14/05/2026	\$99,999
3734	Illawarra Road Upgrade - Stage 2b	Fulton Hogan Construction Pty Ltd	Tasmania	22/05/2025 - 27/08/2026	\$10,691,051
3633-1	Freight Capacity Upgrade Program - Bridge Strengthening - Wivenhoe, Charles Street and Ring River Bridges	Hazell Bros Group Pty Ltd	Tasmania	27/05/2025 - 21/07/2026	\$3,250,712
3728-1	Sheffield Main Road - Coal Creek Bridge Replacement	Hazell Bros Group Pty Ltd	Tasmania	13/11/2025 - 27/04/2026	\$2,376,955
4088	NAAS Phase 2 Work Plan - Technical Writing Services	Ernst and Young	New South Wales	03/06/2025 - 15/07/2025	\$78,750
3959	Sorell Bypass Roundabout Landscaping	Hazell Bros Group Pty Ltd	Tasmania	06/06/2025 - 24/10/2025	\$610,274
3849	Old Bridgewater Bridge Demolition	Hazell Brady JV	Tasmania	06/06/2025 - 06/03/2026	\$13,162,580
4065	DOLRE Bridge Barrier	LB Australia Pty Ltd	New South Wales	13/06/2025 - 27/06/2026	\$646,370
3961	JackJumpers High Performance Training Centre - Main Works	Fairbrother Pty Ltd	Tasmania	06/06/2025 - 05/06/2026	\$13,304,896
3898 and 3899	Provision of a School Bus Service in each of Central Tasmania and North-East Tasmania	Comely Banks Pty Ltd and Valley Passenger Transport Pty Ltd	Tasmania	01/06/2025 - 31/12/2029	\$1,128,407
3987	Montrose Foreshore Intersection Upgrade	DCS Civil Tas Pty Ltd	Tasmania	27/06/2025 - 03/04/2026	\$5,580,780

Supporting information continued

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 including any options to extend	Value – including any options to extend
3877	Regional Jobs Hubs Community of Policy and Practice Transition Project	Brotherhood of St Laurence	Victoria	04/07/2024 - 31/12/2024	\$80,745
3843	HVAMS - Spatial Data	Spatial Enterprises Pty Ltd	Tasmania	01/04/2024 - 31/10/2024	\$156,700
3862	Tarkine Adventure Hub - Commercial Agency	TSA Riley Pty Ltd	New South Wales	16/07/2024 - 31/12/2024	\$145,360
3886	Statewide External Project Management Services	Taplin Consulting Pty Ltd	Tasmania	15/07/2024 - 31/12/2025	\$95,000
3885	Tasmanian Special Species Timber and Woodcraft Sector Supply Chain Analysis 2024	Tilbury, Steele & Farley (Hobart) Pty Ltd	Tasmania	22/07/2024 - 27/11/2024	\$103,420
3801	Baseline Emissions Inventory for Tasmanian Government Operations	ERM Australia Consultants Pty Ltd	New South Wales	22/07/2024 - 22/01/2025	\$191,000
3890	Business Plan for Northern Suburbs Community Recreation Hub	Otium Planning Group Pty Ltd	Queensland	23/07/2024 - 30/09/2024	\$52,825
3772	Climate Projections Stakeholder Needs Analysis	University of Tasmania	Tasmania	30/07/2024 - 30/04/2025	\$99,612
3842	HVAMS - Business Analysts Services	Ignite Project Services Pty Ltd	Tasmania	01/04/2024 - 31/10/2024	\$368,000
3804	HVAMS - Version 3 - Testing Analyst Services	Ossa IT Pty Ltd	Tasmania	19/04/2025 - 18/10/2025	\$409,500
3895	Strategic Advisory Services	David Pitchford	Victoria	14/07/2024 - 20/12/2024	\$99,900
3872	Major Renewable Energy Project	Rachel Louise Dunn trading as Jenname Consultancy	Tasmania	02/09/2024 - 31/12/2024	\$50,000
3852	Tasmanian Road Safety Enforcement Allocation Modelling	Abley Limited	International	02/09/2024 - 28/02/2025	\$128,000
3881	JackJumpers High Performance Centre - Lead Design Consultant	ARTAS Architects Pty Ltd	Tasmania	12/09/2024 - 11/09/2026	\$1,217,400
3817	AFL High Performance Centre - Building Surveying Services	Lee Tyers & Associates Pty Ltd	Tasmania	04/10/2024 - 01/09/2027	\$78,050
3839	AFL High Performance Centre - Engineering - Building Services Consultant	Johnstone McGee & Gandy Pty Ltd as trustee for the Johnstone McGee & Gandy Unit Trust	Tasmania	04/10/2024 - 01/09/2027	\$675,950
3840	AFL High Performance Centre - Engineering - Structural and Civil Design Consultant	Johnstone McGee & Gandy Pty Ltd as trustee for the Johnstone McGee & Gandy Unit Trust	Tasmania	04/10/2024 - 01/09/2027	\$1,198,824
3923	Core Systems Replacement Project	Cloud Delivered Pty Ltd	Tasmania	09/10/2024 - 24/12/2024	\$176,400

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 including any options to extend	Value – including any options to extend
3835	AFL High Performance Centre - Quantity Surveying Services	Wolferstan Verney & Partners Pty Ltd	Tasmania	08/10/2024 - 01/09/2027	\$205,700
3920	Probity Advisory Services - Macquarie Point Urban Renewal Project	RSM Australia Pty Ltd	Western Australia	10/10/2024 - 30/09/2025	\$85,000
3773	AFL High Performance Centre - Principal Design Consultant	Populous Design Pty Ltd	Queensland	10/07/2024 - 31/10/2027	\$2,243,455
3929	Project Speciality - Evaluation of Building Infrastructure - Engineering Services	Aldanmark Pty Ltd	Tasmania	29/10/2024 - 31/12/2024	\$50,400
3943	Skills Tasmania Project Management Services - Core System Replacement Project	Ignite Project Services Pty Ltd	Tasmania	06/11/2024 - 30/09/2025	\$140,000
3918	Strategic Infrastructure Development and Procurement Advisory Services	P R Gemell & Associates Pty Ltd	New South Wales	31/10/2024 - 30/09/2026	\$340,000
3912	JackJumpers High Performance Centre - Quantity Surveyor	Wolferstan Verney & Partners Pty Ltd	Tasmania	11/11/2024 - 30/06/2027	\$89,500
3879	Holocaust Education and Interpretation Centre - Lead Consultant/Exhibition Designer	Art Processors Pty Ltd as trustee for the Art Processors Unit Trust	Tasmania	12/11/2024 - 03/02/2026	\$1,332,500
3941	Hobart Strategic Model - External Review	Transport Analytics Pty Ltd	Victoria	08/11/2024 - 31/12/2025	\$70,000
3813	Tamar Estuary Management Taskforce - Infrastructure Master Plan	Fitzgerald Frisby Landscape Architecture	Victoria	14/11/2024 - 14/03/2025	\$157,950
3903	25 St John Street, Launceston - Regional Transit Centre	Jacob Allom Wade Pty Ltd trading as JAWS Architects	Tasmania	22/11/2024 - 30/03/2025	\$124,358
3927	Social Ventures Australia - Employer Innovation Lab	Social Ventures Australia Limited	Victoria	05/11/2024 - 31/12/2025	\$75,040
3957	University of Tasmania Stadium Redevelopment Project - Supplementary Ground Gas Assessment	Elgin Associates Pty Ltd	Tasmania	29/11/2024 - 24/01/2025	\$80,790

Supporting information continued

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 including any options to extend	Value – including any options to extend
3725-A	Panel for Project Management, Commercial and Risk, Technical and Regulatory Advisory Services for the Tasmanian Green Hydrogen Hub (TGHH)	KPMG	Tasmania	28/11/2024 - 31/03/2028	\$3,500,000 (estimated)
3725-B		Baringa Partners LLP	New South Wales	05/05/2025 - 31/03/2028	
3725-C		Page Seager Pty Ltd	Tasmania	17/12/2024 - 31/03/2028	
3725-D		Worley Services Pty Ltd	Victoria	21/02/2025 - 31/03/2028	
3725-E		Arup Australia Pty Ltd	Victoria	11/03/2025 - 31/03/2028	
3725-F		Jacobs Group (Australia) Pty Ltd	Tasmania	17/12/2024 - 31/03/2028	
3725-G		Turner & Townsend Project Management Pty Ltd	Queensland	17/01/2025 - 31/03/2028	
3940	Internal Program Director - Macquarie Point Urban Renewal Project	Cavetto Advisory Pty Ltd	Victoria	09/12/2024 - 08/04/2025	\$157,333
3888	Glenorchy Sports Centre - Lead Design Consultant	ARTAS Architects Pty Ltd	Tasmania	02/12/2024 - 01/12/2026	\$1,800,000
3947	West Tamar Highway Improvements - Barnes Hill Duplication Constructability Review	DCS Civil Tas Pty Ltd	Tasmania	18/12/2024 - 30/04/2025	\$54,715
3902	South Korea Trade Representative (for Tasmanian Government)	Sung Jean Ough trading as Lapis International Co. Limited	International	06/01/2025 - 05/07/2027	\$360,000
3858	Training Services for Transit Officers	Wilson Security Pty Ltd	Tasmania	06/01/2025 - 31/03/2025	\$99,300
3933	kunanyi/Mount Wellington Strategic Review - Community Engagement Consultancy	Correy Nominees Pty Ltd trading as Myriad Research	Tasmania	01/09/2024 - 31/01/2025	\$98,010
3984	Commercial Advisory Services - Tasmanian Renewable Energy Pipeline	Stride Renewables Pty Ltd	Australian Capital Territory	13/01/2025 - 31/12/2025	\$95,500
3990	Core Systems Replacement Project - Enterprise Architect	Cloud Delivered Pty Ltd	Tasmania	07/07/2025 - 31/12/2027	\$991,200
3883	Greater Hobart Bus Network Review	Urban Transit Solutions Pty Ltd	Victoria	30/01/2025 - 30/06/2026	\$609,030
3997	Water Edge Revegetation Trial North Esk	Syrinx Environmental Pty Ltd	Western Australia	06/02/2025 - 30/06/2025	\$99,274
3919	Supply of Transaction Advisory/ Financial Advisory Services for the Macquarie Point Urban Renewal Project	Infrastructure Advisory Group Pty Ltd	Victoria	07/02/2025 - 03/03/2025	\$249,700

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 including any options to extend	Value – including any options to extend
4008	Independent Chair, National Automated Access System (NAAS) Technical Advisory Group	Mr Michael Bushby trading as Strategic Pursuits Advisory	New South Wales	09/12/2024 - 31/12/2026	\$240,000
3991	Cradle Valley Gateway Parking Plan	Howarth Fisher and Associates Pty Ltd	Tasmania	31/01/2025 - 31/03/2025	\$65,000
3996	State Growth Organisational Realignment	SB People Solutions Pty Ltd	Western Australia	01/07/2024 - 28/02/2025	\$99,000
3866	Modelling Zero-Emission Pathways for Future Public Transport	WSP Australia Pty Ltd	Victoria	17/02/2025 - 16/02/2026	\$199,360
3924	Mobile Speed Camera Evaluation Program	Monash University	Victoria	13/02/2025 - 13/02/2027	\$240,183
3995	Severe Weather Event Review	RDME Pty Ltd	Tasmania	01/12/2024 - 31/03/2025	\$67,200
3859	Tasmanian Institute of Sport - Performance Health Lead	Kate Alison Moore	Tasmania	11/02/2025 - 10/02/2027	\$180,000
3992	Accessibility and inclusion capacity development for Tasmanian arts organisations	Morwenna Rose Baxendell Collett	New South Wales	01/02/2025 - 30/06/2026	\$75,000
3844	Migration Tasmania Application Management	CS IT Group Pty Ltd	Australian Capital Territory	04/03/2025 - 03/03/2028	\$100,000
3939	Grassy Harbour Port Expansion Study	Burbury Consulting Pty Ltd	Tasmania	12/03/2025 - 30/05/2025	\$140,635
4042	Bridge Asset Technical Consulting Services	GHD Pty Ltd	Tasmania	13/03/2025 - 05/06/2025	\$81,625
4049	Electric Vehicle Resources for Small Businesses and the Tasmanian Government Fleet Transition	Mellajella Pty Ltd	Tasmania	18/03/2025 - 31/12/2026	\$65,000
4012	Tasmanian Community Sport Facilities Portal	KPMG	Tasmania	20/03/2025 - 15/06/2025	\$97,400
4034	TasTAFE Act 30-Month Legislative Review	Dandolo Partners International Pty Ltd as trustee for Dandolo Partners Unit Trust	Victoria	26/03/2025 - 30/06/2025	\$89,395
3871	Supply of the 2024-25 Independent Review of the Climate Change (State Action Act) 2008	Aither Pty Ltd	Victoria	27/03/2025 - 31/10/2025	\$149,808
3989	Quantity Surveying Services for Glenorchy Sports Centre	Wolferstan Verney & Partners Pty Ltd	Tasmania	27/03/2025 - 31/10/2026	\$64,675
4050	Tasmanian Clean Energy Centre of Excellence - Quality Delivery Plan	Alibrando Consulting Pty Ltd	Victoria	01/04/2025 - 31/03/2026	\$86,100

Supporting information continued

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 including any options to extend	Value – including any options to extend
4016	Tasmanian Trade Strategy 2030	Strategy and Culture Pty Ltd	Tasmania	07/04/2025 - 30/11/2025	\$206,233
4018	Central Balfour Embankment Upgrade Design	GHD Pty Ltd	Tasmania	01/02/2025 - 30/03/2025	\$70,140
4048	Financial Advisor - Macquarie Point Urban Renewal Project	Paxon Consulting Group Pty Ltd as trustee for the Paxon Consulting Group Trust trading as Paxon Group	New South Wales	04/04/2025 - 30/04/2025	\$69,300
4037	Community Benefits Training, Strategic Advice and Facilitation Services	Community Power Agency Co-operative Limited trading as Community Power Agency	New South Wales	14/04/2025 - 30/06/2026	\$50,000
4006	Heavy Vehicle Drive Rest Area Facilities Design - Westbury Amenities	Apogee (Tas) Pty Ltd	Tasmania	16/04/2025 - 31/12/2026	\$71,515
4002	Joan Ross Commissioned Artwork	Joan Ross	New South Wales	15/05/2025 - 31/12/2027	\$61,500
4069	2025 Review of the Theatre Royal Management Board	Tony Grybowski and Associates Pty Ltd	Victoria	14/05/2025 - 31/07/2025	\$137,660
4071	Establishing a methodology for quantifying the economic contribution of arts and culture to the Tasmanian economy	Anthony Stuart Bonney trading as Inkhorn Projects	Tasmania	14/05/2025 - 01/07/2025	\$88,750
4070	Youth Jobs Strategy Implementation - Rapid Start Foundational Work	Bulman Services Pty Ltd	Australian Capital Territory	12/05/2025 - 18/07/2025	\$75,000
4064	Tasmanian Clean Energy Centre of Excellence - Workforce Needs Assessment	Summit Strategy Consulting Pty Ltd	Tasmania	20/05/2025 - 30/09/2025	\$99,750
4067	Advisory and Advocacy Support Services - Renewable Energy Services Hub	Coremarine Pty Ltd	Tasmania	05/05/2025 - 11/08/2025	\$75,000
4066	National Training Vessel Business Plan Update	Pivot Maritime International Pty Ltd	Tasmania	14/05/2025 - 01/09/2025	\$95,000
4078	Cultural Review and Development	Integral Development Associates Pty Ltd	Western Australia	23/05/2025 - 31/07/2026	\$54,325
4014	JackJumpers High Performance Training Centre - Superintendent	Johnstone McGee and Gandy Pty Ltd as trustee for the Johnstone McGee & Gandy Unit Trust	Tasmania	29/05/2025 - 31/07/2027	\$200,000
4072	Outside School Hours Care - Viable Business Models across Tasmania	Ernst & Young	Victoria	29/05/2025 - 30/09/2025	\$99,999
4073	Strategic Tenancy Management Plan for Technopark	ProPinion Pty Ltd	Tasmania	04/06/2025 - 29/08/2025	\$64,350

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 including any options to extend	Value – including any options to extend
4056	National Automated Access System (NAAS) - Test Automation and Performance	Ossa IT Pty Ltd	Tasmania	04/06/2025 - 04/06/2026	\$210,000
3999	Tasmanian Trade Advocate for Singapore	AASAL Pte Ltd	International	09/06/2025 - 30/06/2027	\$306,161
4092	Infrastructure Audit - Desktop Analysis	WSP Australia Pty Ltd	New South Wales	06/05/2025 - 30/06/2025	\$69,455
4063	Project support and advisory services for the Common Ticketing Solution	Corneum Consulting Pty Ltd	Tasmania	05/06/2025 - 31/12/2026	\$550,000
4060	National Automated Access System (NAAS) - Change Management Services	Cloud Delivered Pty Ltd	Tasmania	04/06/2025 - 03/12/2026	\$590,000
4058	National Automated Access System (NAAS) - Release Management Services	Ossa IT Pty Ltd	Tasmania	04/06/2025 - 03/12/2026	\$540,000
4097	Strategic Engagement and Options Consultation - Brooker and Domain Highways Interchange	GHD Pty Ltd	Tasmania	11/06/2025 - 30/11/2025	\$99,850
4076	Facilities Review	KPMG	Tasmania	24/06/2025 - 29/07/2025	\$86,800
4061	National Automated Access System (NAAS) - Risk Management Services	Goldenvine Pty Ltd as trustee for the Payroll Central Unit Trust trading as GENESISIT	New South Wales	20/06/2025 - 19/09/2025	\$150,000
4057	National Automated Access System (NAAS) - Technical Lead Services	Goldenvine Pty Ltd as trustee for the Payroll Central Unit Trust trading as GENESISIT	New South Wales	20/06/2025 - 19/12/2026	\$540,000
4089	NAAS Phase 2 Work Plan - Costing and Modelling Services	KPMG	Tasmania	26/06/2025 - 07/08/2025	\$94,000
4052	Project Marinus Final Investment Decision (FID) Third Party Review	The Boston Consulting Group Pty Ltd	Victoria	31/05/2025 - 31/07/2025	\$500,000

Supporting information continued

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 including any options to extend	Value – including any options to extend
3727	Provision of Office Supplies	Complete Office Supplies Pty Ltd	Tasmania	19/07/2024 - 18/07/2030	\$178,448
3774	Pavement Resurfacing 2024-2025 - North-West	Roadways Proprietary Limited	Tasmania	21/08/2024 - 30/05/2025	\$7,540,520
3775	Pavement Resurfacing 2024-2025 - South	Roadways Proprietary Limited	Tasmania	21/08/2024 - 30/05/2025	\$7,254,121
3776	Pavement Resurfacing 2024-2025 - North	Hazell Bros Group Pty Ltd	Tasmania	21/08/2024 - 30/05/2025	\$7,278,147
3603	Common Ticketing Solution for Public Transport	Cubic Transportation Systems (Australia) Pty Ltd	Queensland	10/09/2024 - 15/06/2035	\$27,742,703
3818	Supply, Production and Distribution of Australian Disability Parking Permits	The trustee for the De Saumarez Group Unit Trust trading as Intandem	Victoria	20/09/2024 - 19/09/2031	\$240,000
3789	Online Business Advice Platform	BDO Services Pty Ltd	Queensland	14/10/2024 - 13/10/2034	\$646,500
3654	University of Tasmania (UTAS) Stadium Redevelopment Project - Matchday Facility Upgrades Construction Package	Fairbrother Pty Ltd	Tasmania	05/11/2024 - 11/04/2025	\$1,941,157
3893	Content Management System (CMS) - Squiz Matrix Digital Experience Platform	Squiz Australia Pty Ltd	New South Wales	14/10/2024 - 13/10/2027	\$496,200
3802	Permanent Traffic Count Services 2025	Pentagon Systems (Qld) Pty Ltd	Queensland	01/12/2024 - 05/01/2032	\$80,928
3695-1	Great Eastern Drive - Apsley Package	Shaw Contracting (Aust) Pty Ltd	Tasmania	17/12/2024 - 30/06/2026	\$18,745,786
3449-1	Frankford Road-Chapel Road and Pipers River Road-Waddles Road - Junction Upgrades	Gradco Pty Ltd	Tasmania	05/12/2024 - 04/06/2025	\$1,027,506
3946	Solution Testing for Common Ticketing	Osmodal Group Pty Ltd	New South Wales	22/01/2025 - 21/01/2028	\$103,300
3934	HVAMS Hosting and Support Services	Intuit Technologies Pty Ltd	Tasmania	01/07/2025 - 31/12/2026	\$253,767
3685	Contract Administration System Solution	ReadyTech Procurement Solutions Pty Ltd	New South Wales	06/01/2025 - 04/02/2031	\$251,182
3771-2	Park and Ride - Midway Point	BlackCap Construction Pty Ltd	Tasmania	08/04/2025 - 02/02/2026	\$2,392,789
4003	25 St John Street Fitout Works	Anstie Constuctions (Tas) Pty Ltd	Tasmania	15/04/2025 - 01/06/2025	\$986,600
3762-1	Port Road Blackabys Road Junction, Boat Harbour Junction	Shaw Contracting (Aust) Pty Ltd	Tasmania	08/05/2025 - 26/02/2026	\$2,424,594
3734	Illawarra Road Upgrade - Stage 2b	Fulton Hogan Construction Pty Ltd	Tasmania	22/05/2025 - 27/08/2026	\$10,691,051

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 including any options to extend	Value – including any options to extend
3633-1	Freight Capacity Upgrade Program - Bridge Strengthening - Wivenhoe, Charles Street and Ring River Bridges	Hazell Bros Group Pty Ltd	Tasmania	27/05/2025 - 21/07/2026	\$3,250,712
3728-1	Sheffield Main Road - Coal Creek Bridge Replacement	Hazell Bros Group Pty Ltd	Tasmania	13/11/2025 - 27/04/2026	\$2,376,955
3959	Sorell Bypass Roundabout Landscaping	Hazell Bros Group Pty Ltd	Tasmania	06/06/2025 - 24/10/2025	\$610,274
3849	Old Bridgewater Bridge Demolition	Hazell Brady JV	Tasmania	06/06/2025 - 06/03/2026	\$13,162,580
4065	DOLRE Bridge Barrier	LB Australia Pty Ltd	New South Wales	13/06/2025 - 27/06/2026	\$646,370
3961	JackJumpers High Performance Training Centre - Main Works	Fairbrother Pty Ltd	Tasmania	06/06/2025 - 05/06/2026	\$13,304,896
3898 and 3899	Provision of a School Bus Service in each of Central Tasmania and North-East Tasmania	Comely Banks Pty Ltd and Valley Passenger Transport Pty Ltd	Tasmania	01/06/2025 - 31/12/2029	\$1,128,407
3987	Montrose Foreshore Intersection Upgrade	DCS Civil Tas Pty Ltd	Tasmania	27/06/2025 - 03/04/2026	\$5,580,780
3843	HVAMS - Spatial Data	Spatial Enterprises Pty Ltd	Tasmania	01/04/2024 - 31/10/2024	\$156,700
3842	HVAMS - Business Analysts Services	Ignite Project Services Pty Ltd	Tasmania	01/04/2024 - 31/10/2024	\$368,000
3804	HVAMS - Version 3 - Testing Analyst Services	Ossa IT Pty Ltd	Tasmania	19/04/2025 - 18/10/2025	\$409,500
3881	JackJumpers High Performance Centre - Lead Design Consultant	ARTAS Architects Pty Ltd	Tasmania	12/09/2024 - 11/09/2026	\$1,217,400
3839	AFL High Performance Centre - Engineering - Building Services Consultant	Johnstone McGee & Gandy Pty Ltd as trustee for the Johnstone McGee & Gandy Unit Trust	Tasmania	04/10/2024 - 01/09/2027	\$675,950
3840	AFL High Performance Centre - Engineering - Structural and Civil Design Consultant	Johnstone McGee & Gandy Pty Ltd as trustee for the Johnstone McGee & Gandy Unit Trust	Tasmania	04/10/2024 - 01/09/2027	\$1,198,824
3773	AFL High Performance Centre - Principal Design Consultant	Populous Design Pty Ltd	Queensland	10/07/2024 - 31/10/2027	\$2,243,455
3918	Strategic Infrastructure Development and Procurement Advisory Services	P R Gemell & Associates Pty Ltd	New South Wales	31/10/2024 - 30/09/2026	\$340,000
3879	Holocaust Education and Interpretation Centre - Lead Consultant/Exhibition Designer	Art Processors Pty Ltd as trustee for the Art Processors Unit Trust	Tasmania	12/11/2024 - 03/02/2026	\$1,332,500

Supporting information continued

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 including any options to extend	Value – including any options to extend
3888	Glenorchy Sports Centre - Lead Design Consultant	ARTAS Architects Pty Ltd	Tasmania	02/12/2024 - 01/12/2026	\$1,800,000
3902	South Korea Trade Representative (for Tasmanian Government)	Sung Jean Ough trading as Lapis International Co. Limited	International	06/01/2025 - 05/07/2027	\$360,000
3990	Core Systems Replacement Project - Enterprise Architect	Cloud Delivered Pty Ltd	Tasmania	07/01/2025 - 31/12/2027	\$991,200
3883	Greater Hobart Bus Network Review	Urban Transit Solutions Pty Ltd	Victoria	30/01/2025 - 30/06/2026	\$609,030
3866	Modelling Zero-Emission Pathways for Future Public Transport	WSP Australia Pty Ltd	Victoria	17/02/2025 - 16/02/2026	\$199,360
3999	Tasmanian Trade Advocate for Singapore	AASAL Pte Ltd	International	09/06/2025 - 30/06/2027	\$306,161
4063	Project support and advisory services for the Common Ticketing Solution	Corneum Consulting Pty Ltd	Tasmania	05/06/2025 - 31/12/2026	\$550,000
4060	National Automated Access System (NAAS) - Change Management Services	Cloud Delivered Pty Ltd	Tasmania	04/06/2025 - 03/12/2026	\$590,000
4058	National Automated Access System (NAAS) - Release Management Services	Ossa IT Pty Ltd	Tasmania	04/06/2025 - 03/12/2026	\$540,000
4057	National Automated Access System (NAAS) - Technical Lead Services	Goldenvine Pty Ltd as trustee for the Payroll Central Unit Trust trading as GENESISIT	New South Wales	20/06/2025 - 19/12/2026	\$540,000
4052	Project Marinus Final Investment Decision (FID) Third Party Review	The Boston Consulting Group Pty Ltd	Victoria	31/05/2025 – 31/07/2025	\$500,000

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	Reason for the procurement methodology	Value – including any options to extend
3603	Common Ticketing Solution for Public Transport	Cubic Transportation Systems (Australia) Pty Ltd	Queensland	Exceptionally advantageous conditions	\$65,004,302
3893	Content Management System (CMS) - Squiz Matrix Digital Experience Platform	Squiz Australia Pty Ltd	New South Wales	Exceptional circumstances	\$496,200
3916	State Roads Conservation Sites Program - 2024-25	North Barker Ecosystem Services Pty Ltd	Tasmania	Exceptional circumstances	\$140,100
3910	Supply and Distribution of Metro Greencards	Metro Tasmania Pty Ltd	Tasmania	Exceptional circumstances	\$96,000
3946	Solution Testing for Common Ticketing	Osmodal Group Pty Ltd	New South Wales	Due to an absence of competition for technical reasons	\$103,300
3934	HVAMS Hosting and Support Services	Intuit Technologies Pty Ltd	Tasmania	For additional goods/services by the original supplier	\$253,767
3685	Contract Administration System Solution	ReadyTech Procurement Solutions Pty Ltd	New South Wales	For additional goods/services by the original supplier	\$701,140
4003	25 St John Street Fitout Works	Anstie Constructions (Tas) Pty Ltd	Tasmania	Circumstances justify limiting the number of suppliers	\$986,600
4065	DOLRE Bridge Barrier	LB Australia Pty Ltd	New South Wales	Due to an absence of competition for technical reasons	\$646,370
3843	HVAMS - Spatial Data	Spatial Enterprises Pty Ltd	Tasmania	For additional goods/services by the original supplier	\$156,700
3842	HVAMS - Business Analysts Services	Ignite Project Services Pty Ltd	Tasmania	Exceptional circumstances	\$368,000
3881	JackJumpers High Performance Centre - Lead Design Consultant	ARTAS Architects Pty Ltd	Tasmania	For additional goods/services by the original supplier	\$1,217,400
3923	Core Systems Replacement Project	Cloud Delivered Pty Ltd	Tasmania	Exceptional circumstances	\$176,400
3943	Skills Tasmania Project Management Services - Core System Replacement Project	Ignite Project Services Pty Ltd	Tasmania	Exceptional circumstances	\$140,000
3918	Strategic Infrastructure Development and Procurement Advisory Services	P R Gemell & Associates Pty Ltd	New South Wales	Exceptional circumstances	\$340,000

Supporting information continued

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	Reason for the procurement methodology	Value – including any options to extend
3888	Glenorchy Sports Centre - Lead Design Consultant	ARTAS Architects Pty Ltd	Tasmania	For additional goods/services by the original supplier	\$1,800,000
3990	Core Systems Replacement Project - Enterprise Architect	Cloud Delivered Pty Ltd	Tasmania	For additional goods/services by the original supplier	\$991,200
3883	Greater Hobart Bus Network Review	Urban Transit Solutions Pty Ltd	Victoria	Due to an absence of competition for technical reasons	\$609,030
4008	Independent Chair, National Automated Access System (NAAS) Technical Advisory Group	Mr Michael Bushby trading as Strategic Pursuits Advisory	New South Wales	Exceptional circumstances	\$240,000
3844	Migration Tasmania Application Management	CS IT Group Pty Ltd	Australian Capital Territory	Exceptional circumstances	\$100,000
4069	2025 Review of the Theatre Royal Management Board	Tony Grybowski and Associates Pty Ltd	Victoria	Exceptional circumstances	\$137,660
4063	Project support and advisory services for the Common Ticketing Solution	Corneum Consulting Pty Ltd	Tasmania	For additional goods/services by the original supplier	\$550,000
4052	Project Marinus Final Investment Decision (FID) Third Party Review	The Boston Consulting Group Pty	Victoria	Extreme urgency	\$500,000

Table F

Consultancies or Contracts awarded which contain confidentiality provisions in accordance with Treasurer's Instruction C-1			
Contract ID	Title	Supplier Name	Date of approval
3603	Common Ticketing Solution for Public Transport	Cubic Transportation Systems (Australia) Pty Ltd	05/09/2024
3751	Production and Supply of Registration Number Plates	LicenSys Pty Ltd	28/10/2024

Table G

Contracts extended in accordance with Treasurer's Instruction PP-6.			
Contract ID	Title	Supplier Name	Date of approval
3078	Australian Business Licence and Information Service (ABLIS)	Stenning & Associates Pty Ltd	12/05/2025

Publications

A Shared Vision for Our Mountain's Future
Advanced Technologies Industry Strategy consultation paper
Aviation Attraction Fund guidelines
Climate Change Activity Statement 2024
Climate Change Office – Engagement Strategy for Children and Young People 2025
Defence Tasmania Industry Directory 2024
Department of State Growth Annual Report 2023–24
Farm Debt Mediation Grant Program guidelines 2024
Final Government Response to the Independent Review into Homes Tasmania
Get active in north Tasmania: Activities for older adults in 2025
Get active in north west Tasmania: Activities for older adults in 2025
Our Mountain's Future: Consultation summary
Passenger conduct code for school bus services
Recruiting international students and graduates in Tasmania: An employer's guide

Road Safety Advisory Council Towards Zero Action Plan 2020–2024: Quarterly progress report
Savour Tasmania International Buyer Directory 2024
Tasmanian Advanced Manufacturing Action Plan 2024: Final report
Tasmanian Advanced Manufacturing Action Plan 2028
Tasmanian Critical Minerals Strategy
Tasmanian Defence Industry Strategy 2029
Tasmanian Export Awards 2024 souvenir booklet
Tasmanian Skills Plan
Tasmanian Trade Action Plan 2024–25
Tasmanian Training Awards 2024 gala dinner souvenir booklet
Tasmanian Training Awards 2025 sponsor prospectus
Tasmanian Wood Encouragement Policy
Tasmania's Emissions Reduction and Resilience Roadmap 2024–29
TDR Board Annual Report 2023–24
Women and girls in sport strategy consultation guide

Also a wide range of material including:

Avalon Australian International Airshow 2025 stand design and Defence Tasmania collateral
Cradle Mountain visitor experience master plan
Cradle Valley cableway project update
Diversity, equity and inclusion posters
EdCAT 2025 collateral
Employer of Choice 2024 event program and certificates
Finance corporate card animated video
Get Active posters
Land Forces International Land Defence expo stand design and Defence Tasmania notebook and postcard
Maps for the New Bridgewater Bridge opening

Media and business unit pull-up banners for events and expos
Petrol-powered bicycles flyer
Real time bus tracking social media animation, graphics, digital and print ads
Renewable energy maps
Road Safety Advisory Council performance indicator factsheets
Six sectoral emissions reduction and resilience plans 2024-29
Special species management plan factsheet
STEM Excellence Awards forms and flyers updates
Walk for the Elimination of Violence Against Women video, posters and other collateral

Please see the Department State Growth website for all publications
www.stategrowth.tas.gov.au



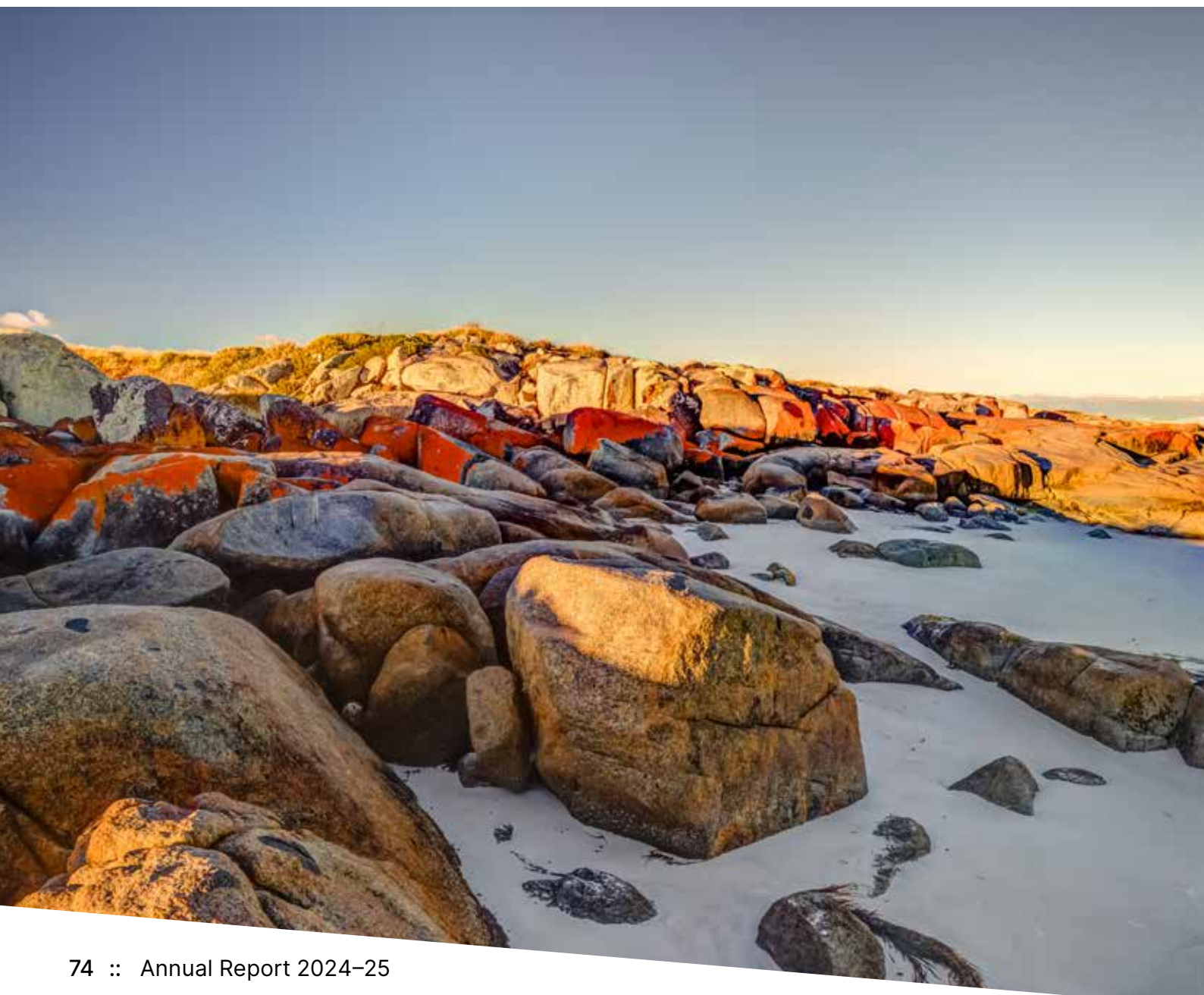
Superannuation certificate

I, Craig Limkin, 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*).



Craig Limkin
Secretary
Department of State Growth
30 June 2025



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
Overview			
Strategic plan	SSR s9(a)(i)	6	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)	8–9	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)	52–54	A list of legislation administered by the department.
Legislation enacted	SSR s9(d)	54	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)	8–9, 78	List of contact officers and points of public access in relation to services provided by the department.
Community awareness report	SSR s9(c)(i)	10–41	Details of activities undertaken to develop community awareness of the department and the services it provides.
Appeals process	SSR s9(c)(iii)	51	An outline of the processes available for appeals against decisions made by the department.
Agency publications	SSR s9(c)(i)	73	List of major documents published by any internal or external body of the department during the year.
Right to information	RTI s23	50	Right to Information details for 2024–25.
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	74	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	57–72	Information on procurement activities undertaken or being undertaken by the agency including: ▶ 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: ▶ 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 Attachment B	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)	Att A 113–116 Att B 21–23	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.

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