

Incoming Government Package

The Hon Madeline Ogilvie MP

ARTS AND HERITAGE

Department of State Growth

August 2025

Released under RTI

Contents

The following package has been prepared as an Incoming Government Brief for your information.

In addition to this initial package the department, through the Secretary, will provide regular briefings, ongoing information, and advice to support decision making and the implementation of your Ministerial responsibilities.

This package includes:

Agency Overview

Information on the department and its roles and responsibilities.

Portfolio Overview

For each of your portfolios, an overview is provided, which includes key context and organisational support, information on relevant Boards and Committees, legislative responsibilities, and a list of Question Time Briefs (QTBs) that will be regularly updated and provided to your office.

Key Issues

An initial overview of critical issues for the portfolio.

Agency Overview

The department's role is to support diverse and sustainable economic growth and facilitate the creation of job opportunities for the benefit of our community.

The Secretary, Craig Limkin, is supported by the following senior executives: Angela Conway, Vanessa Pinto, Jenna Cairney, Cynthia Heydon Brett Stewart and Denise McIntyre.

State Growth's Corporate Plan 2023-26 (the Corporate Plan)

The Corporate Plan identifies five key objectives. These are to:

- work with Tasmanian businesses, industries and communities to support sustainable growth and strategic workforce opportunities
- contribute to Tasmania's brand as the best place in the country to live, work, visit, study, invest and raise a family
- strategically develop our infrastructure, digital networks, transport and renewable

energy systems to support industry, businesses and our community

- enhance resilience and rapid recovery from economic, environmental and social shocks and stresses across industry, businesses and our community
- continue to build our organisational capacity by working collaboratively and developing our people, safety, culture and systems, including our use of technology.

A key focus of the Corporate Plan is to drive a collaborative, coordinated and client-centric approach across the agency's broad range of services, programs, and portfolio areas, supported by an agile and flexible workforce.

The department had commenced work on a new Corporate Plan however this was paused early in 2025.

The department is a values-based organisation and seeks to undertake its roles and responsibilities with the **courage** to make a difference through **teamwork, respect, excellence, and integrity**.

Organisational Structure

The department has five business areas:

- **Economic Development** (Acting Deputy Secretary – Jenna Cairney) – Provides advice and assistance to businesses to aid economic growth and partners with communities to remove barriers to employment, training, and workforce participation.
- **Strategy, Housing, Infrastructure and Planning** (Acting Deputy Secretary – Denise McIntyre) – Provides an integrated and strategic approach to planning, infrastructure and projects throughout the regions. Brings together the economic levers that will shape our state's future.
- **Creative Industries, Sport and Visitor Economy** (Deputy Secretary – Brett Stewart) – The principal advisory, development and funding body in Tasmania for the cultural and creative industries, sport and the visitor economy by supporting sector development, delivery of services, stimulation of demand and provision of funding.
- **Transport** (Deputy Secretary – Cynthia Heydon) – Delivers a strategic, coordinated and state-wide approach to the policy, planning and delivery of the state's transport system and transport infrastructure.
- **Renewables, Climate and Future Industries Tasmania (ReCFIT) and Resources** (Acting Chief Executive Officer – Vanessa Pinto) – Provides strategic advice on energy, climate change, mining and forest policy through key strategies, plans and projects, and supports new and emerging industries, with an emphasis on growing Tasmania's renewable energy and resource industries.
- **Business Services** (Deputy Secretary – Angela Conway) – Leads the development of organisational culture, business improvement and emergency management in the department through delivery of quality financial, communication, human, information, spatial, asset management and portfolio services.

A number of Deputy Secretary positions were in active recruitment and have been paused due to the 2025 election. It is the intention of the Secretary is to finalise recruitment as quickly as possible to ensure stability for the organisation.

The department also supports and works closely with the following area.

- **The Office of the Coordinator-General** (Coordinator-General – John Perry)
The principal entity in Tasmania to attract and support investment in the state, facilitate major projects and reduce red tape.

Working with Ministerial Offices

The department has a protocol in place for engagement with ministerial and political offices. In general, all contact between Ministerial Offices and the department is facilitated via the Office of the Secretary (OTS), relevant Deputy Secretaries or the Communications team.

There will be some instances where a Ministerial Office will work with a Deputy Secretary to agree an officer contact for quick clarification or factual information that can be given over the phone or via email.

This ensures that the department provides accurate advice, in a consistent format, and that any issues which cross portfolios or other business areas are taken into account.

Workforce Profile

As at 30 June 2025, the department had an employee headcount of 1,118 employees (964.59 paid Full Time Equivalents (FTE)). A summary of this information by business area is provided in the below table.

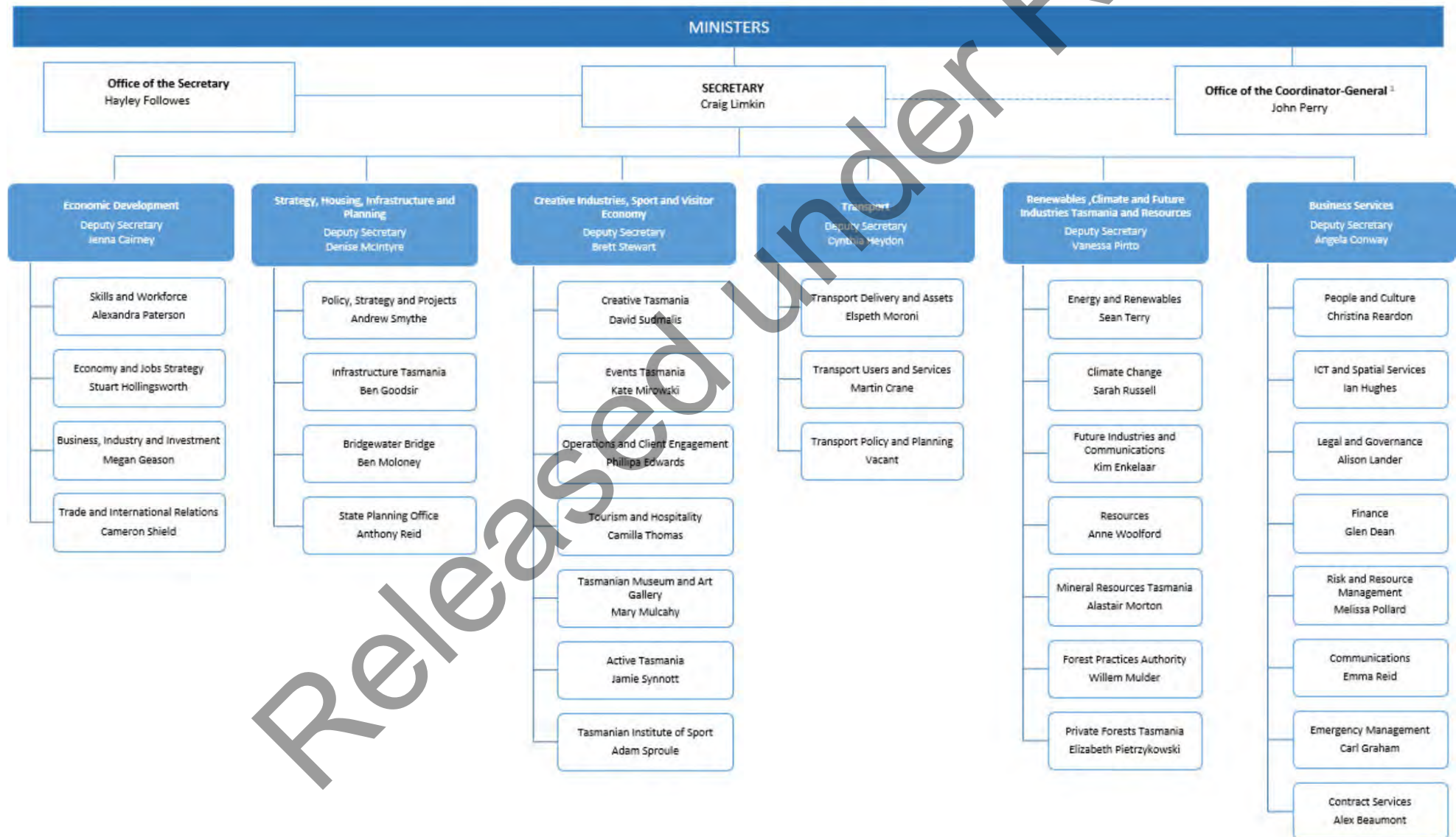
As at 30 June 2025, the workforce demographic for the department remains relatively constant, with an average age of 46.90 years and an average length of employment in the Tasmanian State Service of 7.93 years.

The department's gender profile is 56.03 per cent female, 43.62 per cent male and 0.27 per cent not specified. The gender profile for the department's senior roles - Senior Executives, Equivalent Specialists and General Stream Band 9's is 44 per cent female and 56 per cent male.

	Headcount	Paid FTE
Business Services Numbers include 45 staff who have relinquished roles and are held against Business Services so could return to Agency.	158	140.05
Office of the Coordinator General	16	14.60
Creative Industries, Sport and Visitor Economy	3	1.9
• Active Tasmania	19	18.71
• Arts Tasmania	10	8.20
• Events Tasmania	8	7.80
• Operations & Client Engagement	5	3.80
• Screen Tasmania	6	5.02
• Tasmanian Institute of Sport	25	22.14
• Tasmanian Museum and Art Gallery (TMAG)	85	73.67
	4	3

• Tourism and Hospitality		
Economic Development	4	3.9
• Business, Industry and Investment	50	46.25
• Jobs Tasmania	12	11.4
• Skills and Workforce	74	67.2
• Trade	21	17.94
Office of the Secretary	5	3.8
• Secretariat	9	9.29
ReCFIT and Resources	6	5
• Climate Change	15	12.27
• Energy	40	38.74
• Mineral Resources Tasmania	46	44.49
• Mining Policy	1	0.8
• Forest Policy	8	7.7
• Forest Practices Authority	18	16.12
• Private Forests Tasmania	10	8.31
Strategy, Housing, Infrastructure and Planning	2	2
• Infrastructure Tasmania	29	26.23
• New Bridgewater Bridge	7	6.89
• Policy, Strategy and Projects	25	23.47
• State Planning Office	13	9.78
Transport	5	4
• Road User Services	220	146.55
• State Roads	156	147.53
• Transport Systems and Policy	7	6.04
TOTALS	1122	964.59

Department of State Growth Organisational Structure as at 30 June 2025

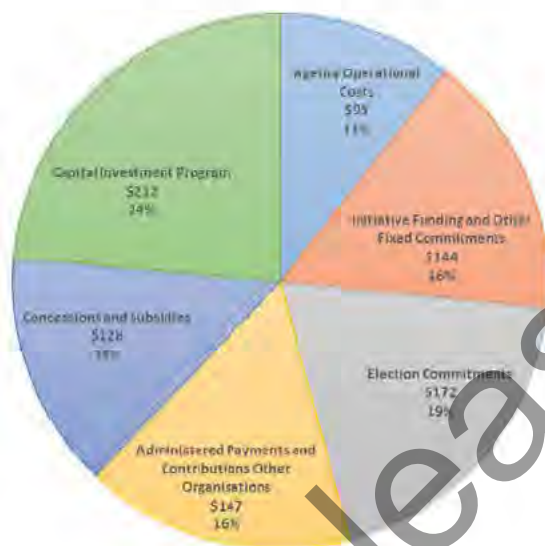


DEPARTMENT OVERVIEW

Budget Information

The department's total Appropriation (Final) in 2024-25 was \$897.9 million, as shown in the table below.

DEPARTMENT OF STATE GROWTH
2024-25 BUDGET SPLIT (\$ M)



2024-25 Budget

Forward Estimate Appropriation allocations included in the 2024-25 Budget Papers for the department are as follows:

2025-26 - \$849.3 million

2026-27 - \$714.7 million

2027-28 - \$634.1 million

These figures include the Capital Investment Program.

2025-26 Budget

A total of \$663.2 million has been allocated to the department through the *Supply Act (No. 1) 2025* which allows for the interim provision of appropriation from the Public Account to enable the provision of Government Services until the 2025-26 Budget Appropriation Acts are in place. The amount of appropriation provided reflects funding to continue the normal services of Government for a period of up to six months from 1 July 2025 to 31 December 2025.

In addition to the amount allocated through the *Supply Act (No. 1) 2025*, the department has approved Budget Rollovers of \$48.1 million (as per Section 23 of *Financial Management Act 2016*).

PORTFOLIO OVERVIEW

The Arts and Heritage portfolio is supported by the Creative Industries, Sport and Visitor Economy Group of the department headed by Deputy Secretary, Brett Stewart.

The portfolio is supported through:

- Creative Tasmania, which oversees Arts Tasmania and Screen Tasmania.
- The Tasmanian Museum and Art Gallery (TMAG).

Creative Tasmania

Creative Tasmania oversees the activities of Arts Tasmania and Screen Tasmania and commenced operations on 2 February 2025 following a departmental realignment.

This function manages the human and financial resources of Arts Tasmania and Screen Tasmania, ensures systems are compliant with legislation (specifically the *Cultural and Creative Industries Act 2017* – “the Act”), ensures policy alignment with government priorities, oversees the delivery of election commitments, provides advice to the government and is noted as a delegate for decision-making under the Act (subject to Ministerial approval).

Following the February 2025 realignment, Creative Tasmania is responsible for the restructure of the Arts Tasmania and Screen Tasmania business units to ensure improved collaboration, red-tape reduction, budget health, team culture and improved support and service delivery to the cultural and creative industries.

Creative Tasmania is guided by the *Cultural and Creative Recovery Strategy: 2020 and Beyond*.

Arts Tasmania

Arts Tasmania is currently a ten-person team across 8.2 FTE positions in Hobart, Launceston and Burnie. Arts Tasmania administers a range of opportunities for the support and development of the cultural and creative industries in Tasmania. This includes funding programs for individuals, groups and organisations, specialist programs in support of youth arts, artist residencies across Tasmania,

and identified programs for Tasmanian Aboriginal arts and culture. It also manages Administered Expenses for the Tasmanian Symphony Orchestra, Ten Days on the Island, the Theatre Royal, and Special Project Funding for the Queen Victoria Museum and Art Gallery.

Arts Tasmania administers the Tasmanian Government Art Site Scheme (a public art program mandated by Treasurer’s Instruction PF-4, section 23) and the COLLECT Art Purchase Scheme (which provides no-interest loans for Australian residents to purchase the work of living Tasmanian artists from approved Tasmanian galleries and arts businesses).

Arts Tasmania also administers a range of industry development programs, including sector development programs, Arts Law professional development, capacity development for the movable cultural heritage sector, special projects (including the Tasmanian Literary Awards), and manages scholarships and bequests (including the Fulbright Scholarship and the Annie Greig Dance Scholarship). It also manages strategic and financial partnerships with Creative Australia and the Australian Government’s Office for the Arts.

Screen Tasmania

Screen Tasmania is currently a six-person team across 6.0 FTE positions that funds the development (screenwriting) and production of Tasmanian screen projects for broadcast, streaming and cinema distribution, industry development of the Tasmanian screen sector, and video game development for all platforms.

Screen Tasmania provides funding under six programs, including project, development, industry development, production support, games development and training and placements. Special initiatives may be offered as opportunities arise, which are often co-funded with the Australian Government, equivalent agencies from other state or territory governments, or broadcasters and streamers.

Screen Tasmania also administers the Island Screen Incentive, which attracts non-Tasmanian screen productions to produce in the state.

Project funding decisions are recommended by the Screen Tasmania Expert Advisory Group (STEAG), a standing expert panel established by the *Cultural and Creative Industries Act 2017*. Decisions have historically been delegated to Screen Tasmania by the relevant Minister.

PORTFOLIO OVERVIEW

The Tasmanian Museum and Art Gallery (TMAG)

The Tasmanian Museum and Art Gallery (TMAG) is Tasmania's leading natural and cultural heritage organisation. It is a combined museum, art gallery and herbarium which safeguards the State Collection representing the physical evidence of Tasmania's natural and cultural heritage, and the cultural identity of Tasmanians.

TMAG has six sites in Hobart including its public face at Dunn Place and the historic house museums Markree and Narryna, together with collection and research facilities at Rosny, Moonah and the Tasmanian Herbarium on the University of Tasmania (UTAS) Sandy Bay campus. TMAG also has collections on the West Coast in Queenstown and the West Coast Heritage Museum at Zeehan as well as the Australasian Golf Museum collection at Bothwell.

A statutory authority which operates under the *Tasmanian Museum and Art Gallery Act 2017*, TMAG is overseen by a skills-based board of seven trustees.

The state collection of approximately 1 million objects, specimens and works is conservatively valued at \$380 million.

TMAG has a staff of 80.59 paid FTEs, supported by over 100 volunteers, and its supporter groups – the TMAG Foundation and the Friends of TMAG.

Its annual budget is approximately \$12 million per year, of which 20 per cent is self-generated.

During COVID-19, TMAG began producing more digital content and programs, and now continues these in parallel with physical visits.

Social Media and Communications Channels

Arts Tasmania

- Arts Tasmania website: www.arts.tas.gov.au/home
- Arts Tasmania Facebook: www.facebook.com/ArtsTasmania
- Arts Tasmania Instagram: www.instagram.com/artstasmania/

- Tasmanian Arts Guide Facebook: www.facebook.com/tasartsguide
- Tasmanian Arts Guide Instagram: www.instagram.com/tasartsguide
- Arts Tasmania Tasmanian Literary Awards webpage: www.arts.tas.gov.au/tasliteraryawards/home
- Tasmanian Literary Awards Facebook: www.facebook.com/tasmanianliteraryawards
- Arts Tasmania Newsletter: Monthly subscription email newsletter, sign up at www.stategrowth.tas.gov.au/arts/about_us/newsletter

Screen Tasmania

- Screen Tasmania website: www.screen.tas.gov.au
- Facebook, Instagram & X (Twitter): @ScreenTasmania
- Monthly subscription newsletter: www.stategrowth.tas.gov.au/screen/about_us/keep_in_touch

Tasmanian Museum and Art Gallery

- TMAG website: www.tmag.tas.gov.au
- Facebook: www.facebook.com/tasmuseum
- Instagram: www.instagram.com/tasmuseum/
- Twitter/X: <https://twitter.com/tasmuseum>
- YouTube: www.youtube.com/@tasmanianmuseum
- External (public facing) newsletters:
 - TMAG News (monthly – distributed to subscribers, who can [sign up here: www.tmag.tas.gov.au/whats_on/keep_in_touch](http://www.tmag.tas.gov.au/whats_on/keep_in_touch))
 - Teachers News (one per term – distributed to list of educators who can [sign up here: www.tmag.tas.gov.au/whats_on/keep_in_touch](http://www.tmag.tas.gov.au/whats_on/keep_in_touch))

PORTFOLIO OVERVIEW

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Question Time Briefs

The current index of Question Time Briefs for 2025 is provided below.

These briefs are currently being updated by the department and will be forwarded to your office before Parliament re-sits:

Arts Tasmania

- Arts and cultural heritage organisations support
- Election commitments
- Funding in the theatre sector
- Queen Victoria Museum and Art Gallery
- State of music

Tasmanian Museum and Art Gallery (TMAG)

- Holocaust Interpretation and Education Centre
- Human remains in TMAG collection
- TMAG Budget Update

Screen Tasmania

- Funding for video games industry
- Island Screen Incentive Program
- Screen Tasmania funding decisions
- Support of emerging filmmakers
- Tasmanian screen production update

Others

- Recent board appointments – Art and Culture.

Key Stakeholders

Industry Representative Groups

The following are the primary representative groups in the arts sector:

- Screen Producers Australia – national body representing screen producers
- Tasmanian Game Makers – membership body of Tasmanian game developers
- Interactive Games and Entertainment Association – national body representing game developers and publishers
- Theatre Council of Tasmania
- Music Tasmania
- Contemporary Art Tasmania.

Major businesses and organisations

- Archipelago Productions – Marta Dusseldorp/Ben Winspear theatre and screen production company
- Assembly 197 and Tasdance
- Big hART
- Contemporary Art Tasmania
- Creative Australia (formerly Australia Council for the Arts)
- Design Tasmania
- Performing Lines Ltd. (Tasmania Performs)
- Queen Victoria Museum and Art Gallery
- RANT Arts
- ROOKE Productions
- Screen Australia
- Second Echo Ensemble
- Tasmanian Symphony Orchestra
- Ten Days on the Island (quarterly meetings with the Minister for the Arts and Heritage)

PORTFOLIO OVERVIEW

- Terrapin Puppet Theatre
- Theatre Royal Management Board (quarterly meetings with the Minister for the Arts)
- Theatre North
- The Unconformity
- TMAG Board (quarterly meetings with the Minister for the Arts)
- TMAG Foundation Ltd.
- University of Tasmania (specifically College of Arts, Law and Education, School of Humanities, Research office, Office of the Vice Chancellor, Conservatorium of Music)

Released under RTI

CRITICAL DECISIONS

Legislation Administered by the department

The following list identifies relevant legislation under the portfolios for which the department of has responsibility.

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 the Arts and Heritage

The following provides a brief description and current membership of the boards in this portfolio.

Board of Trustees of the Tasmanian Museum and Art Gallery (TMAG)

The Board of Trustees of TMAG determines the strategic direction of TMAG in accordance with objectives set by government. The principal purpose of TMAG is to collect, conserve, manage and display scientific and cultural objects and information of significance to Tasmania.

Name	Position	Appointment Expires	Terms (years) at expiry
Andrew Catchpole	Chair	11/02/2026	2 (6)
Denise Robinson	Trustee	27/02/2028	2 (6)
Scott Baddiley	Trustee	20/06/2027	3 (9)
Andrew Young	Trustee	20/06/2027	1 (3)
Vacant	Trustee		
Brett Torossi	Trustee	20/06/2027	3 (9.5)
Adam Liaw	Trustee	30/11/2025	1 (3)

¹ Heather Rose resigned effective 7 April 2025. Her term was due to expire on 11 February 2026.

Theatre Royal Management Board

Enables provision to the community of culturally enriching performing arts.

Name	Position	Appointment Expires	Terms (years) at expiry
Dr Tania Price	Chair	31/03/2026	2 (6)
Anthea Pritchard	Member	16/08/2026	3 (9.5)
Vacant ¹	Member		
Craig Limkin ²	Member	16/02/2026	2 (6)
Vacant ¹	Member		
Anthony Bonney	Member	16/08/2026	2 (6)
Benjamin Avanzi	Member	31/01/2026	1 (3)

¹ Additional candidate interviews to be undertaken.

² s.5 of the *Theatre Royal Management Act 1986* states that one member of the Board is the Secretary of the Department or his or her delegate.

KEY ISSUES BRIEFS

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Government-owned cultural property management (including Theatre Royal, Salamanca Arts Centre, 197 Wellington Street, Tasma Street, Pitt Building [Launceston])	18
Tasmanian Government Art Site Scheme	20
State of Music (including agreement with the Australian Government)	22
Theatre Royal and Hedberg	23
Tasmanian Holocaust Education and Interpretation Centre	25
TMAG Community engagement including attendance numbers	27
Royal Society of Tasmania	28
Repatriation (including human remains, petroglyphs and taypani)	29
Board of Trustee Membership	33

Key Points

- Tasmanian Government investment in and support of the arts and screen sectors has not materially changed since 2016-17. This has placed both sectors in a highly vulnerable position.
- Tasmanian Government support of the arts is by far the lowest in Australia in both *per capita* and actual terms. This places the Tasmanian cultural and creative industries at a significant competitive disadvantage in leveraging Australian Government funding. Phased uplifts in both arts and screen allocations are required across the forward estimates to secure these sectors.

Background

The most recent census identifies that 1.8 per cent of Tasmania's workforce – or 4,619 Tasmanians – identify the Arts and Recreation Services sector as their main employment and source of income. A significant proportion of these are employed in Tasmanian arts organisations which provide content for festivals, deliver interventions in the justice, education and health systems, and contribute to Tasmania's brand as a cultural hub. A great many more Tasmanians are professionally active in the arts and cultural economy but draw their main income from non-arts and cultural employment.

Government support of an investment into the arts and screen sectors has declined in real terms over the last decade. Time-limited interventions (such as those made through the COVID-19 period), whilst welcomed, do not address the underlying resource and funding constraints for Tasmania's cultural sector. An ongoing uplift in the amounts offered will provide some opportunity for the sector to stabilise and to better align with government aspirations and ambitions for a strong economy across all segments. The small uplift required to stabilise these sectors will drive economic, social and tourism benefits that far exceed the increased investment.

The five-year target for government investment growth in arts and screen appropriation is the minimum required to provide a level of employment and production stability. These funds would go to support innovation and sector

diversification to enable growth across the cultural and creative industries. This investment will enable the arts and screen sectors to innovate and thrive, and strongly align with Tasmania's brand position whilst enabling the arts and screen sectors to remain the 'distinctly Tasmanian powerhouse' for the state's visitor economy. This growth also heralds a marked departure from the strategy of support for lighthouse projects, especially in (but not limited to) the screen sector.

Historically, Requests for Additional Funds (RAFTs) are provided for high profile productions, the benefit of which is limited to a single production and activity, whilst the allocation to Screen Tasmania remains dangerously low. The impact of this approach is that benefit is limited to a small number of high-profile productions without meaningful commensurate investment in the industry. This has led to a two-speed cultural economy that is vulnerable, constrained and unable to drive innovation in a knowledge-based and entrepreneurial economy as extra funds are diverted to landmark projects at the expense of industry support. This approach must end for the sake of healthy, nimble, and viable arts and screen industries.

Arts Sector

In 2024-25, the amount provided to Tasmanian arts organisations through competitive programs was \$6,351,670 (this figure includes the now terminated temporary uplift of \$1,500,000 provided as a one-year election commitment). This amount supports the costs of operations and supports organisations to make and present of new work. This new work is often presented in festivals (which receive support through another portfolio), schools and health settings and is critical to Tasmania's visitor economy and brand.

Tasmanian Government spending of the arts is the lowest in Australia in real and *per capita* terms. The figures below include cultural heritage (museums), music and performance festivals, and arts education investment in schools:

	Aus	NSW	Vic	Qld	SA	WA	ACT	NT	TAS
Arts (\$ per capita)	86.67	70.64	63.22	53.11	99.68	56.53	87.15	150.41	48.93

Per capita Government Support for the Arts (last available data set as at 2022, new data set being prepared. This will show a decline in *per capita* Tasmanian Government Support for the Arts)¹.

The population basis upon which the *per capita* figure is derived is:

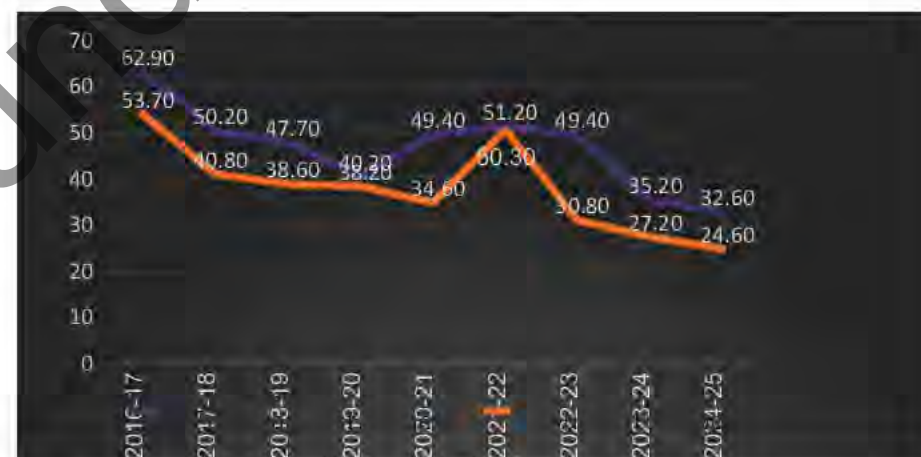
Jurisdiction	Est population	Support for the Arts (\$)
New South Wales	8,096,000	\$571,901,440
Victoria	6,562,110	\$414,856,594
Queensland	5,267,382	\$279,750,658
South Australia	1,806,963	\$180,118,071
Western Australia	2,763,768	\$156,235,805
Tasmania	569,544	\$27,867,787
Australian Capital Territory	453,402	\$39,513,984
Northern Territory	249,313	\$37,499,168

Population figures for *per capita* calculation and state/territory investment in arts

These figures indicate that Tasmania's investment in the arts is sub-optimal, rendering the sector nationally uncompetitive and highly vulnerable. Arts Tasmania has implemented reasonable mitigations to address this risk, including limiting eligibility, capping the upper limit of grant amounts (now the lowest in Australia), and delivering industry development programs to build capacity and capability in philanthropy, sponsorship and other income generating activities. This is a major reputational risk for the government, given Tasmania's national and international brand relies heavily on its creative, arts and cultural sectors to drive visitation and population growth.

The stagnation of investment into the arts since 2016-17 has resulted in a substantial decline in the success rates for applications made to Arts Tasmania's competitive programs. This is due to the significant growth in application rates as

the sector becomes professionalised, the increased demand for cultural product across a range of Tasmanian economic sectors (including health, education, tourism and the festival circuit), and increased costs of doing business (including rent, wages, the requirement for superannuation payments, and insurance). The table below shows a 54.2 per cent decrease in applications supported and a 48.2 per cent decrease in funds allocated against request over the period 2016-17 to 2024-25. In 2024-25, 32.6 per cent of applications were supported, for 24.6 per cent of the funds requested. The implications of not addressing government investment and strategy into the arts are significant.



Success rates of competitive funding rounds to Arts Tasmania 2016-17 to 2024-25

¹ Cultural Data Online: <https://www.arts.gov.au/cultural-data-online/government-cultural-funding-and-participation/cultural-funding-tasmania>

Arts Tasmania programs

In 2024-25:

- \$6,351,670 was provided through Arts Tasmania's 18 competitive grant programs for individuals, groups and organisations, drawn from existing allocations and time-limited initiatives.
- \$678,000 was distributed to the sector through now terminated agreements.
- \$4,938,000 was provided as administered grants to the Tasmanian Symphony Orchestra, the Theatre Royal Management Board and Ten Days on the Island Ltd.
- \$1,798,983 was provided as administered funds of for the City of Launceston towards the Queen Victoria Museum and Art Gallery.
- \$150,000 was provided to the West Coast Heritage Centre.

This investment in Tasmania's arts and cultural heritage sectors is drawn from the Arts Industry Development allocation, bequests, earned income and partnerships.

As well as its competitive grant programs, Arts Tasmania manages a range of other programs and initiatives to support the cultural and creative industries, including:

- public art commissions through the Tasmanian Government Art Site and Corporate Art Schemes
- low-interest loans
- the Roving Curator program
- the COLLECT Art Purchase Scheme
- the Tasmanian Literary Awards (offered every second year)
- Growing Pains in the Arts professional development program; and
- Arts Law programs.

Screen Sector

Through Screen Tasmania's programs, the Tasmanian Government approved support for the screen industry totalling \$2,123,296 during 2024-25. This includes the first tranche of the Island Screen Incentive and grants funded by the Level Up Tasmania fund for video games development.

The Tasmanian screen sector has experienced much growth in the last decade and producers have been increasingly exploring Tasmanian stories, talent, and landscape. Output peaked in 2023-24 with a record year of production in which an estimated \$30 million was expended on Tasmanian goods and services in scripted and documentary film and television content. This followed a record year in 2022-23.

Screen production is relatively unique in that the Tasmanian Government funds leverage substantial investment from outside the state or the country. Screen Tasmania is the only source of funds within the state, which means that, for example, the \$500,000 which was approved to Netflix drama series *The Survivors*, led to approximate \$8 million being spent on Tasmanian personnel, goods and services, with all other funding being inward investment.

However, the industry is still too small to have a full-time crew-base working on screen productions in the state year-round. This constrains industry development and necessitates the importation of non-Tasmanian crew and actors on Tasmanian-based projects.

Screen Tasmania programs

Screen Tasmania's programs support the development and production of linear screen and video games, and industry development of both sectors. During 2024-25, the Tasmanian Government approved the following support through the programs, funded by a combination of ongoing allocation and budget measures:

- Production Support (grants and equity investment alongside other financiers to produce linear screen content) – seven projects totalling \$725,000.
-

Project Development (recoupable grants to assist with scriptwriting and other preparatory work to bring an in-development project to a point that it can attract market interest) – 24 projects totalling \$494,024.

- Games Development (grants and recoupable grants to fund video games under development) – seven projects totalling \$179,880.
- Island Screen Incentive (ISI) (grants designed as a rebate against expenditure in Tasmania on linear screen production) – two projects totalling \$550,852.10.
- Industry Development (grants to assist practitioners to develop their careers through training, market connection and travel) – 42 projects totalling

\$164,450.56.

- Traineeships and Attachments (grants supporting the attachment of trainee crew members to professional productions to build capacity in the industry and develop careers) – three projects totalling \$9,089.98.

Screen Tasmania also facilitates numerous events to enhance screen practitioners' skills and market knowledge, including seminars, networking events and screenings.

In 2024, Screen Tasmania hosted the highly successful inaugural Level Up Tasmania video game showcase. Screen Tasmania is in early stages of planning for the second Level Up Tasmania event, planned for March 2026.

Released under RTI

Key Points

- The Government, through Screen Tasmania, approved \$725,000 in production support for seven projects in 2024-25 via its Production Support program, plus \$550,852 to two projects through the Island Screen Incentive.
- Of these nine projects, two are wholly Tasmanian projects and a further five are developed and/or co-produced by Tasmanians in conjunction with mainland companies.
- The other two are mainland production companies hiring many Tasmanians during production.
- The landmark tentpole productions of Netflix's *The Survivors* and season two of ABC's *Bay of Fires* resulted in 2023-24 being a record year in expenditure in the Tasmanian screen industry. Both have since been released with *Survivors* being the second highest watched series on Netflix worldwide for its first two weeks of release, and each episode of *Bay of Fires* reaching over 1 million viewers in Australia. *Bay of Fires* is also the largest non-children's program on ABC's iView platform.
- The two landmark scripted projects hired close to 200 Tasmanian cast and crew and expended over \$15 million on Tasmanian goods and services.
- 2024-25 was dominated by factual and documentary projects, headed up by *Alone Australia*, season three.
- There are a number of smaller scale projects that have recently been released or are soon to be released, including animated YouTube series for adults *After All*, NITV's short-form Tasmanian aboriginal drama *MoonBird*, two food-based SBS series in season two of *A Girl's Guide to Hunting, Fishing and Wild Cooking* and *Chef's Garden*, starring celebrity chefs Analiese Gregory and Massimo Mele respectively.
- These investments have or will have leveraged an estimated \$3.754 million of expenditure on Tasmanian wages, goods and services, and employed approximately 60 Tasmanians.
- The next Screen Tasmania supported projects which will be released are *After All* on YouTube, ABC's *Teenage Boss: Next Level* and Nine's *Aussie Lobster Men*, season five.

- Production activity in Tasmania is currently limited, with only feature thriller *Don't Post That* currently in production in Launceston.
- Ongoing production activity is vital for any screen industry and the continued commitment by the government will ensure Tasmanian screen practitioners continue to live and work in their home state.

Background

Screen Tasmania approved support in the following productions in 2024-25 across the Production Support Program and Island Screen Incentive.

PROJECT	FORMAT	SCREEN SUPPORT
<i>The Pledge</i>	Feature Documentary	120,000
<i>After All</i>	Animation Series	50,000
<i>Chef's Garden, Season 2</i>	Lifestyle Series	45,000
<i>Teenage Boss, Season 4</i>	Documentary Series	100,000
<i>Hunt for Truth: Tasmanian tiger verdict</i>	Documentary	50,000
<i>alone australia, season 3</i>	Documentary TV Series	170,000 (I)
<i>A girl's guide to hunting, fishing and wild cooking, season 2</i>	Documentary TV Series	160,000
<i>Ground Up</i>	Comedy series	200,000
<i>Don't Post that</i>	Thriller feature	380,852,1
FY TOTAL		695,000

Released under RTI

Key Points

- The Tasmanian Government owns a range of buildings that are made available to arts and cultural organisations to deliver programs and engage with community.
- Properties have different governance, oversight and management arrangements. The portfolio would benefit from policy settings that ensure consistency and transparency with some capacity for income generation for government.

Background

The Tasmanian Government owns a range of buildings that are provided to arts and cultural organisations. These are predominantly managed through the Crown Land Services function of the Department of National Resources and Environment Tasmania (NRE Tas).

- The administration and management of rental agreements, maintenance, financial health, and rates and relevant expenses are matters that NRE Tas has undertaken for most properties. It should be noted, however, that NRE Tas wishes to transfer oversight of properties to portfolio departments. This would potentially result in the department being responsible for managing a range of properties with insufficient capability and resources. The Department is actively considering how to best manage its broad portfolio of facilities.

In the Arts portfolio, the infrastructure in question includes:

- Theatre Royal
 - Australia's oldest continually operating theatre is administered by NRE Tas and is part of the Hedberg redevelopment.
 - Due to the complexities of the administration of the Hedberg and the financial issues of the Theatre Royal, a specific IGB has been prepared and is included in this pack (as Issue 6).
- Salamanca Arts Centre (SAC)

- SAC is a heritage listed property administered by NRE Tas and leased to SAC on a 99-year lease for \$1 per annum.
- In return, SAC sublets a range of shopfronts and other tenancies in the premises, generating approximately \$1.1 million of income in 2024-25.
- SAC has been publicly critical of government not providing an annual appropriation to SAC, however SAC neglects to note the significant income it receives through its subletting practice.
- 197 Wellington Street (Launceston)
 - This premises is occupied by Tasdance/Assembly 197.
 - It is managed by NRE Tas. Tasdance pays a highly subsidised rental amount of approximately \$5,500 per annum. NRE Tas wishes to levy a rental amount on Tasdance approaching equivalence to market rates, being approximately \$55,000 per annum.
 - This will place Tasdance and its sublessors (Mudlark Theatre, Stompin' Youth Dance and Rooke Circus) at financial risk.
 - Tasdance/Assembly 197 receives multi-year support through Arts Tasmania, and the sublessors each receive annual funding through Arts Tasmania – all for the purpose of providing arts and cultural activities to the community.
 - The levying of a greater rental amount will have the effect of transferring government funds from Arts Tasmania to NRE Tas and constraining the activities of these organisations.
 - This result would be sub-optimal. Tasdance has commenced advocating for new purpose-built premises owned by government and leased long term to Tasdance to provide security and minimise heritage maintenance issues.
- 27-35 Tasma Street
 - This property is administered by Arts Tasmania and is provided to Contemporary Arts Tasmania and Design Objects Tasmania at subsidised rates.
 - The property also has several car parking spots that are leased to non-arts clients at market rates.
 - The rent received from these sources provides for subsistence and in-time maintenance of the premises and funds Arts Tasmania's

Industry Development program.

- This property is ready for redevelopment by government aligned with other policy interventions, notwithstanding the issues of relocating long-term tenants and funding Arts Tasmania's programs.
- Neil Pitt Building (Launceston): Majestic Theatre Revitalisation Project.
- This building is not owned by government, however there is a growing campaign led by Rooke Circus for government purchase and fit out this property.
- The request is for approximately \$10.1 million.
- Property management and oversight for TMAG buildings rests with the TMAG Board of Trustees.

Released under RTI

Key Points

- The Tasmanian Government Arts Site Scheme effectively supports small Tasmanian arts businesses while enhancing the state's cultural offerings.
- The scheme and the relevant Treasurer's Instruction (TI) require contemporising.
- Amounts provided for under the TI have not changed since 1995 and are now insufficient to meet the desired outcomes of the scheme.

Background

The Tasmanian Government Art Site Scheme is the government's public art program.

Since its launch in 1979, the scheme has managed over 660 commissions creating more than 1,900 artworks located across the state, resulting in a contemporary state public art collection that includes work from a wide range of disciplines.

The scheme is a major source of government investment in the visual arts in Tasmania. This investment also flows through to the wider community, not only in the social, educational and health outcomes known to derive from public art, but also to local suppliers as artists procure services and materials for the creation of artworks. It supports small businesses in the Tasmanian cultural and creative industries.

The scheme is mandated under TI PF-4 section 23, which provides instructions on the processes that agencies must follow when building and construction projects are valued at over \$250,000. The Instruction relates to all major works for building and construction related to new building and refurbishment projects, but not building maintenance works or residential housing works.

Under the TI, two per cent of the capital works estimate for each project is set aside for the purchase or commissioning of artworks capped at \$80,000. This amount is not absorbed in a single payment to an artist, but must also cover the

cost of design, manufacture, installation, and certification in addition to the artist's fee.

When launched in 1979, the scheme was lauded nationally as a forward-thinking and effective addition to government investment in the arts sector. It was also seen as a valuable way to lay the foundations for developing a state collection that reflected a contemporary and evolving Tasmanian identity that would benefit from the financial appreciation of work as artists' careers developed. The scheme served as a model for other jurisdiction's public art programs serving the multiple purposes of arts industry support and local business stimulus.

In its 46th year, the scope of work that can be undertaken and the funds made available to commission artwork under the scheme are outdated and insufficient. The current Treasurer's Instruction is not effective in delivering broader community and cross-sector benefit and is due for modernising.

The current program ties the location of the public art to a specific infrastructure project. While some locations, such as schools and hospitals, are accessible to members of the public under certain conditions, many locations are not. This is a lost opportunity to develop cultural tourism around iconic, accessible Tasmanian public art.

The maximum amount per commission under the current TI of \$80,000 has not changed since 1995. An average annual inflation rate of 2.6 per cent over 29 years [a total change in cost of 113.3 per cent] would indicate that to retain the value of \$80,000 in 1995 dollars, \$170,677 in 2024 dollars would be required. For any artwork of reasonable scale, the current amount is not tenable. For example, recent artworks commissioned under the Western Wilds Drive Journey required at least double the amount to cover materials, the required engineering, approvals, certification, artist fees and an allocation for whole-of-life maintenance of the work.

An independent review of scheme is currently being undertaken and is due to report in August 2025.

It is likely to recommend modernisation of the scheme subject to the following constraints:

- That consideration of an improved process would result in the reduction of red tape for the department and for Ministers.

- That the impact of any new financial modelling does not require an increase to relevant infrastructure project budgets or a new allocation through the state budget.

The two fundamental improvements under consideration by the consultants are:

- Decoupling commission budgets from an individual capital works project to deliver publicly accessible works of scale that contribute to the visual identity of Tasmania.
- Amending the authorising environment to improve line-of-sight for government on large scale artworks.

Released under EOI

Key Points

- An independent review into the vulnerabilities and opportunities facing the Tasmanian music sector was finalised in the first quarter of 2025.
- The report makes 14 recommendations, some with cost implications.
- The Australian and Tasmanian Governments have agreed to a Tasmanian Live Music Precincts Feasibility Study which addresses (in part) Recommendation nine of the Mason Report. Each party has contributed \$75,000 for this work.

Background

A review of the state of music in Tasmania was undertaken to consider and articulate emerging risks that may lead to the failure of the Tasmanian music ecology. This included, initially, consideration of:

- the feasibility of activating the Hedberg campus of the University of Tasmania as a music hub, providing training, services and opportunities for the wider music community, including, but not limited to, the tertiary sector; and
- commercial and community utilisation of the recording studio facilities and performing spaces of the Hedberg Campus.

As a result of formative conversations with the sector, the scope was expanded to include:

- an assessment as to the usefulness of a statewide, wholistic music strategy
- steps for increasing the profile of Tasmanian music; and
- programs of development that would lead to sustainable music careers in Tasmania.

The expanded scope of the review included the consideration of delivering a costed, ten-year music strategy by the end of 2025. It also included a greater emphasis on maximising existing services and infrastructure beyond the Hedberg, though the report does note the central position that the Hedberg will play in a renewed focus on music in Tasmania.

Paul Mason undertook this work on behalf of government at a cost of \$35,000.

The report provided by Mr Mason presents cost-effective immediate next steps.

The report makes 14 recommendations some of which may be implemented with no cost. Others have costs attached.

Prior to the caretaker period, the Tasmanian Government was considering the recommendations of the report. The report has not been released publicly.

Agreement with the Australian Government

The Tasmanian and Australian Governments have agreed to undertake a Tasmanian Live Music Precincts Feasibility Study.

The Australian and Tasmanian Governments have each committed \$75,000 to this activity.

The deliverables and scope of the agreement are to:

- engage an independent arts organisation to conduct a comprehensive feasibility study that will deliver evidence-based recommendations for establishing vibrant live music precincts in Greater Hobart and Greater Launceston
- survey a number of locations within Greater Hobart and Greater Launceston areas to determine sites for the development of live music precincts
- assess challenges facing the development of the live music precincts and explore opportunities to address these challenges.

This work will commence after the caretaker period.

Key Points

- The complex operating model of the Theatre Royal as part of The Hedberg has contributed to a changing portfolio of expenses which the Theatre Royal cannot meet.
- A review was undertaken into the management of the Theatre Royal to identify ways in which its budget risk can be ameliorated without additional funds being provided by the Tasmanian Government.
- A comprehensive Issues Briefing Note will be provided to the Minister as part of planning for the Theatre Royal at the Hedberg.

Background

The Theatre Royal is Australia's oldest continually operating theatre and is part of The Hedberg redevelopment, which is a multi-owned and administered site between:

- the University of Tasmania (UTAS); and
- the Tasmanian Government (represented by the Department of Natural Resources and Environment Tasmania (NRE Tas) as the property owner).

The department is the portfolio department for the Theatre Royal which is provided for by way of an administered expense through Arts Tasmania.²

- This recurrent funding is a contribution to the Theatre Royal towards the costs of operating the historic Theatre Royal and their portion of the new facilities.

The Hedberg moved to strata upon practical completion in July 2023.

The strata arrangement is a requirement of the Crown and the University of Tasmania as determined for the redevelopment of the site and the strata rules are set out in *By-Laws of Strata Corporation No. 181245 The Hedberg*.

The by-laws, among other things, describe arrangements relating to:

- meetings of the body corporate
- voting at meetings of the body corporate
- the administration and management of the body corporate
- membership and management of the management committee,
- granting of naming rights
- the use and enjoyment of the lots and the common property
- levying of costs to lot owners
- management and control of the front-of-house common property.

The facility is comprised of three lots:

- Lot 1: Owned by NRE Tas leased to the Theatre Royal
- Lot 2: Owned by UTAS (School of Creative Arts and Media)
- Lot 3: Owned by UTAS leased to NRE Tas, subleased to the Theatre Royal.

This ownership structure means that the facility is not eligible for government underwriting through the Tasmanian Risk Management Fund.

Consequently, when the strata were initiated a change in cost structures meant new costs not previously anticipated by the Theatre Royal became payable, resulting in a changed financial position and budget risk.

Additional costs related to NRE Tas expense recovery are likely to be borne by the Theatre Royal. Discussions regarding the financial responsibility for these expenses and the full financial impact of new governance arrangements are continuing between the Theatre Royal Management Board, NRE Tas, the Department and Crown Law.

² The 2024-25 Tasmanian Budget Papers provide for the following administered expense payable to the Theatre Royal: 2024-25: \$1,040,000; 2025-26: \$1,061,000; 2026-27: \$1,082,000; 2027-28: \$1,082,000

In its 2024-25 Community Consultation Submission, the Theatre Royal estimated this risk to be approximately \$347,000 for the 2025 calendar year and requested government to provide an ongoing uplift to address this.

This risk is partially based on an out-of-date and optimistic 2017 business case that has proven to be inaccurate, the imposition of strata costs and insurances, and the possibility of meeting the payments requested by NRE Tas as they pertain to back-dated expenses (rates and other costs).

Review of the Theatre Royal

In April 2025, Tony Grybowski & Associates was appointed to conduct a review of the Theatre Royal. The team undertaking the review will consider a range of matters, including:

- What is a minimum sustainable operating model for the Theatre Royal to meet the requirements under the *Theatre Royal Management Act 1986*?
- What is a sustainable operating model for the Theatre Royal to meet the requirements under the *Theatre Royal Management Act 1986*?
- What are the vulnerabilities and opportunities for generating income for the Theatre Royal, beyond issues of programming?
- What is the impact of The Hedberg redevelopment on the Theatre Royal's sustainability?
- Are the *Theatre Royal Management Act 1986* and the *Theatre Royal Precinct Redevelopment Act 2016* fit for purpose?
- What should be the role of the Theatre Royal in developing capacity and capability for the performing arts sector?
- What is the right governance model for The Hedberg?
- What are the most appropriate ownership, leasing and contractual and maintenance arrangements for the Hedberg and Theatre Royal and its assets?

The review reported in July 2025.

Future departmental oversight of the Theatre Royal

Conversations are also underway between NRE Tas and the Department about the most appropriate department to oversee the administration of leasing arrangements and ongoing oversight of the Theatre Royal.

This is consistent with NRE Tas's strategy to divest property management and re-allocate to the relevant portfolio. (See Issue 3 - Government-owned cultural property management within this IGB).

There currently exists a general lack of capacity and capability within the Department and Arts Tasmania to take on this additional responsibility (without the commensurate transfer of capital and people).

NRE Tas's apparent policy position in this regard will have implications for other government-owned cultural facilities and are addressed in a separate issues brief in this pack (Issue 3: Government-owned cultural property management (including Theatre Royal, Salamanca Arts Centre, 197 Wellington Street, Tasma Street, Pitt Building [Launceston])).

Theatre Royal Management Board appointments and CEO resignation

- A selection process begun in September 2024 to appoint two members to fill vacancies on the Theatre Royal Management Board.
- The process was delayed and one of the preferred candidates withdrew from the process.
- A revised selection recommendation will be submitted to the Minister for the Arts for consideration and Cabinet approval once the incoming government is in place.
- Theatre Royal CEO Vanessa Pigrum has submitted her resignation, effective at the end of August.
- The board has appointed an interim General Manager during the transition period.
-

As the board will be managing additional complexities over the coming period due

to the CEO's resignation and the Theatre Royal review, it is vital that the Theatre Royal has a full board in place as soon as possible.

Released under RTI

Key Points

- TMAG has been working since early 2021 to deliver the Tasmanian Holocaust Education and Interpretation Centre on behalf of the Hobart Hebrew Congregation and in accordance with the Federal Funding Agreement.
- This work culminated in the delivery by sub-contractor Art Processors of a design concept to a scope agreed with representatives from the Congregation in April 2025.
- The Tasmanian Holocaust Education and Outreach Centre project has faced increasing challenges due to changes in the global geopolitical environment, and the emergence of divergent views in the community as to whether TMAG is the appropriate place to build the Centre as well as the design, content and safety of the centre.

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Background

In March 2021, the Australian Government announced a contribution of \$2 million towards the establishment of a Tasmanian Holocaust Centre. This funding was confirmed in August 2023 with TMAG as the lead agency at the request of the then Minister for the Arts, to deliver the centre on the ground floor of TMAG's Bond Store.

Funding is being made available via the Australian Government Department of Infrastructure, Transport, Cities and Regional Development's Community Development Grants Program (CDG).

CDG was the former government's grants program for delivering its election commitments. The Australian Government announced on 24 October 2022 that CDG will cease. Uncontracted CDG projects committed to by the former government prior to the 2022 election, such as the Tasmanian Holocaust Education and Outreach Centre, will still be funded, on the basis that projects are contracted within six months and are completed by 30 June 2026.

To be eligible for funding through the CDG, organisations must be a legal entity and have an Australian Business Number or an Australian Company Number.

Since the announcement of the centre, TMAG, the TMAG Board of Trustees and Minister for the Arts have received correspondence from many individuals and groups raising concerns about the centre and it being located at TMAG.

- The current geopolitical environment might expose TMAG and the centre to risk of criticism or attack. TMAG senior leaders have been actively monitoring the changing geopolitical and security environment to ensure that delivering the centre will not put TMAG buildings, staff and visitors at risk. This involves ongoing consultation with Tasmania Police, Australian Government Department of Foreign Affairs and Trade and Home Affairs about threat

levels. The TMAG Board of Trustees commissioned an independent safety and security risk assessment of the Centre This was delivered in July 2025 and does not identify any specific threats towards the Centre and no security risks at a 'high' level however this could change depending on increasing national terrorism threat levels, surrounding events and changes in local crime trends.

Released under

Key Points

- TMAG visitation has continued to grow since COVID-19 and is now close to the same level of visitation as before the pandemic. Visitors to TMAG's city site are trending at 13 per cent above 2023 – 24 levels.
- TMAG's community engagement comprises onsite visitation to its museum sites, visits to museum websites, people engaging with its social media channels, enquiries, volunteering, and offsite community and educational program participation.
- In 2024-25 TMAG total Visitor Engagement (TMAG city site + online visits) to 31 March 2025 was 448,419 including: 164,334 visitors to TMAG's Hobart city site; 194,811 visits to websites, 24,108 people engaging with social media channels and 26,170 people engaging in offsite and virtual programming.
- School visitation has steadily built following the COVID-19 Pandemic, with 380 educational institutions visiting TMAG (face to face or via virtual tours) from 1 July 2024, to 31 March 2025. This represents 8,316 formal education visitors to TMAG programs.
- In 2024-25, TMAG presented an engaging exhibition program including On The Edge, commemorating the 50th anniversary of the Tasman Bridge Collapse, Islands to Ice the revamped permanent gallery that tells the story of Antarctica and the Southern Ocean, Artists to Ice, Inside Pompeii, Beetles, On Island, Written in Wood: Kevin Perkins inspired by Richard Flannagan and Home: Here and Now, as well as public programs like Beaker Street and Lift Off Children's Festival.
- TMAG volunteering remains strong, with 6,448 hours recorded to end of March 2025 by 98 active independent volunteers with a shadow wage value of around \$280,000.

Background

TMAG continues to engage broadly with the community, however; numbers are yet to reach pre-COVID levels. 2024- 25 visitor numbers to TMAG's city site are trending at 13 per cent above 2023 – 24 levels.

In line with national standards, TMAG measures Total Visitor Engagement to represent the museum's visitation and engagement. Total Visitor Engagement measures engagement across both physical and digital platforms and includes the sum of 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.

TMAG continues to offer a diverse schedule of exhibitions, programs and events focusing on art, science and culture in ways relevant to all Tasmanians and of interest to visitors to our state. LiftOff! TMAG's Festival for Young People was a particular highlight in 2024 -25, drawing it's largest ever audience.

TMAG aspires to deliver a diverse range of activities funded by grants, sponsorship/philanthropy and commercial activities. Activities include exhibitions, public programming, events, collection digitisation as well as TMAG's publications, community projects, scientific expeditions, and other endeavours.

TMAG has continued online programming established during the COVID-19 pandemic, engaging visitors through social media, virtual tours and video content.

TMAG volunteering remains strong, with thousands of hours recorded by 98 active independent volunteers, as well as by those involved with our advisory panels and related groups such as the TMAG Foundation and the Friends of TMAG. In 2024-25, over 6,448 volunteer hours were recorded, with a shadow wage value of around \$280,000.

TMAG's advisory groups include the TMAG Aboriginal Advisory Council, Educators' Reference Panel and the Young People's Reference Panel.

Key Points

- In 2021, a long-running (over 40 year) discussion between the Royal Society of Tasmania (RST) and the TMAG regarding the ownership of certain works on paper escalated into a dispute.
- The basis of the dispute goes back to the establishment of TMAG in 1885 when the RST handed their collection to the Tasmanian Government to form TMAG.
- In November 2021, TMAG and RST representatives attended mediation where agreement was reached regarding the ownership and future management of all works in question, except for a small group by Louisa Anne Meredith where parties 'agreed to disagree'.
- Despite many attempts to resolve this dispute through conversation and negotiation, the matter has not been resolved.
- On 20 September 2024 the legal representative for the RST filed a claim in the Supreme Court in respect of the works.
- TMAG is being represented by the State Litigation Office and is seeking a permanent stay, with the intent to resolve and close this matter and any future ownership disputes. These proceedings are scheduled for hearing on 23 July 2025.
- TMAG is unable to avoid the legal proceedings by simply 'giving back' the artworks, due to the disposal provisions in the *Tasmanian Museum and Art Gallery Act 2017*. Under the Act, TMAG cannot give away items it does not own, nor can TMAG give away items to a group or individual who is not the legal owner. In this case, the issue of ownership will need to be appropriately and finally resolved.
- These works are an important record of the early natural and cultural history of Tasmania and resolution of their ownership is important to serve the best interests of custodianship and preservation of the cultural heritage of Tasmania.

- These works were created by Louisa Meredith 1840-1890. They are one of only two series of Tasmanian fish captured by colonial artists, the other being the UNESCO world heritage listed fish by William Buelow Gould. Meredith's depiction of natural history combined accuracy, beauty, vibrance and skill. They are among, if not, the earliest illustrations of these Tasmanian species.

Background

TMAG and the RST have a long and rich history of interaction, as the RST founded the Museum which was then transferred to the Tasmanian Government by Act of Parliament in 1885.

Around 40 years ago some discrepancies relating to the ownership of around 900 works were discovered.

Between 2019 and 2021, TMAG supported the Joint Working Group set up by the RST and TMAG and undertook an evidence-based approach in its investigations to the ownership of these works. Ownership of around 870 works were resolved through mediation in 2021.

Agreement of future ownership was reached on all items except for a group of works by Louisa Anne Meredith which have been registered to the TMAG collection for at least 70 years.

On 19 December 2023 further mediation between TMAG and the RST was unsuccessful in resolving the matter. On 20 September 2024 the legal representative for the RST filed a claim in the Supreme Court in respect of the works.

Works on paper are paintings and drawings on paper generally done with watercolour pencil etc that require special environmental conditions to ensure they do not deteriorate – fade, disintegrate etc.

TMAG continues to store the RST collection and facilitate access to it (for the RST). The RST cannot afford to insure their collection and does not have curators who can care appropriately for the collection

Key Points

- It is nationally accepted that human remains and materials recognised as spiritually and culturally important, or acquired in an unethical way, should be returned to their rightful owners unconditionally.
- TMAG was one of the first museums in Australia to begin repatriation of human remains, commencing in the 1970s.
- Repatriation of human remains is a very sensitive process that must be treated with the utmost respect and in some cases may not be possible.
- s.27 [REDACTED]
- In November 2022, TMAG returned the Preminghana petroglyphs to the Tasmanian Aboriginal Community.
- The Aboriginal Land Council of Tasmania (ALCT) requested the return of the Greene's Creek petroglyph in early 2022, however, it has been unclear on the appropriate process for achieving this.
- s.27 [REDACTED]
- Through the Apology delivered in February 2021, TMAG publicly committed to changing its practices and has pledged to repatriate human remains and culturally important material to their owners.
- TMAG has also committed to work closely with communities across Tasmania to ensure strong representation of Tasmania's First Nations People's cultural material in all its programs. This work is ongoing and has included groundbreaking exhibitions such as *taypani milaythina-tu* - Return to Country. *taypani* is an ambitious long-term program to facilitate Tasmanian Aboriginal community reconnection with historic cultural belongings held in institutions globally. Some are the only examples in the world.

• s.27 [REDACTED]

• [REDACTED]

Background

Human remains in the TMAG collection

TMAG was established by the oldest scientific society in Australia and New Zealand and the third oldest Royal Society in the Commonwealth. As a result, material in the State collections was collected from the mid-1800s onwards – including human remains from Australia, the Pacific and other countries. Collection and scientific practices were vastly different in the mid-to-late-1800s to early-1900s compared to what they are today.

The human remains currently or previously held by TMAG have come from a variety of sources including collections made by previous TMAG staff and curators and donations/ bequests. TMAG's focus has been mainly on repatriation of remains of Tasmanian and Australian Aboriginal people as well as those of New Zealand Māori.

Repatriation is a long, detailed, and sensitive process which requires time, and often delicate negotiations. Remains cannot be 'handed back' until the provenance of each item has been established with certainty. Due to historical record keeping and collecting practices from the mid-to-late-1800s to early-1900s, as well as the timeframes involved, this is incredibly difficult and, in some cases, might prove impossible.

Repatriation of petroglyphs

ALCT requested the return of the Preminghana petroglyphs held by TMAG and the Queen Victoria Museum and Art Gallery (QVMAG) on 21 May 2019.

Following successful consultations with the community and a permit process, the community collected the petroglyphs from TMAG and QVMAG on 23 November 2022 and they were taken to the carpark at Preminghana.

We believe that on 26 November 2022, an excavator was used to move the large petroglyph from the car park, up the beach to the site from which the petroglyphs were removed in the 1960s.

The ALCT requested the return of the Greene's Creek petroglyph in February 2022. The exact process (including the level of consultation with the Tasmanian Aboriginal community) for the return of the Greene's Creek petroglyph and a petroglyph from Sundown Point has been investigated over the last three years with a way forward becoming clear just prior to the election being called.

TMAG Apology to Tasmanian Aboriginal Community

On 15 February 2021, the Chair of the Board of Trustees of TMAG, along with the Royal Society of Tasmania, apologised to the Tasmanian Aboriginal community.

The Board of Trustees recognised that TMAG was instrumental in showing profound disrespect for Aboriginal people, their families and communities, and their spiritual and cultural practices.

taypani milaythina-tu – Return to Country

Over the past two decades TMAG's First People's team have undertaken extensive research to determine where cultural belongings taken from lutruwita in the 19th century are held in institutions around the world. In October 2022 TMAG launched a major exhibition and associated program *taypani milaythina-tu* – Return to Country.

The exhibition closed in May 2023, and the longer-term community engagement component of the project then began, allowing Tasmanian Aboriginal people to reconnect and learn from these historic cultural belongings often for the first time since they were first collected in the late 1700s and early 1800s.

Some Tasmanian Aboriginal people have been critical of the project for borrowing cultural belongings but not seeking their repatriation. Other members of the community support the program because it provides the opportunity for Tasmanian Aboriginal people to see and spend time with cultural belongings that they would be otherwise be unable to do.

The term of the overseas loans is determined by the Protection of Cultural Objects on Loan Scheme (PCOLS), administered by the Commonwealth Government, and agreement with the international lending institutions and is a maximum of two years.

TMAG was able to secure an unprecedented two-year extension to the PCOL scheme and with the agreement from lending institutions to enable the *taypani* objects to remain in Tasmania for up to another two years. The institutions that

hold the water carriers only agreed to a 12-month extension. Some lending institutions are willing to have the cultural belongings on loan to TMAG for long periods (e.g. five years or indefinitely). Some would like the objects to be repatriated to Tasmanian Aboriginal people.

TMAG will continue to work with the Tasmanian Aboriginal community to support requests to repatriate these cultural belongings. If the community cannot negotiate the repatriation of objects, then they will have to return to the institutions that lent them to TMAG. Some objects cannot be repatriated due to legislative constraints in the country where the institutions are based e.g. Britain and France.

One of the items on loan has already returned to Britain in 2024 due to requirements of the British Border control. Two are due to return to Europe at the end of August 2025.

Released under
FOI

Key Points

- TMAG has a skills-based board of management to guide the strategic endeavour of the organisation.
- Under the *Tasmanian Museum and Art Gallery Act 2017*, the Minister for the Arts appoints members to the board for terms not exceeding three years and, if eligible, may be reappointed. The membership of the board is to be made up of no fewer than five but no more than seven members.
- The board currently has six members, as Ms Heather Rose resigned in April 2025.
- The term of current board member Mr Adam Liaw is due to expire at 30 November 2025. Mr Liaw was appointed in November 2022 and has only served one term of three years.

Background

In making board appointments, the Minister is to ensure that the members, collectively, have expertise in research relevant to the TMAG collection in addition to qualifications or experience in, or expert knowledge of, most of the following matters:

- Art.

- Tasmanian history and cultural heritage, including Aboriginal cultural heritage.
- Natural science.
- Business or financial management.
- Commercial or corporate law.
- Marketing or fundraising.
- Public sector administration.
- Community representation.
- Education.

Skillset required in <i>Tasmanian Museum and Art Gallery Act 2017</i>	A Liaw
Must collectively: Expertise in research relevant to the TMAG collection	All of Board
Must: One member who can appropriately represent Tasmanian Community*	
Most of the following: Collectively	
- Art	
- Tasmanian history and cultural heritage	
- Aboriginal cultural heritage	
- Natural science	
- Business, financial, or digital	3
- Commerce or corporate law	3
- Marketing or fundraising	2
- Public sector administration	3
- Community representation*	
- Education	3

3 = Experienced practitioner, professionally qualified, having expertise
 2 = General experience in the field 1 = Some experience in the field

*Community representation is defined as experience of governance in Tasmanian community facing body or known to have made a significant community contribution.

ATTACHMENTS

The following key supporting documents are attached to this package for your information:

- State Growth Corporate Plan 2023-26

Released under RTI

Corporate Plan 2023–26



We acknowledge the Tasmanian Aboriginal people as the original owners and continuing custodians of lutruwita (Tasmania). We pay our deepest respects to their Elders, past and present. We honour the care and connection to their land, sea, waterways and sky which was never ceded. We value the history, culture and strength of the Tasmanian Aboriginal community, and commit to listen deeply to their story and be respectful of Country in our collaborations with them.

Image credit:
Photo by Michael Gissing of Felicity Bott, as part of Deborah Wace's Arts and Screen Digital Production Fund Project.

From the Secretary



It is my pleasure to present the Department of State Growth's Corporate Plan 2023-26. I am excited to keep building on our achievements, shared capacity, values and sense of purpose.

As our organisation evolves, it is vital we work together and take advantage of the opportunity this department presents. The resilience and dedication shown by the State Growth team since the start of the COVID-19 pandemic has been amazing, and together we can carry this energy forward.

State Growth provides a broad range of services to the Tasmanian community: building and keeping us safe on our roads; working with and supporting growth in our businesses and industries; supporting our vibrant

arts, tourism, sporting and cultural communities; responsibly harnessing the natural advantages provided by our mineral resources; providing key services and infrastructure; supporting sustainable development; delivering future-focused energy policy; and facilitating the provision of targeted training and migration programs.

This spectrum of services and roles creates immense opportunity. Our response to the COVID-19 pandemic and subsequent support of our community and economy's recovery, shows we can take advantage of our collective expertise to collaborate and deliver a client-centric approach. The Corporate Plan for 2023-26 builds on this momentum and seeks to ensure we continue to perform at the high level expected of us by the government of the day and the Tasmanian community.

Our clients and their needs – be they Ministers, the community, or businesses – are the focus of our advice and we need to apply insightful and pragmatic policy analysis to reconcile differing interests. Our approach ensures we provide the information our diverse stakeholders need to make decisions and to invest in a manner that is implementable and compliant with relevant legislation.

Each of our outputs are valuable and contribute to the wellbeing of Tasmanians and the liveability of our cities and regions. Our work is aspirational and focused on delivering better outcomes for Tasmanians, harnessing the competitive advantages that set us apart from the rest of the world. We will ensure our organisation has the right culture, tools, support and technology in place to drive these results and take full advantage of new opportunities.

Being able to deliver our objectives starts with our people and ensuring we are an organisation that values and supports the individual to thrive. This means creating a workplace culture where people feel supported, valued, included and empowered to do their best work and be their best selves. Our Corporate Plan recognises the importance of working together and being united in the same goal. When we get this right, our people feel better, they perform better, and the organisation achieves great outcomes.

The Corporate Plan 2023-26 responds to key cultural, environmental and economic shifts since the last version. We have renewed our focus on sustainability and how our work supports liveability and vibrancy in our community and economy. We also turn our attention to how we can respond to and build resilience against the impacts of climate change and other emergencies and disruptions, both internally and externally across Tasmania.

I am proud of what we have achieved in the four years since the 2019-22 Corporate Plan, and how we have gone about it together. As we embark on this next chapter, I am confident we have the tools, environment and team to continue to take full advantage of the opportunity State Growth's broad range of services present.

Kim Evans
Secretary

Our role

To support diverse and sustainable economic growth and facilitate the creation of job opportunities for the benefit of our community.

Who we are

Our agency has the following core focus areas:

- **Business and Jobs** – drives industry capability and regional development for growth including small business support, workforce development, trade, science and technology, advanced manufacturing and defence, international education, business and skilled migration, and tourism and hospitality support.
- **Resources, Strategy and Policy** – provides whole-of-agency strategic policy, project and coordination functions including Antarctic science and research, population strategy, and urban renewal and growth initiatives that build on urban transformation. This area also provides strategic advice on Tasmania's mining policies and resource industries, and is responsible for the sustainable management of mineral resources in Tasmania.
- **Culture, Arts and Sport** – develops policy and programs to deliver economic and social outcomes by supporting development, delivering services, providing funding and stimulating demand for the cultural, creative and sporting sectors in Tasmania.
- **Transport and Infrastructure** – promotes and enables the safe, reliable and efficient transport of people and goods, to connect Tasmanian communities, promote freight efficiency and growth in the Tasmanian economy, and improve the visitor experience. This group also supports state-wide planning and coordination of major stadium projects and infrastructure delivery.
- **Business Services** – working with our partners, Business Services leads the development of organisational culture, business improvement and emergency management in the department through delivery of quality financial, communication, human, information, spatial, asset management and portfolio services.

Our agency also supports and works closely with the following areas:

- **The Office of the Coordinator-General** – the principal entity in Tasmania to attract and support investment in the state, facilitate major projects and reduce red tape.
- **Renewables, Climate and Future Industries Tasmania (ReCFIT)** – is responsible for providing advice on the state's strategic direction on climate change, renewable energy growth and emissions reduction to help shape Tasmania's future while maintaining a secure, sustainable and affordable energy system.
- **The Tasmanian Development Board** – the board's primary focus is the creation of investment and associated employment through working closely with State Growth to implement government policies.

Our approach

We will be guided by the following principles:

Client-centric

We will provide integrated advice and services that are informed by the full range of services our agency provides and the needs of our clients.

Collaborative and coordinated

We will work together and across portfolios to provide informed whole-of-agency advice and services. This will be supported by the strong relationships we will build and maintain with our partners across all three levels of government, business, industry and the community.

Results driven

In keeping with our purpose, we will strategically manage risks to deliver the big and small tasks that support the delivery of the government's priorities and meet the needs of the community.

Efficient

We will make the best use of available resources to give effect to our purpose.

Innovative and creative

We will support innovation and creativity in the work we do and the activities we encourage and promote.

Diverse and supportive

We will encourage and demonstrate leadership as a welcoming, supportive and inclusive organisation. We will continue our investment in driving diversity and building an inclusive workplace as well as continuing to prioritise the accessibility of our services.

Values based

We are a values-based organisation. We will live by, exemplify and demonstrate our values in the way we work with and support each other, and our clients.

Adaptable and agile

We will respond quickly and effectively to changing demands and emerging challenges and opportunities.

Our values

At State Growth, we live by the following values: **Courage** to make a difference through:

Teamwork

Our teams are diverse, caring and productive

- We listen, learn and share.
- We support each other by stepping up and sharing the load.
- We bring out the best in people through strong and supportive leadership.
- We collaborate to get the best outcome.

Integrity

We are ethical and accountable in all we do

- We are transparent and consistent in our decision making.
- We take responsibility for our actions.
- We speak up when things aren't right.
- We do what we say we are going to do.

Respect

We are fair, trusting and appreciative

- We create a diverse and inclusive workplace.
- We care for the health, safety and wellbeing of each other.
- We listen without judgement and seek to understand.
- We resolve issues constructively.

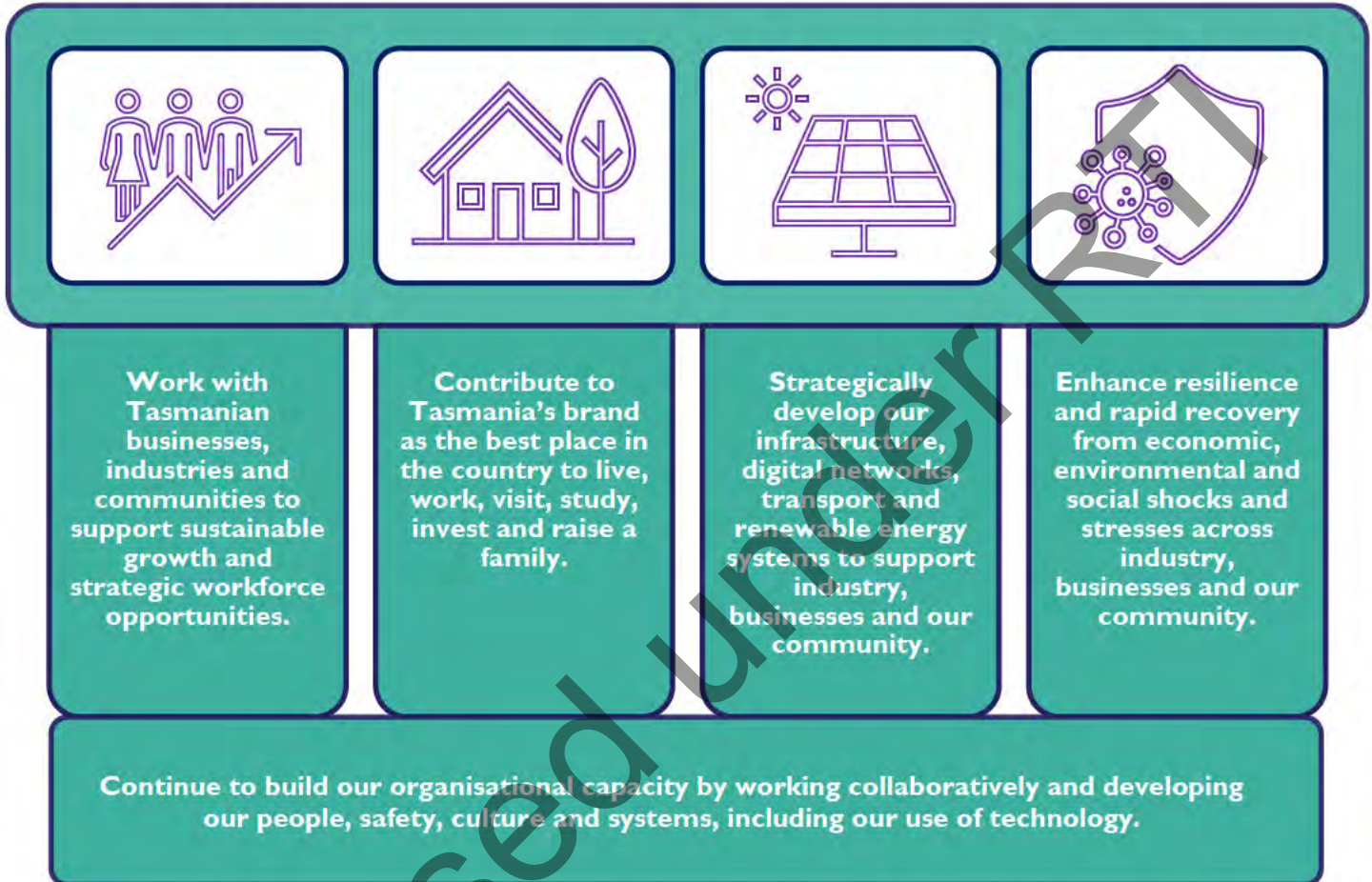
Excellence

We take pride in our work and encourage new ideas to deliver public value

- We innovate, adapt and set ambitious goals.
- We seek continuous improvement and learn from experience.
- We actively engage with our stakeholders, clients and the community.
- We promote sensible risk taking.

Our objectives

Our work will be guided by the following five objectives. In addressing these objectives, the Department will work with businesses, industries and communities to reduce Tasmania's greenhouse gas emissions and build resilience to the effects of climate change.



We will:

Work with Tasmanian businesses, industries and communities to support sustainable growth and strategic workforce opportunities

This will include:

- leveraging partnerships and engaging the community to **build the workforce of the future** by supporting training, job opportunities, pathways to employment and access to a skilled workforce.
- encouraging innovation and facilitating new opportunities in **technology use and digital transformation**.
- **attracting new businesses** to the state and **retaining and promoting investment** in Tasmania.
- **delivering targeted programs and accessible information services**, particularly for small businesses.
- exploring options to **best manage and use our mineral resources and land**.
- encouraging innovation and supporting growth in the **advanced manufacturing, defence and future industries**.

- supporting market expansion, and domestic and international trade through **coordinating Tasmania's whole-of-government Trade Strategy**.
- supporting and facilitating **Tasmania's tourism, hospitality and events industry**.
- **reducing the regulatory burden** for small business and the wider Tasmania community to **make doing business in our state easier**.
- delivering our statutory functions by **adopting best practice methodology and principles to effectively regulate** the laws we are responsible for.
- identifying opportunities to **reduce our emissions and build resilience to the impacts of climate change** in the transition to a low carbon economy.

Contribute to Tasmania's brand as the best place in the country to live, work, visit, study, invest and raise a family

This will include:

- **being recognised as a diverse, welcoming and supportive community**, focusing our population growth on addressing skills shortages and embracing opportunities in regional areas.
- developing new, enhancing existing and supporting emerging **tourism experiences and destinations** that reimagine and encourage investment, renewal and visitation to our regions.
- promoting and delivering **programs, events and activities** that celebrate our communities across all seasons, showcase our regions and **promote artistic, cultural, hospitality and sporting excellence and participation**.
- promoting and delivering support for our **creative and cultural industries** to build industry and individual capacity, and provide opportunities to **drive local investment** and to **build on our brand**.
- **promoting and growing business-related events** hosted in Tasmania.
- working with Brand Tasmania to **promote the state's strengths, brand and opportunities**.
- working in partnership with all levels of government and businesses to **maintain and enhance Tasmania's liveability**, harness opportunities and **drive strategic land use decisions** that support sustainable growth.

Strategically develop our infrastructure, digital networks, transport and renewable energy systems to support industry, businesses and our community

This will include:

- ensuring the right **infrastructure** is built at the right time, in the right place, as efficiently as possible, and with resilience to the impacts of climate change, to **support urban renewal and liveability** for our growing population.
- **managing the State Road Network** as part of an integrated transport system to serve the community, business and industry, including our tourism sector.
- **providing access to the transport system**, enabling access to employment, education, services and social participation.
- **promoting road safe behaviours and working to prevent crashes** that result in death or serious injury.
- boosting our capacity to **host international arts, entertainment, cultural and sporting events** through the development and promotion of our major stadiums.

- **harnessing our renewable energy capability and monitoring Tasmania's energy security** by providing strategic advice on energy policy, regulatory arrangements, climate change and emissions reduction.
- delivering programs that **support renewable energy related industry development** such as Battery of the Nation, Marinus Link and future industries such as green hydrogen production.
- investing in becoming the **Tasmanian Government's leading digital agency** by making strategic improvements to our digital networks and how we use them.
- **ensuring our policy and regulatory programs align** and support these outcomes, including encouraging the uptake of new technology to reduce transport emissions.

Enhance resilience and rapid recovery from economic, environmental and social shocks and stresses across industry, businesses and our community

This will include:

- identifying how short-term disruptions and long-term systemic stresses impact our ability to provide support to Tasmanians, and **proactively building resilience within businesses, the community and State Growth.**
- **building climate change adaptation and mitigation** into our long-term planning so that business, industry and our community are **prepared for the impacts of climate change.**
- **developing thorough and robust emergency management procedures** to enhance our responsiveness and coordination in times of crisis.
- incorporating our learnings from responding to the COVID-19 pandemic and other emergencies into our **business support and community assistance strategies and protocols.**

Continue to build our organisational capacity by working collaboratively and developing our people, safety, culture and systems, including our use of technology

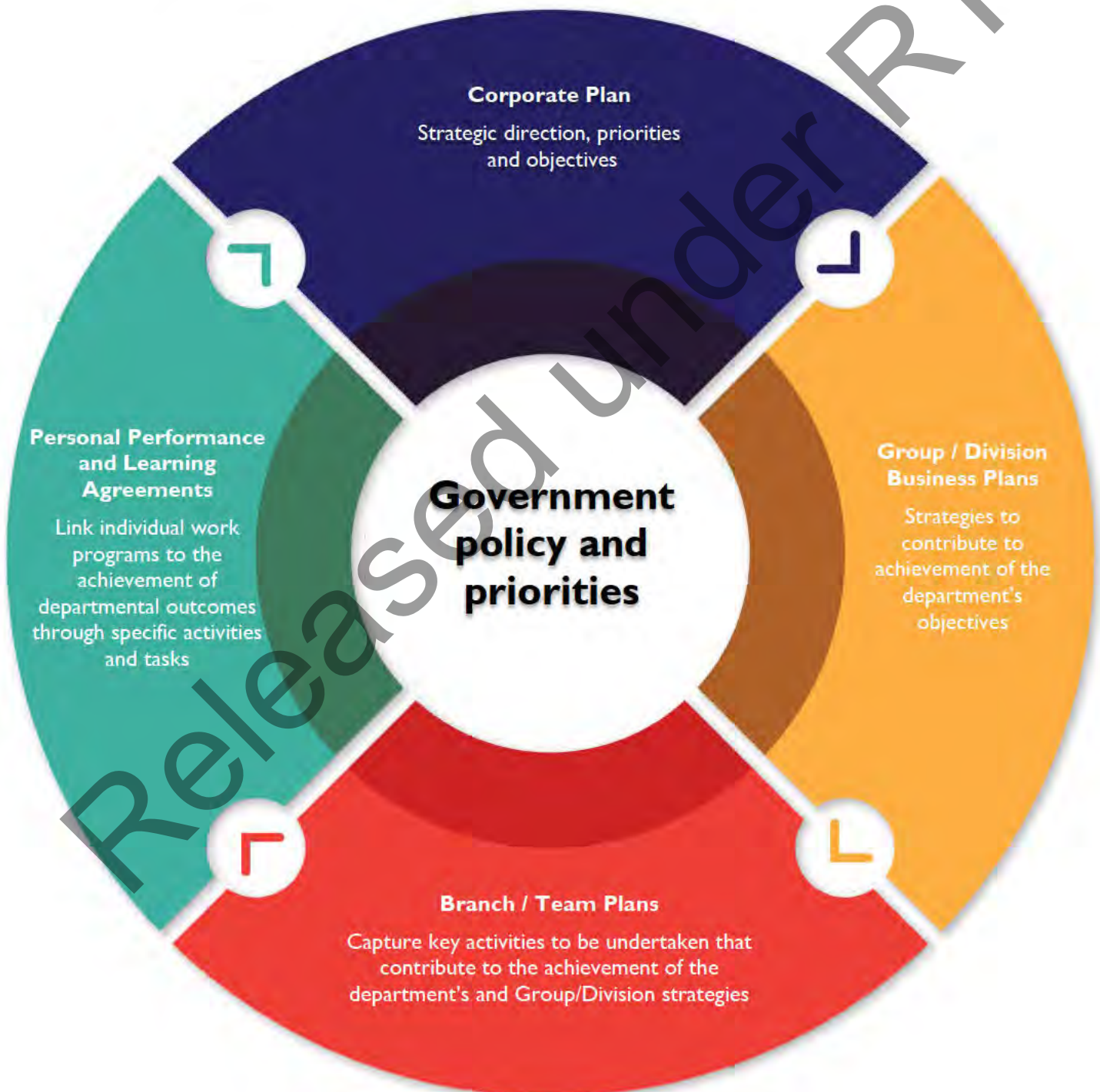
This will include:

- ensuring that the **health, safety and wellbeing of our people** is paramount in all that we do.
- making **collaboration and communication** central to how we work within the department and across government at all levels, breaking down silos to **deliver integrated outcomes.**
- investing in and supporting the **active engagement and development of our people** and building our leadership capability and agility at all levels.
- building an **inclusive workplace** that promotes and supports a **diverse workforce.**
- **strengthening our governance and accountability frameworks**, promoting leadership in good decision making and a culture of risk management.
- through **responsible and careful financial management**, supporting the delivery of priorities and programs.
- **delivering business improvement initiatives that embrace the latest technology**, enhance digital literacy and support flexible and efficient work solutions.
- **upholding a client-centric culture** by being dependable and collaborative, communicating clearly, building trust and working with pace and probity.
- **living by our shared values** to build on our strengths as a department to improve the way we work together and **drive success across all other objectives.**

Our Corporate Plan in action

Our Corporate Plan is part of our planning and strategic framework. Our purpose, objectives and approach inform our planning at a whole-of-agency level, guide our Group and Division Business Plans and inform branch, team and individual work programs.

To support this planning framework, the Executive Committee will review our Corporate Plan on an annual basis and update it as necessary. This review will be informed by our ongoing work and engagement with our people, Ministers and stakeholders and will also consider our effectiveness in delivering on our roles, responsibilities and priorities. Managers should consider the objectives of this Plan in work program discussions with their teams.





Department of State Growth

Incoming Government Package

The Hon Jane Howlett

Tourism, Hospitality and Events

Department of State Growth

August 2025

Released under RTI

Contents

The following package has been prepared as an Incoming Government Brief for your information.

In addition to this initial package the department, through the Secretary, will provide regular briefings, ongoing information, and advice to support decision making and the implementation of your Ministerial responsibilities.

This package includes:

Agency Overview

Information on the department and its roles and responsibilities.

Portfolio Overview

For each of your portfolios, an overview is provided, which includes key context and organisational support, information on relevant Boards and Committees, legislative responsibilities, and a list of Question Time Briefs (QTBs) that will be regularly updated and provided to your office.

Key Issues

An initial overview of critical issues for the portfolio.

Agency Overview

The department's role is to support diverse and sustainable economic growth and facilitate the creation of job opportunities for the benefit of our community.

The Secretary, Craig Limkin, is supported by the following senior executives: Angela Conway, Vanessa Pinto, Jenna Cairney, Cynthia Heydon Brett Stewart and Denise McIntyre.

State Growth's Corporate Plan 2023-26 (the Corporate Plan)

The Corporate Plan identifies five key objectives. These are to:

- work with Tasmanian businesses, industries and communities to support sustainable growth and strategic workforce opportunities
- contribute to Tasmania's brand as the best place in the country to live, work, visit, study, invest and raise a family
- strategically develop our infrastructure, digital networks, transport and renewable

energy systems to support industry, businesses and our community

- enhance resilience and rapid recovery from economic, environmental and social shocks and stresses across industry, businesses and our community
- continue to build our organisational capacity by working collaboratively and developing our people, safety, culture and systems, including our use of technology.

A key focus of the Corporate Plan is to drive a collaborative, coordinated and client-centric approach across the agency's broad range of services, programs, and portfolio areas, supported by an agile and flexible workforce.

The department had commenced work on a new Corporate Plan however this was paused early in 2025.

The department is a values-based organisation and seeks to undertake its roles and responsibilities with the **courage** to make a difference through **teamwork, respect, excellence, and integrity**.

Organisational Structure

The department has five business areas:

- **Economic Development** (Acting Deputy Secretary – Jenna Cairney) – Provides advice and assistance to businesses to aid economic growth and partners with communities to remove barriers to employment, training, and workforce participation.
- **Strategy, Housing, Infrastructure and Planning** (Acting Deputy Secretary – Denise McIntyre) – Provides an integrated and strategic approach to planning, infrastructure and projects throughout the regions. Brings together the economic levers that will shape our state's future.
- **Creative Industries, Sport and Visitor Economy** (Deputy Secretary – Brett Stewart) – The principal advisory, development and funding body in Tasmania for the cultural and creative industries, sport and the visitor economy by supporting sector development, delivery of services, stimulation of demand and provision of funding.
- **Transport** (Deputy Secretary – Cynthia Heydon) – Delivers a strategic, coordinated and state-wide approach to the policy, planning and delivery of the state's transport system and transport infrastructure.
- **Renewables, Climate and Future Industries Tasmania (ReCFIT) and Resources** (Acting Chief Executive Officer – Vanessa Pinto) – Provides strategic advice on energy, climate change, mining and forest policy through key strategies, plans and projects, and supports new and emerging industries, with an emphasis on growing Tasmania's renewable energy and resource industries.
- **Business Services** (Deputy Secretary – Angela Conway) – Leads the development of organisational culture, business improvement and emergency management in the department through delivery of quality financial, communication, human, information, spatial, asset management and portfolio services.

A number of Deputy Secretary positions were in active recruitment and have been paused due to the 2025 election. It is the intention of the Secretary is to finalise recruitment as quickly as possible to ensure stability for the organisation.

The department also supports and works closely with the following area.

- **The Office of the Coordinator-General** (Coordinator-General – John Perry) – The principal entity in Tasmania to attract and support investment in the state, facilitate major projects and reduce red tape.

Working with Ministerial Officers

The department has a protocol in place for engagement with ministerial and political offices. In general, all contact between Ministerial Offices and the department is facilitated via the Office of the Secretary (OTS), relevant Deputy Secretaries or the Communications team.

There will be some instances where a Ministerial Office will work with a Deputy Secretary to agree an officer contact for quick clarification or factual information that can be given over the phone or via email.

This ensures that the department provides accurate advice, in a consistent format, and that any issues which cross portfolios or other business areas are taken into account.

Workforce Profile

As at 30 June 2025, the department had an employee headcount of 1,118 employees (964.59 paid Full Time Equivalents (FTE)). A summary of this information by business area is provided in the below table.

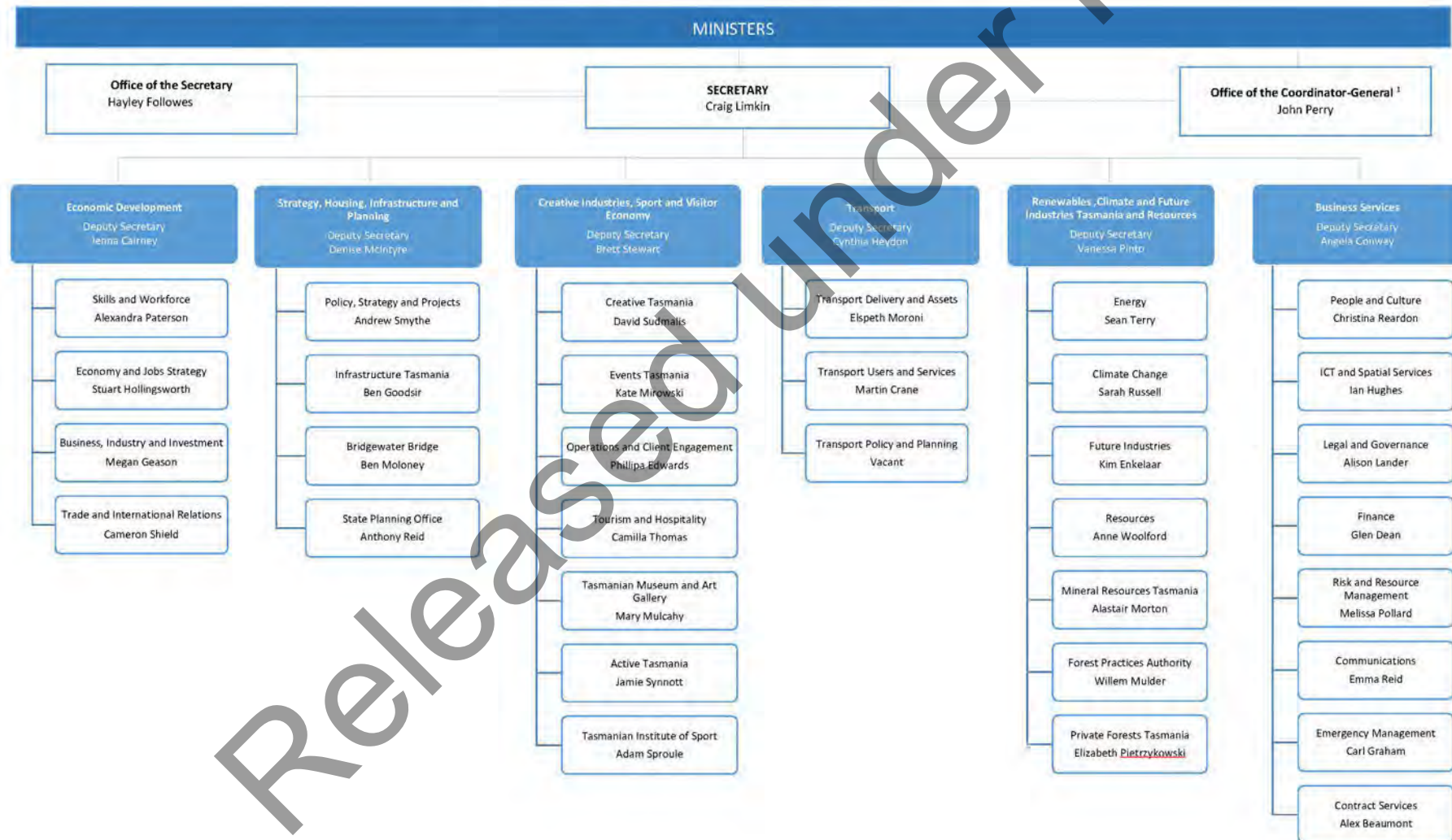
As at 30 June 2025, the workforce demographic for the department remains relatively constant, with an average age of 46.90 years and an average length of employment in the Tasmanian State Service of 7.93 years.

The department's gender profile is 56.03 per cent female, 43.62 per cent male and 0.27 per cent not specified. The gender profile for the department's senior roles - Senior Executives, Equivalent Specialists and General Stream Band 9's is 44 per cent female and 56 per cent male.

	Headcount	Paid FTE
Business Services Numbers include 45 staff who have relinquished roles and are held against Business Services so could return to Agency.	158	140.05
Office of the Coordinator General	16	14.60
Creative Industries, Sport and Visitor Economy	3	1.9
• Active Tasmania	19	18.71
• Arts Tasmania	10	8.20
• Events Tasmania	8	7.80
• Operations & Client Engagement	5	3.80
• Screen Tasmania	6	5.02
• Tasmanian Institute of Sport	25	22.14
• Tasmanian Museum and Art Gallery (TMAG)	85	73.67
	4	3

• Tourism and Hospitality		
Economic Development	4	3.9
• Business, Industry and Investment	50	46.25
• Jobs Tasmania	12	11.4
• Skills and Workforce	74	67.2
• Trade	21	17.94
Office of the Secretary	5	3.8
• Secretariat	9	9.29
ReCFIT and Resources	6	5
• Climate Change	15	12.27
• Energy	40	38.74
• Mineral Resources Tasmania	46	44.49
• Mining Policy	1	0.8
• Forest Policy	8	7.7
• Forest Practices Authority	18	16.12
• Private Forests Tasmania	10	8.31
Strategy, Housing, Infrastructure and Planning	2	2
• Infrastructure Tasmania	29	26.23
• New Bridgewater Bridge	7	6.89
• Policy, Strategy and Projects	25	23.47
• State Planning Office	13	9.78
Transport	5	4
• Road User Services	220	146.55
• State Roads	156	147.53
• Transport Systems and Policy	7	6.04
TOTALS	1122	964.59

Department of State Growth Organisational Structure as at 30 June 2025

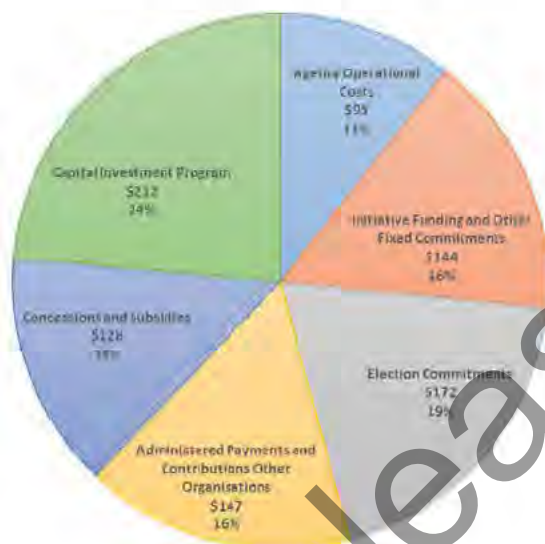
¹ The Coordinator-General reports directly to the relevant Minister

DEPARTMENT OVERVIEW

Budget Information

The department's total Appropriation (Final) in 2024-25 was \$897.9 million, as shown in the table below.

DEPARTMENT OF STATE GROWTH
2024-25 BUDGET SPLIT (\$ M)



2024-25 Budget

Forward Estimate Appropriation allocations included in the 2024-25 Budget Papers for the department are as follows:

2025-26 - \$849.3 million

2026-27 - \$714.7 million

2027-28 - \$634.1 million

These figures include the Capital Investment Program.

2025-26 Budget

A total of \$663.2 million has been allocated to the department through the *Supply Act (No. 1) 2025* which allows for the interim provision of appropriation from the Public Account to enable the provision of Government Services until the 2025-26 Budget Appropriation Acts are in place. The amount of appropriation provided reflects funding to continue the normal services of Government for a period of up to six months from 1 July 2025 to 31 December 2025.

In addition to the amount allocated through the *Supply Act (No. 1) 2025*, the department has approved Budget Rollovers of \$48.1 million (as per Section 23 of *Financial Management Act 2016*).

The Tourism, Hospitality and Events portfolio is supported by the Creative Industries, Sport and Visitor Economy Group, led by Deputy Secretary, Brett Stewart and the Economic Development Group, led by Acting Deputy Secretary, Jenna Cairney.

Creative Industries, Sport and Visitor Economy

Tourism and Hospitality Unit

- Tourism and Hospitality (T&H) provides strategic advice, funding, and industry development programs and manages key partnerships that support development on the supply-side of the visitor economy.
- The team works closely with Tourism Tasmania, regional tourism organisations, industry associations and tourism and hospitality businesses as the Department's lead interface with the industry.
- Internally to government, T&H key partners include Business Tasmania, Jobs Tasmania, Skills Tasmania, Trade Tasmania, Infrastructure Tasmania, Aboriginal Partnerships, Renewables, Climate and Future Industries Tasmania (ReCFIT), the Office of the Coordinator General, and Tasmania Parks and Wildlife Service to facilitate the many intersecting policy priorities across the portfolio.
- T&H leads initiatives across workforce development, business events attraction, infrastructure planning and development and emissions reduction.
- T&H represents the Department on various committees and working groups across state and federal government, and within industry.
- T&H is currently administering a grant portfolio of 34 grants at a total value of around \$47 million. This includes funding agreements with peak bodies, such as the Tourism Industry Council of Tasmania (TICT), Hospitality Tasmania (formerly Tasmanian Hospitality Association (THA)), the industry-led training organisation Tourism and Hospitality Training Academy (formerly Visitor Experience Training (VXT)) and broader grant programs focused on areas such as emissions reduction or regional development.

- The team is also managing:
 - Delivery of a \$5 million Aviation Attraction Fund (with the Department's Transport Systems Policy team), a 2024 election commitment aimed to enable Tasmania to be agile and swift in leveraging opportunities by partnering with Tasmanian airports to increase capacity in the Tasmanian market.
 - Acquittals for the \$8 million Tourism Innovation Grant Program. 18 projects across the state were successful in securing funding through this program.
 - Funding for the Transformer project in Ida Bay and relationship management with DarkLab.
 - The Tasmanian Tourism and Hospitality Advisory Committee (TTHWAC) with Secretariat support.

2030 Visitor Economy Strategy

- The workplan for T&H is guided by the 2030 Visitor Economy Strategy (the Strategy). The announcement of the Strategy in August 2023 was followed by a funding commitment of \$12.17 million to be delivered over three years. \$10.72 million of this commitment was allocated to support initiatives that the Department is responsible for delivering.
- An additional \$12 million was committed to deliverables of the Strategy as part of the 2024 Tasmanian Election.
- Some initiatives under the 2030 Visitor Economy Strategy include:
 - Delivery of a \$1.2 million grant program for Regional Tourism Organisations to help foster authentic Tasmanian experiences in core Tasmanian experiences (nature, heritage and history, arts and culture, and food and wine) and new and emerging propositions (wellness, sustainability, agritourism and Tasmanian Aboriginal experiences); and connect and engage industry with accessible tourism tools and resources to support Tasmania as an accessible destination.

- Development of a 10-Year Visitor Economy Infrastructure Plan which will provide a strategic and priority-based approach for infrastructure investment by all levels of government over the next decade to support and manage future growth, benefitting locals and visitors.
- Preparation of a feasibility study to develop convention facilities in Launceston.

Tourism and Hospitality Spirit Support Package

- T&H is also managing a \$27.8 million package to support industry in recognition of the delay of the new Spirit of Tasmania ferries.
- This includes:
 - the \$5 million Spirit Preparedness Funds - competitive grant programs for businesses and local councils which aim to respond to visitor demand and improve the visitor experience in anticipation of the arrival of the new Spirit of Tasmania ships
 - \$10 million Eat Local Stay Local voucher program.
- These initiatives were put on hold when the Government assumed a Caretaker role, and there is no Supply Budget allocation for these initiatives.

Hospitality Tasmania (formerly Tasmanian Hospitality Association)

- The Tasmanian Government primarily supports the hospitality industry with funding to Hospitality Tasmania (formerly the Tasmanian Hospitality Association (THA)) for the development and delivery of programs that have a strong focus on business sustainability, workforce development and customer service, and will help ensure the industry has access to skilled and capable staff.
- The current funding arrangement with Hospitality Tasmania is \$8.4 million over three years from 2025-26 to 2027-28 for the following programs:
 - \$2.4 million to develop Hospitality 2030, a long plan for the hospitality sector,
 - \$3 million to continue the Great Customer Experience program,
 - \$1.5 million to continue supporting the Clubs Tasmania program,

- \$450,000 to support and empower women in the hospitality industry, and
- \$1.05 million to deliver mental health support and assistance to operators and workers in the sector.

Business Events Tasmania

- Business events of strategic importance to the state can attract substantial direct spend to the Tasmanian economy from national and international audiences.
- T&H manages the relationship with, and the funding of Business Events Tasmania, which includes:
 - \$5 million in operational funding to June 2028; and
 - \$6.3 million to the Business Events Attraction Fund to June 2026.

Tourism and Hospitality Training Academy

- The Tasmanian Hospitality and Tourism Academy (THTA) (formerly Visitor Experience Training (VXT)) is a purpose-built, industry-led training organisation designed to deliver non-accredited tourism and hospitality training in Tasmania.
- The Tasmanian Government has provided over \$4 million in financial support (including current commitments) to THTA since it was established in 2021.
- Current funding to THTA is:
 - a 2024 election commitment of \$1.3 million over two years to support the organisation to fill identified training gaps and train a tourism and hospitality workforce.
 - \$500,000 over two years to 2025-26 through the 2030 Visitor Economy Strategy to build training capability and capacity within the organisation and grow workforce attraction and the tourism and hospitality industry profile.

Gaming Reform – Deloitte Report (the Report)

- T&H is involved with preparing advice on several of the Government's proposed poker machine harm reduction initiatives.

- The Department engaged Deloitte Access Economics Pty Ltd (Deloitte) to deliver a social economic impact analysis of the proposed reforms to Electronic Gaming Machine (EGM) use in Tasmania.

Deloitte has been engaged for a fixed fee of \$330,000.

- The Report has not been finalised. The Government advised Parliament that the final report will be released once it has been received.
- The Government has announced that the Treasurer will oversee the regulatory component of gaming that sits within the Department of Treasury and Finance.

Events Tasmania

- Events Tasmania supports events that attract people to Tasmania, move Tasmanians and visitors around the state and get people talking about Tasmania through their own circles of influence.
- Events Tasmania aims to secure a balanced events portfolio, ensuring seasonal and regional equality as well as a comprehensive range of event types. The Tasmanian Government's Events Strategy 2023-2027 focusses on the three pillars of Economic, Social and Brand. It also supports the objectives of the Premier's Visitor Economy Advisory Council (PVEAC) in relation to events supporting Tasmania's visitor economy.
- Events Tasmania provides funding to events under the following programs:
 - Major Events Partnership Program.
 - Tasmanian Festival and Event Support Fund.
 - Event Attraction Funds (2018, 2021, 2025).
 - Touring Grant programs.
 - Championships Grant Program.
 - Events Tasmania Marketing Grant Program.
 - One off assistance Grant Program.
- Governance exists to support events funded under the Major Events Partnership Program. Assessments of applications against criteria are submitted to an independent panel, known as the Major Event Group. This group makes funding recommendations to the Secretary of the department for approval. Where the funding amounts are outside the Secretary's delegation, a recommendation is made to the Minister for approval. Where applications do not meet Events Tasmania's objectives or represent value for

money, a recommendation can be made to the Minister to support other sporting development pathways (this is known as a Special Partnership).

- The total expenditure for events in 2024-25 was \$31.9 million, including:
- \$16.3 million on the Major Event Partnerships Program.
- \$11.5 million on Special Partnerships, including funding for Hawthorn Football Club, and the Tasmania JackJumpers.
- An additional \$2.2 million through the Tasmanian Festival and Event Support Fund.
- \$1.2 million through the Event Attractions Funds.
- \$467,865 through the four streams of grants programs.
- In total, 155 events were supported through these Events Tasmania programs in 2024-25. Of these 155 events, 142 took place in the 2024-25 financial year.
- Projected visitor numbers for people visiting Tasmania in the 2024-25 financial year primarily to attend events supported by Events Tasmania were 129,217. This is an increase in almost 37,000 visitors from 2023-24 and demonstrates that events create excitement, entertainment, employment and opportunities to engage with others.
- The calculated return on investment (ROI) for every dollar invested by Events Tasmania core programs in 2024-25 for events occurring last financial year was 6:1. ROI is calculated using the length of stay and visitor numbers for each event, multiplied by an estimated spend per day. The ROI figure does not consider indirect spending and other inputs to the economy.

Economic Development

Commercial and Agribusiness Finance (CAF) unit

- The CAF administers the Tasmania Development and Resources (TDR) portfolio, providing financial assistance to businesses, including tourism businesses, under the *Tasmanian Development Act 1983*.

Support is delivered through structured programs - such as the \$50 million Regional Tourism Development Loan Scheme (RTDLS), which promotes investment in tourism products and experiences that stimulate regional tourism and dispersal across Tasmania.

- Nine concessional loans are currently approved under the RTDLS, totalling approximately \$9.9 million, with further applications being received.

One-off grants or loans may also be provided to tourism businesses, outside established programs, where strategic benefits to the state's visitor economy are identified.

- Recent one-off assistance supporting tourism outcomes include:
 - Tahune Airwalk
 - Chocolate Experience at Cadbury
 - Steamship Cartela Restoration
 - Ocean Dunes - King Island

Economy and Jobs Strategy

Jobs Tasmania

Jobs Tasmania is a policy and service delivery function aimed at addressing Tasmania's labour and skills shortages, participation and productivity.

Tourism and hospitality sector are significant users of the Regional Jobs Hub Network Jobs Tasmania stewards. The **Regional Jobs Hub** model is a community-led and place-based network providing support to job seekers and employers to deliver real local training and employment outcomes.

Jobs Hubs are designed to be flexible and responsive to local needs.

The seven Jobs Hubs are governed by local advisory boards with local industry, community and service provider representatives who oversight each Hub's activity. There are new programs with Hubs specifically focussed on tourism and hospitality sector workforce.

Employer of Choice Assist delivered statewide through the TCCI, provides one on one support for businesses who employ less than 20 staff to improve recruitment, retention, wellbeing, and diversity and inclusion initiatives.

Economic Strategy Unit (ESU)

The ESU is part of the Economy and Jobs Strategy group which works across portfolios to support and align to whole of economy objectives to increase regional economic productivity, innovation, navigate structural change and opportunities for industry diversification.

It does this in practical ways through:

- **Data and Analysis** – bringing together the department's economic data and analytic capability to support internal stakeholders' analysis and advice for Ministers.
- **Productivity and Innovation** – In addition to the labour productivity focus of Skills Tasmania and Jobs Tasmania, ESU is working with industry sectors on reforms that boost technology adoption to drive productivity.
- **Regional Economic Development** – ESU lead the Department's relationships with regional development authorities like the Cradle Coast Authority, Northern Tasmania Development Corporation and Regional Development Australia. ESU also supports the delivery of Regional Projects and priorities including the King Island Response Team.

Key Statistics – Tourism

- Tourism Tasmania manages the Tasmania Visitor Survey (TVS). For the year ending March 2025 the TVS indicated:
- Total number of visitors - 1.34 million
 - Holiday – 693,400
 - Visiting friends or relatives (VFR) – 364,800

- Business – 198,100
- Conference – 23,200
- These visitors spent a total of 12.70 million nights in Tasmania.
- Visitors spent a total of \$3.518 billion on accommodation, attractions, tours, transport and other goods and services during this period.

Key Statistics – Hospitality

- As defined by ANZSIC industry group, the hospitality industry is classified as Accommodation and Food Services and includes accommodation, cafes, restaurants and takeaway food services, pubs, taverns and bars, and clubs (hospitality).
- The hospitality industry is an important employer in Tasmania, ranked as the sixth biggest employer out of 19 industries in 2024, employing 22,000 people (which accounts for around 8 per cent of the total Tasmanian workforce).
- Employment growth for the industry to 2027 is forecast at 4.1 per cent (compared to 4.2 per cent for all industry sectors).
- Jobs mobility data projections indicate that 1,700 workers will leave the hospitality industry between 2024-2027, which is the third highest departure rate across all sectors.
- Combining worker exits with forecast employment growth means that the hospitality industry will require at least an additional 2,500 new workers by 2027. This is the fourth highest of all industry sectors.
- The hospitality industry employs:
 - the highest proportion of young workers, with 36 per cent of the workforce aged under 25 years old (compared to 13 per cent average for the Tasmanian workforce);
 - fewer male workers than average; and
 - the highest proportion of migrant workers of all industries (20 per cent compared to 9 per cent average for the Tasmanian workforce).

- The average hourly earnings for the accommodation sector are \$31.10, and food and beverage services have one of the lowest average hourly earnings at \$27.70.
- In 2024 the top five hospitality occupations were:
 - Kitchenhand: 3,316
 - Bar attendant or barista: 3,137
 - Waiter: 2,884
 - Café or restaurant manager: 2,928
 - Chef: 2,567
- The hospitality industry has a high proportion of part-time (including casual) employees at 69 per cent (compared to a 37 per cent average for the Tasmanian workforce).

Released under RTI

Question Time Briefs

The current index of Question Time Briefs for May 2025 is provided below.

These briefs will be updated by the department and forwarded to your office before Parliament next sits.

Tourism

- \$5 million Aviation Attraction Fund
- Business Events Support
- Cadbury Chocolate Experience
- Corinna Wilderness Village Road closure impacts
- DarkLab – Project X – Transformer
- Dismal Swamp
- Gaming – Progress on Facial Recognition Program and Deloitte Report
- Hotel Occupancy and visitation
- Spirits Support Package – Tourism and Hospitality. Including voucher program
- Steamship Cartela Restoration
- Tahune Airwalk
- Tourism and Hospitality Election commitments status
- Tourism Industry Council Tasmania Funding
- Tourism Innovation Grant Program

Hospitality

- Hospitality Business Boost Grant Program
- Short-stay accommodation
- Tasmanian Hospitality Association Funding

- Visitor Experience Training (VXT) Funding

Events

- Dark Mofo
- Election Commitment \$5 Million Events Tasmania Attraction Fund and Tasmanian Festival and Events Support fund (Spirit Package)
- Funded Events and Terms / Key Messages
- Hawthorn Partnership Agreement
- Major Event Partnership Program
- Netball Australia Partnership
- Sporting Partnership Agreements
- Support for Summer Events
- Targa Tasmania Coronial Inquest
- Tasmania's Taste of Summer
- Tasmania JackJumpers including HPC, WNBL, Silverdome and Renegotiation Deal

Key Stakeholders

Primary representative groups Tourism and Hospitality:

- Tourism Industry Council Tasmania (TICT)
- Hospitality Tasmania (formerly Tasmanian Hospitality Association)
- T21 Steering Committee
- Premier's Visitor Economy Advisory Council
- Business Events Tasmania

- Tasmanian Tourism and Hospitality Advisory Committee (TTHWAC)
- Regional Tourism Organisations:
 - Destination Southern Tasmania (DST)
 - East Coast Tasmania Tourism (ECTT)
 - Visit Northern Tasmania (VNT)
 - West by North West (WxNW)

Major businesses and organisations Tourism and Hospitality:

- Tourism Tasmania
- Tourism and Hospitality Training Academy (formerly Visitor Experience Training)

Events

- State sporting organisations
- Local government
- National sporting organisations

- Major events organisers
- Tourism Industry Council Tasmania
- Hospitality Tasmania
- Tourism Tasmania
- Regional Tourism Organisations:
 - Destination Southern Tasmania (DST)
 - East Coast Tasmania Tourism (ECTT)
 - Visit Northern Tasmania (VNT)
 - West by North West (WxNW)
- Australian Football League
- Tasmania JackJumpers
- Hawthorn Football Club (AFL)
- North Melbourne Football Club (AFLW)
- Active Tasmania
- Brand Tasmania
- Stadiums Tasmania

Legislation Administered by the department

The following list identifies relevant legislation under the portfolios for which the department has responsibility.

Minister for Tourism, Hospitality and Events

- *Tourism Tasmania Act 1996*

Portfolio Boards and Committees

Premier

Premier's Visitor Economy Advisory Council

The Premier of Tasmania chairs the council.

Premier's Visitor Economy Advisory Council

The Premier's Visitor Economy Advisory Council monitor overall progress on the key actions and agree on new, strategic actions required to achieve the government's and industry's vision. The council will also engage with key stakeholders in the visitor economy to identify new opportunities for growth.

Position	Organisation/Government Department
Chair	Tourism Industry Council Tasmania
Chair	Tourism Tasmania
President	Hospitality Tasmania
CEO	Tourism Tasmania
Secretary	Department of State Growth
Chair	Tasmanian Heritage Council
Chair	Brand Tasmania

T21 Steering Committee

The CEO of Tourism Tasmania chairs the T21 Steering Committee.

T21 Steering Committee

The T21 Steering Committee is responsible for overseeing and coordinating delivery and reporting on each of the actions in the T21 Action Plan by the relevant organisations. The committee meets regularly and will report on progress to the Premier's Visitor Economy Advisory Council.

Position	Organisation/Government Department
Secretary	Department of State Growth
CEO	Tourism Industry Council Tasmania
CEO	Hospitality Tasmania
Secretary	Department of Natural Resources and Environment Tasmania
Deputy Secretary	Tasmania Parks and Wildlife Service
Deputy Secretary	Creative Industries, Sport and Visitor Economy
Director	Visitor Economy Strategy
Coordinator General	Office of the Coordinator General
CEO	Brand Tasmania

PORTFOLIO OVERVIEW

Document 2

Tasmanian Tourism and Hospitality Workforce Advisory Committee

T&H provides Secretariat support for the Committee.

Tasmanian Tourism and Hospitality Workforce Advisory Committee

The Committee will advise the Premier, through the Premier's Visitor Economy Advisory Council, on matters relating to workforce development, supply and training arrangements to support the needs of tourism and hospitality businesses across Tasmania, as identified in the Tasmanian Tourism and Hospitality Workforce Action Plan.

Name	Position	Appointment Expires	Terms (years) at expiry
Aaron Devine	Chair	23/08/2025	1 (2)

John Dabner	Member	23/08/2025	1 (2)
Karen Burbury	Member	23/08/2025	1 (2)
Jack Milbourne	Member	19/09/2026	1 (2)
Cyndia Hilliger	Member	30/06/2026	1 (2)
Tara Howell	Member	23/08/2025	1 (2)
Larni Davies	Member	26/05/2027	1 (2)

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KEY ISSUES BRIEFS

Document 2

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KEY ISSUE 2 -

s.27

Key Points

- During the 2025 State election campaign, the Tasmanian Liberal Party announced that, if re-elected, they would integrate Events Tasmania with Tourism Tasmania.
- In order to implement this commitment most effectively, the department recommends

s.27

s.27

Background

Events Tasmania is now part of the Tourism, Hospitality and Events Portfolio and is a key part of the Visitor Economy sector contributing to visitor demand, facilitating the sector and driving economic development. This broad portfolio includes Hospitality, Tourism (demand side – Tourism Tasmania and supply side) and Events.

The current Events Strategy and Framework has been developed in consultation with key stakeholders including the Tourism Industry Council Tasmania, Hospitality Tasmania, small business and Tourism Tasmania. It aligns with Tasmania's 2030 Visitor Economy Strategy priorities and with other key strategies, such as the Small Business Growth Strategy, skills planning and the

KEY ISSUE 1 -

427

Cultural and Creative Industries Recovery Strategy to maximise economic outcomes for Tasmania.

The events sector is increasingly competitive, and major events are a key driver of visitor demand for mainland states. From a comparison perspective, major events portfolios reside within the respective tourism agency bodies of each Australian state, and they are using major events as a lever for tourism growth, optimising visitation across the calendar and aligning investment to other

destination brand activity.

Where state sport and recreation agencies are outside the tourism agency (as is the case in Tasmania), it is the sport and recreation agencies responsibility to fund major sporting events plus other sports related events such as national championships. This allows for a strengthened approach to drive economic activity across the state and ensures support and access for elite sporting pathways. It also encourages the community to engage in an active lifestyle and participate in sport.

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KEY ISSUE 4 -

Key Points

The Department is leading the delivery of a \$27.8 million tourism and hospitality support package that aims to address the impacts caused by the delays in the completion of the berthing infrastructure and the fact the new Spirit of Tasmania vessels are not yet operational.

A summary and status of each component of the package is below:

Subsidised passenger fares on the Spirit of Tasmania and additional day sailings

- Being delivered by TT-Line. Ongoing until November 2026.
- The \$6 million grant deed to TT-Line was executed on 27 May 2025.
- The first instalment payment of \$3 million was made on 30 May 2025.

Additional funding for Aviation Fund

- Delivered by the department. Ongoing.
- The additional \$500,000 is being provided through one-off grants to the four main Tasmanian airports to stimulate additional airline capacity and passenger demand. The breakdown of funding consists of \$40,000 to each airport and the remaining \$340,000 allocated based on passenger numbers, as follows:
 - \$250,000 to Hobart Airport
 - \$150,000 to Launceston Airport
 - \$50,000 to each of Devonport and Burnie Airports
- Deeds have been executed and funding provided to the Recipients.

Spirit Preparedness Fund

- Being delivered by the department. Ongoing.
- The program launched on 28 March 2025, with applications closing on 20 May 2025.
- Under the Business program, a total of 72 applications were received.
- Under the Council program, seven applications were received.

- Applications are currently being assessed to determine recommendations for funding under both streams.
- A Minute will be provided to the Minister in due course, seeking approval for funding recommendations under both grant streams, pending confirmation of budget.

Eat Local, Stay Local voucher program

- Being delivered by the department. Ongoing but paused due to caretaker.
- The \$10 million program launched on 11 May 2025.
- A marketing campaign was launched on 17 May 2025 to support the promotion of the program.
- Over 58,000 registrations were received during the registration period which closed on 16 June 2025.
- The program is currently paused and all those who registered have been notified.
- This initiative does not have full budget confirmation.

Tasmanian Festival and Event Support Fund

- Being delivered by the department. Ongoing.
- This non-competitive program was designed to boost regional visitation and strengthen the Tasmanian economy during the shoulder and winter months (from March to November 2025 and 2026).
- The program closed on 7 February 2025 with 48 applications received and the total amount requested (\$8.86 million) exceeding funding available.
- The Department assessed submissions in order of receipt until funding was fully expended.
- 27 events totalling \$4,994,960 have been approved for funding.
- The first of the successful recipients were announced in early March 2025.

Air and hire car packages

- Delivered by Tourism Tasmania. Ongoing.
- Tourism Tasmania has partnered with four travel trade businesses to deliver fly/drive campaigns to encourage interstate visitors to book air and car hire packages through deals and offers.

KEY ISSUE 3 -

Marketing

- Delivered by Tourism Tasmania. Completed.
- The intrastate marketing campaign focused on regional dispersal, highlighting a mix of events, accommodation, hospitality and tourism experiences.

Background

There are businesses that have planned around and looked to rely on the increased capacity of the new Spirit of Tasmania vessels that were anticipated to be in service for the 2025/26 summer period.

In October 2024, a \$27.8 million support package was announced with the aim to boost visitation around the state and support the tourism and hospitality sector through a suite of initiatives designed to drive visitation and support the economy across the peak and off-season periods.

Initiatives announced under this package include:

- \$6 million to subsidise passenger fares on the Spirit of Tasmania to boost demand and provide additional day sailings.
- \$500,000 on top of the existing \$5 million Aviation Fund, to increase aviation capacity across Tasmania to attract more visitors.

- \$5 million for the Spirit Preparedness Fund – a competitive grant program which opened in March 2025 and closed on 20 May 2025. Businesses could apply for grants to create authentic Tasmanian experiences that directly contribute to the visitor economy; and local councils could apply for grants to support key infrastructure investment. Successful applicants are required to at least match the grant amount requested.
- \$10 million for the Eat Local, Stay Local voucher program to encourage Tasmanians to travel and eat out. The program launched on 11 May 2025, with registrations for a ballot opening on 2 June 2025. The registration period closed on 16 June 2025.
- \$5 million for a fund to secure more events for the state or to allow existing events to expand into the regions. One-off grants between \$10,000 and \$450,000 were made available to support events scheduled between 1 March and 30 November, in either 2025 and/or 2026.
- \$800,000 of additional funding to Tourism Tasmania to lead an interstate marketing campaign.
- \$500,000 for air and car hire packages to encourage those arriving by air to get out and enjoy the regions.

Note that a number of these initiatives are not funded under the *Supply Act (No. 1) 2025* and budget confirmation will be required in order for them to be implemented.

Key Points

- The 2030 Visitor Economy Strategy (the Strategy) was launched in 2023, with eight key directions of the Strategy providing a blueprint for the delivery of the Department's support for businesses and organisations in the visitor economy.
- The accompanying Three-Year Action Plan gives effect to the Key Directions for the financial years 2023-24 to 2025-26, including a range of activities to be undertaken by the Department.
- The Tourism Industry Council Tasmania (TICT), Business Events Tasmania (BET), the Tasmanian Hospitality and Tourism Academy (THTA) (formerly Visitor Experience Training (VXT)) and Hospitality Tasmania (formerly the Tasmanian Hospitality Association (THA)) are all important partners in the implementation of the Strategy.
- The announcement of the Strategy was followed by a funding commitment of \$12.17 million to be delivered over three years. \$10.72 million of this commitment was allocated to support initiatives that the Department is responsible for delivering.
- An additional \$12 million over three years was committed to the Strategy at the 2024 election.
- Through the funding committed to date, several key priorities have been progressed and/or completed including:
 - The Launceston Convention Facilities Demand Study project
 - Part funding to support ongoing programs and activities delivered by TICT. Including the provision of an emissions reduction education program for industry, maintenance of the successful Tourism Ambassador Program, and assisting operators in managing the increasing costs of insurance.
 - Upgrading critical infrastructure improvements for Tasmania's national parks through the Department of Natural Resources and Environment.
 - Investing in the upgrade of essential tourism infrastructure in collaboration with local councils in anticipation of the arrival of the

new Spirit of Tasmania vessels.

Background

The 2030 Visitor Economy Strategy provides a collective longer-term vision through to 2030.

The Strategy is a plan for growth and a plan to manage growth sustainably, ensuring that the visitor economy continues to have a positive impact on Tasmania's environment, economy and way of life.

The Strategy will be implemented through a series of shorter-term Action Plans that enable focussed attention to delivery and a responsive approach to changing industry needs, market environment and broader economy and community contexts.

The eight key directions include:

- We will be a leading destination for climate-conscious travel.
- We will proactively manage growth to protect and enhance Tasmania's brand, environment and community values.
- We will grow the contribution that visitors make to Tasmania and maximise overall benefit to our state and regional communities.
- We will differentiate and build awareness of Tasmania to increase brand power and attract the visitors who will grow value over volume.
- We will invest in and support a sustainable and successful events and business events sector, enhancing Tasmania's brand.
- We will plan for and invest in infrastructure for the next decade to support future growth, benefitting locals and visitors.
- We will attract a skilled workforce creating jobs for Tasmanians and meeting industry needs.
- We will bring industry, state and local government together with local communities in managing destinations.

A copy of the 2030 Visitor Economy Strategy is included in the Attachments to this brief.

KEY ISSUE 7 -

Key Points

Operational and project-based funding is provided to a number of industry bodies and organisations from the Department.

Tourism Industry Council Tasmania (TICT)

- TICT are an important partner in the development and implementation of the 2030 Visitor Economy Strategy (the Strategy) alongside other initiatives relevant to the industry.
- Funding is delivered to TICT as either ongoing or one-off grants depending on the nature of the project or initiative to be delivered.
- In terms of ongoing support, the Department has executed a grant deed with the TICT for \$1.56 million over three years to June 2027 for the following initiatives:
 - Delivery of a greenhouse gas emissions reduction program for businesses to help Tasmania become a leading destination for climate conscious travel.
 - Identify critical challenges for industry in delivering on Strategy objectives, with a focus on the increasing cost of insurance, and research possible statewide solutions.
 - Maintain and grow the Tourism Ambassador Program.
 - Engage young and emerging tourism professionals to create awareness of career opportunities in tourism.
 - Ensure standards of industry development and strategic planning continue to meet industry expectations.
- The Department has also executed funding agreements for one-off grants with TICT for the following projects:
 - \$120,000 to support industry to deliver a program assisting businesses to prepare for increased visitation from the new Spirit of Tasmania vessels.
 - \$70,000 to undertake a gap analysis and compile recommendations on a future model for nature-based guide training in Tasmania to help grow Tasmania's guiding workforce

capacity.

Business Events Tasmania (BET)

- Business Events Tasmania (BET) is the specialist business events marketing and business organisation and a key delivery partner in the 2030 Visitor Economy Strategy.
- Through the Department, BET is supported with ongoing operational funding of \$5 million over five years to 2027-28, which includes the 2024 election commitment of an additional \$1.2 million.
- BET also manages the Business Events Attraction Fund (BEAF), which is designed to help Tasmania compete with other Australian states and territories when bidding for national or international business events.
- The current grant deed with BET for BEAF is \$6.3 million to 2025-26, which includes the 2024 election commitment of \$3.8 million over two years.
- In July 2025, BET has secured three business events bringing 510 delegates into Tasmania with an estimated economic impact of \$1.44 million.

The Tasmanian Hospitality Tourism Academy (THTA) (formerly Visitor Experience Training (VXT))

- Skills and labour shortages continue to impact hospitality operators in Tasmania.
- Key Direction Seven under the 2030 Visitor Economy Strategy outlines a commitment to attract a skilled workforce, creating jobs for Tasmanians that meets industry needs.
- To help achieve these objectives, at the 2024 election, \$1.3 million over two years until June 2026 was commitment to THTA – a purpose-built training organisation led by the tourism and hospitality industry.
- Under the 2030 Visitor Economy Strategy budget, THTA has also been provided with a grant of \$500,000 until 30 June 2026 to expand the organisation's training capacity and capabilities to meet the needs of the industry.

Background

The Department's Tourism and Hospitality team provides strategic advice, funding, and industry development programs and manages key partnerships that support development on the supply-side of the visitor economy.

The team works closely with Tourism Tasmania, regional tourism organisations, industry associations and tourism and hospitality businesses as the Department's lead interface with the industry.

Tourism Industry Council Tasmania (TICT)

- The Tasmanian Government provides funding to the Tourism Industry Council Tasmania (TICT) to deliver initiatives which help to develop Tasmanian tourism businesses and grow the economic value of the industry.
- Annual funding of \$200,000 is currently provided to TICT via a grant deed administered by Tourism Tasmania to:
 - encourage increased business participation in the national 'Quality Tourism' accreditation program.
 - deliver the state's major tourism event, the Tasmanian Tourism Conference held annually in Launceston.
 - assist in delivering the Tasmanian Tourism Awards, whose winners progress to the national awards.

Business Events Tasmania (BET)

- Since 2018-19 through the Department, the Tasmanian Government has provided BET with operational funding under a grant agreement to support the organisation to secure business events for the state through targeted sales and marketing initiatives in national and international

markets.

- In 2023-24, BET was directly involved in hosting 164 business events that attracted more than 21,000 delegates to the state.
- The Business Events Attraction Fund (BEAF) was established in 2019 by the Tasmanian Government with an initial commitment of \$300,000 per year over four years to allow eligible event organisers to apply for financial support to offset the costs of business events held in Tasmania.
- Since 2021, BET has managed BEAF, as a way to better leverage BET's specialist knowledge and growing relationships to respond to business event supplier interest more efficiently and increase the likelihood of successful bids for improved funding outcomes.
- BEAF supported events span across important industry sectors, including medicine and health, food and agribusiness, HR law and recruitment, travel and transport, and finance and banking.
- Since 2019, the Department has provided a total of \$8 million to BEAF.

The Tasmanian Hospitality Tourism Academy (THTA) (formerly Visitor Experience Training (VXT))

- THTA is managed under the auspice of Tasmanian Tourism and Hospitality Training (TTHT) – a registered company limited by guarantee, incorporated under the *Corporations Act 2001*.
- TTHT was established with a five member Board appointed in December 2020 that included two representatives from Hospitality Tasmania (formerly Tasmanian Hospitality Association (THA)) and the TICT, as well as an independent Chair.
- In 2024, THTA delivered statewide training to 755 students across 15 different course types.
- THTA also manages the Tasmanian Tourism and Hospitality Jobs Portal, which was established with federal funding in 2021.
- Including current funding arrangements, since 2021 the Tasmanian Government has provided over \$4.5 million to THTA.

Key Points

- In November 2024, the Tasmanian Government stated its commitment to implementing harm minimisation measures to reduce the harm caused by Electronic Gaming Machines (EGMs) while providing the opportunity for people to exercise their free choice.
- The Department has entered into an agreement with Deloitte to develop a Report into the Social and Economic Impact of EGM Reform Use in Tasmania.
- The Tasmanian Government has previously advised Parliament the final

report will be released once the government has received it.

Background

Deloitte Access Economics Pty Ltd (Deloitte) were engaged to assist the Department with a social economic impact analysis of the proposed reforms to Electronic Gaming Machine (EGM) use in Tasmania.

The Tasmanian Government has announced that the Treasurer will oversee the regulatory component of gaming that sits within the Treasury Department.

Key Points

- The hospitality sector plays a key role in our visitor economy and is a major employer in Tasmania, accounting for more than eight per cent of the state's employment.
- At the 2024 election, \$8.4 million over three years was committed to Hospitality Tasmania (formerly Tasmanian Hospitality Association (THA)) in recognition of the important work the organisation undertakes in strengthening the sector through supporting the growth and development of Tasmanian hospitality businesses and ensuring access to a skilled and capable workforce.
- The commitments are as follows:
 - \$2.4 million to *Hospitality 2030*, a long-term plan for the hospitality sector.
 - \$3 million to continue the Great Customer Experience program.
 - \$1.5 million to continue supporting the Clubs Tasmania program.

- \$1.5 million to support the Women in Leadership, Mental Health and HOSPO Health initiatives.
- Grant deeds for these funding commitments were executed on 6 June 2025 with a funding commencement date of 1 July 2025 and completion date of 30 June 2028.

Background

- Hospitality Tasmania is the peak industry body representing businesses in the accommodation and food sector and the Tasmanian club sector.
- In 2021 the Tasmanian Government committed \$7 million over three years to 30 June 2025 to the Hospitality Tasmania to extend existing and develop new initiatives to support the hospitality sector.

These initiatives have a strong focus on business sustainability, workforce development, and customer service.

Key Points

- Tasmania's Taste of Summer up until recently had a funding agreement with the Tasmanian Government to provide \$7.7 million to support delivery of the event from 2022-23 to 2026-27.
- The 2024-25 event delivered a return on investment of 9 to 1.
- On 3 March 2025, the Major Event Group (MEG) considered an application from Tasmania's Taste of Summer event organisers under the Events Tasmania Major Event Partnerships Program.
- The recommendation of the MEG was to provide a grant of up to \$9,821,901 to support the delivery of Tasmania's Taste of Summer from 2025-26 to 2029-30 (inclusive).
- At the request of government, the funding was approved by the Department and the organisers were notified in late March 2025.
- Due to an unsecured budget allocation from 2026-27 to 2029-30 in the forward estimates, the Department renegotiated a one-year \$1.85 million funding agreement with the event organisers to support delivery of the 2025-26 event only.
- The new agreement was signed and executed on 7 August 2025.
- It should be noted that of the \$1.85 million, \$697,500 to support planning of the 2025-26 event was disbursed in the 2024-25 financial year under the current \$7.7 million agreement. The remaining \$1,152,500 required to deliver the 2025-26 event will be allocated from the Events Tasmania 2025-26 financial year budget allocation.
- The event organisers are of the understanding that the department will seek from the incoming Government a commitment to support the four future events from 2026-27 to 2029-30 with \$7,971,901 in funding.

Background

Tasmania's Taste of Summer is one of Tasmania's premier summer festivals, celebrating Tasmania's food, drink, and entertainment culture.

The event originated in 1988 when the Hobart City Council introduced it as part of the Hobart Summer Festival. One of its initial goals was to entertain the competitors of the Sydney Hobart Yacht Race. Combined with the race, the event became a hub for entertainment on the waterfront.

Since 1996, the event has been held annually at Princes Wharf No.1 on the Hobart waterfront and coincides with the State's peak of the tourism season, which includes the arrival of boats completing the Sydney Hobart Yacht Race.

City of Hobart withdrew from delivering the event in 2021 due to rising costs. The Tasmanian Government opened an expression of interest process, and through the process engaged the PinPoint Group, a private consortium of Tasmanian businesspeople, to deliver the 2021 event. The PinPoint Group continue to deliver the event.

The event plays an important role in supporting Hobart's tourism and hospitality with an influx of visitors descending on Hobart's waterfront, attracting visitation to the area that benefits local accommodation providers, bars, restaurants, cafes, retail, and transport operators. Important too is that the event attracts a high number of stallholders and suppliers from across all regions of Tasmania.

Independently commissioned research on the 2024-25 event revealed unique event motivated visitation of 8,122 people travelled to Tasmania for the event. Based on 8,122 people anticipated to attend the event each year over the next five-year, five event period, with three per cent growth factored, the event could attract 43,123 people to Tasmania.

Overall, the 2024-25 event attracted 88,419 attendees over nine days.

Tasmania's Taste of Summer organisers acknowledge that after several years of delivering the event they now have a better understanding of its deliverable requirements and thus the ongoing financial needs to be able to continue to deliver the event to a high-quality and ensure its viability.

Princes Wharf No 1 and new Management Framework

- Princes Wharf No.1, also known as PW1, is a Tasmanian Government owned multi-purpose function and events venue on the Hobart waterfront.
- The Department oversees the operation and maintenance of the building.
- The Department also oversees the contract for the venue management of the facility and day to day functions.
- From July 2024 to June 2025, 41 events took place in the venue.
- The venue management services are currently provided by TM Management Group Pty Ltd.
- \$200,000 over two years was allocated to support maintenance of PW1 as part of a 2024 election commitment.
- The current contract for venue management services expires on 31 January 2026, the Department has engaged Otium Planning Group Pty Ltd (Otium) to review the current management framework of the event facility to ensure it is managed as sustainably as possible whilst continuing to remain accessible for the community.
- The outcome of this review determined that an external contract management model should be adopted for the future management of the facility. This approach is intended to maintain lower levels of government risk and day to day management.
- Otium are now in the process of preparing tender documentation to support the upcoming venue management tender process of the facility.

Background

As one of Hobart's major event venues, PW1 can cater for a range of community and commercial events, such as conferences, exhibitions, festivals, corporate dinners and product launches. PW1 is hired out at different rates for commercial operators and community groups, ensuring access for a range of activities from community festivals and not-for profit events to fully commercial activities.

The income generated from an event varies and is dependent on the hire period or the number of days the venue is used. In the 2024-25 financial year the venue generated income of \$434,000. However, due to operational and maintenance expenses totalling over \$750,000, an overall loss of over \$300,000 was experienced.

TM Management Group Pty Ltd commenced venue management services of PW1 on 1 February 2021. The initial term of the agreement was from 1 February 2021 to 31 January 2024. This agreement contained an 'option to extend' clause for a further two years, which was exercised. This agreement will expire on 31 January 2026.



To ensure a robust tender process can be administered, the Department is considering extending the current contract with TM Management Group to 30 June 2026.

Key Points

- On 3 March 2025, the Major Event Group (MEG) considered an application from Vibestown Productions under the Events Tasmania Major Event Partnerships Program (MEPP) requesting \$1.95 million to support the delivery of the Party in the Paddock (PITP) event in 2025, 2026 and 2027.
- Several issues were raised by the MEG which led to the revised amount of \$780,000 being endorsed to the Secretary of the department for approval. These issues included potential risks with the ongoing financial position of the organisation (with the February 2025 event being crucial to sustainability), that the application was partly considered ineligible based on the MEPP guidelines that concert series or touring shows are not supported, and that there was very little strategic information to understand the market demand of the festival within the current volatile live contemporary music festival market.
- On 26 March 2025, the Secretary of the department approved funding of up to \$780,000 to support Vibestown Productions to deliver Party in the Paddock in 2025, 2026 and 2027.
- In April 2025, the event organisers requested additional support above the approved \$780,000.
- At the request of the Premiers Office and the then Minister for Sports and Events Office, Events Tasmania was in the process of analysing

additional data to determine if the additional support would be a worthwhile value proposition.

- However, due to the Caretaker period, the event organisers notified Events Tasmania of their acceptance of the offer of the \$780,000 grant noting the additional funding request and assessment would be suspended.
- The new agreement of \$780,000 was signed and executed on 30 July 2025.

Background

PITP is an all-ages, music and arts festival held in late-February at Quercus Park (the Agfest site) about a 20-minute drive out of Launceston.

Event organisers estimate the three upcoming events (2025–2027) will attract 5,504 interstate and international visitors to Tasmania. However, this number is made up largely of people attending the event who camp at the venue site and therefore an accurate return on investment is more challenging to calculate. (Noting return on investment is calculated on bed nights in paid accommodation).

The event consistently supports up to 150 paid positions and anywhere from 350 to over 500 volunteers each year.

Vibestown Productions are a Tasmanian company who deliver a range of live music events. They work closely with nationally acclaimed third-party professionals to deliver their events.

Key Points

- The Tasmanian Government has several funding agreements with sporting bodies to deliver targeted outcomes and bring elite sports to Tasmania.
- Sporting partnerships currently sit within the events portfolio and events budget output. Consideration will need to be given to whether they remain in this portfolio or moved to the sports portfolio.
- These international, national, and local events provide significant economic and social benefits to our state as well as provide sporting pathways and opportunities for young Tasmanians.
- These sporting partnerships directly align with the Tasmanian Government's Events Strategy 2023-2027 providing economic, social and brand value.
- In the 2024–25 financial year, the government supported 67 sporting events with a total of \$13.87 million in funding.
- These include several multi-year sporting partnerships for major sporting events attracting international attention. These major partnerships are:
 - \$800,000 to partner with Netball Australia and Netball Tasmania to bring Melbourne Mavericks Suncorp Super Netball games to Tasmania in 2024 and 2025.
 - \$1.3 million to support the 2025 Rowing Australia National Championships.
 - \$4.155 million to support V8 Supercars in 2025, 2026 and 2027.
 - \$13.2 million to support the Hawthorn Football Club to play four AFL games per season in 2023, 2024 and 2025.
 - \$1.95 million to support the North Melbourne Tasmanian Kangaroos to play two AFLW games per season in 2023, 2024 and 2025
 - \$10 million plus indexed annual CPI increases over five years to support JackJumpers to play 14 home games per season from 2020 to 2025.
 - \$1.4 million to host the Red Bull Hardline Tasmania in 2024, 2025 and 2026.
 - \$1.5 million to support the Hobart International Tennis Tournament in 2023 to 2027.
 - \$750,000 to support the Tennis Tasmania Series in 2025, 2026 and 2027.
 - \$1 million to support Hockey Australia to deliver six Championships and one Pro League event in the years 2022 to 2027.
- In addition to the above ongoing sporting partnerships the Tasmanian Government announced a range of new and renewed sporting partnerships:
 - On 10 January 2025, it was announced that AFL games will continue in Launceston for the 2026 and 2027 seasons, with a renewed \$9.1 million sponsorship deal with Hawthorn Football Club.
 - In February 2025, the Tasmanian Government extended the current sponsorship agreement with the Tasmania JackJumpers for a further five years to 2029-30 season.
 - The Tasmanian Government has also given in principle support for the Tasmania JackJumpers to lodge an expression of interest for a Women's National Basketball League team licence. However, no budget allocation has been allocated.
 - Rowing Australia will receive a total of \$1.3 million to support the 2026 Rowing Australia National Championships.
- In the 2024-25 financial year, 22 sporting events took place supported by the Championships Grant Program, with a total funding amount of \$109,500. The return on investment for those 22 championships alone was 57 to 1.
- The Championships Grant Program supports competitions that attract more than 100 competitors and supporters to Tasmania, providing up to \$10,000 in funding. These events often generate significant visitation to regional areas.
- Sporting partnerships form an important part of the events calendar that provide Tasmanians with access to live sporting content, provide young Tasmanians with clear sporting pathway opportunities and promote

positive health and wellbeing within the community.

Background

Of the 67 sporting events supported in the 2024-25 financial year, 59 took place within the financial year. The remaining eight events occurred in previous years or are scheduled to occur within the 2025-26 financial year.

Netball Australia

- The Tasmanian Government currently provides \$800,000 to support a tripartite agreement between Netball Australia and Netball Tasmania.
- This funding supports two Suncorp Super Netball games per year in 2024 and 2025 in Tasmania.
- This agreement provides young Tasmanians with sporting pathway opportunities and promotes positive health messaging to the wider community.
- This funding also supports Netball Tasmania to work with Netball Australia to enhance the training and development opportunities for elite Tasmanian netballers.
- The return on investment for the last year of the agreement was 0.04 to 1.

Rowing Australia

- In 2025 the Rowing Australia National Championships were held at Lake Barrington International Rowing Course. The event attracted a total of 6,248 interstate and international visitors staying for an average of 6.7 nights, thereby delivering an estimated return of investment of 6.4 to 1.
- Approximately two-thirds of the non-Tasmanian visitors travelled to multiple regions of the state. The North and North-West regions saw the highest levels of dispersal.
- At the Australian Rowing National Championships held in Tasmania, Rowing Australia engaged 41 local suppliers, contributing over \$750,000 in event-related spending, with \$245,992 of that circulation occurring within the host region.

- Rowing Australia has been successful in securing \$650,000 in funding for the 2026 Australian Open Rowing Championships and Interstate Regatta and \$650,000 in funding for the 2026 Australian Open Schools Rowing Championships through the 2025 Event Attraction Fund.
- Together those two events form the 2026 Rowing Australia National Championships.

Supercars – Tasmania Super440

- The government has supported one round of the V8 Supercars since 2004.
- In addition to the \$4.155 million in funding for 2025 to 2027, the government is providing \$1.8 million for improvements at Symmons Plains Raceway. The funding, provided to Motorsports Tasmania Pty Ltd, is to undertake mandatory safety and amenity improvements as well as to make the venue available and commercially clean to the Supercars for racing each year.
- The 2025 Tasmania Super440 was held at Symmons Plains in May and attracted 6,412 interstate and international visitors to Tasmania staying for an average of three nights, thereby delivering a return on investment of 3 to 1.

Hawthorn Football Club

- \$13.2 million has been allocated to support the Hawthorn Football Club to play four AFL games per season in 2023, 2024 and 2025.
- Under the terms of the current agreement, Hawthorn are required to play four AFL games plus one pre-season game at University of Tasmania Stadium in each year of the agreement.
- During the 2024 season Hawthorn Football Club delivered community engagement benefits including a Road Safety Advisory Council Partnership encouraging safe driver behaviour amongst year nine and year ten students, school programs, a partnership with the Beacon Foundation High School mentoring program and continued support for the Premier's Reading Challenge and school literacy programs.
- The return on investment for the 2024 season is estimated to be 2 to 1 based on a study undertaken by PWC in 2022.

- With the return of night games to Tasmania in the 2025 AFL season, Events Tasmania has commissioned independent research by IER to assess the economic benefits and visitation associated with the Hawthorn Football Club home games played at University of Tasmania Stadium in Launceston. The results of this research will be delivered in August 2025.
- On 10 January 2025, the Tasmanian Government announced a renewed sponsorship agreement with Hawthorn Football Club for the 2026 and 2027 seasons.
- The deal worth \$9.1 million will see four games each year in Launceston.
- There is currently no budget allocation for this sponsorship agreement.

North Melbourne Tasmanian Kangaroos

- \$1.95 million to support the North Melbourne Tasmanian Kangaroos to play two AFLW games per season in 2023, 2024 and 2025
- Under the terms of the current agreement, North Melbourne Football Club are required to play a minimum of two games in Tasmania during each season of the agreement, including one in the north and one in the south of the State.
- During the 2024 season, NMFC delivered several community initiatives to support AFLW in the Tasmanian community, including dedicated training and coaching sessions, a statewide school program in collaboration with AFL Tasmania and a football clinic at Clarence High School.
- The 2025 season will be the last season of the agreement.
- The current return on investment is estimated to 0.1 to 1.
- Events Tasmania has commissioned independent research by IER to assess the economic benefits and visitation associated with the North Melbourne Football Club AFLW games played in Tasmania. This reporting will be delivered after the 2025 season.

Tasmania JackJumpers

- The Tasmanian Government's sponsorship of the Tasmania JackJumpers provided \$10 million plus two percent annual indexation in funding and covers four NBL seasons between 2020 and 2025.
- The Tasmanian Government has extended the current sponsorship agreement with the Tasmania JackJumpers for a further five years to 2029-30

season.

- Under the sponsorship, the Tasmania JackJumpers play fourteen home games in Tasmania each year, with twelve at MyState Bank Arena and two at the Launceston Silverdome.
- [REDACTED]
- The current sponsorship agreement delivers significant community benefits to Tasmania including primary and high school basketball clinics and programs statewide and the delivery of a basketball program for children facing socio-economic challenges.

Red Bull Australia

- Red Bull Australia delivers Red Bull Hardline Tasmania, the Australian edition of the international downhill mountain biking event.
- The event is held at the Maydena Bike Park in February and attracts strong, local, interstate and international attention.
- The 2024 event was the first time the event had been delivered outside of Wales in the United Kingdom.
- In 2025 the event was attended by a total of 2,116 interstate and international visitors staying for an average of three nights, thereby delivering a return on investment of 3 to 1.

Tennis Australia

- The Hobart International tennis tournament is owned by Tennis Australia and operated by Tennis Tasmania.
- The event is an annual tennis event for female competitors held in January at the Domain Tennis Centre in Hobart and provided an estimated return on investment of 9 to 1.
- Events Tasmania has commissioned independent research by IER to assess the economic benefits and visitation associated with the Hobart International event. This report is yet to be finalised.

- The Tasmanian Government also supports Tennis Australia with \$750,00 for the years 2025, 2026 and 2027 to host the Tennis Tasmania Series, which in 2025 is forecasted to deliver a return on investment of six-to-one.
-

The Tennis Tasmania Series is a series of national and international tennis tournaments facilitated by Tennis Australia and Tennis Tasmania and hosted across Tasmania.

Hockey Australia

- Hockey Australia is currently receiving funding of \$1 million to support Hockey Australia to deliver six Championships and one Pro League event in the years 2022 to 2027.
- In 2024 Hockey Australia delivered the Men's Masters Championships held in Hobart. The event attracted 2,680 interstate and international visitors staying an average of 16 nights, thereby delivering a return on investment of 16 to 1.
- In 2025 Hockey Australia will deliver the Women's Masters Championships in September at the Tasmanian Hockey Centre.
- Hockey Australia has recently secured funding of \$750,000 through the 2025 Event Attraction Fund for the 2026 Federation Internationale de Hockey Pro League matches which will be held in February.
- All events under both agreements will be held at the Tasmanian Hockey Centre in New Town.

Released under RTI

Key Points

- The Tasmanian Government is invested in supporting our visitor economy through supporting a vibrant event sector.
- The Department supports event organisers under a series of grant programs and special partnerships.
- These grant programs include the:
 - Major Event Partnership Program,
 - Special Partnerships,
 - Championships Grant Program,
 - Touring Grant Program,
 - Events Tasmania Marketing Grant Program,
 - the 2018, 2021 and 2025 Event Attraction Funds, and
 - the Tasmanian Festival and Event Support Fund.
- In 2024, the Tasmanian Government launched the Tasmanian Festival and Event Support Fund as part of a suite of initiatives announced to address the impact of delays in the arrival of the new Spirit of Tasmania vessels on the tourism, hospitality and events sectors.
- In April 2025, the government also launched the 2025 Event Attraction Fund, as part of the 2024 Election Commitments. The fund has been designed to secure mass participation events which will deliver strong levels of interstate visitation and substantial economic benefits during the shoulder and winter months.
- Each grant program has defined eligibility criteria and a set of grant guidelines to ensure events align with the Tasmanian Government Events Strategy 2023-2027 resulting in social, economic and brand value to the state.
- The government's total expenditure for events in the 2024-25 financial year was \$32.6 million. This amount is comprised of:
 - \$16.9 million through the Major Event Partnerships Program
 - \$11.6 million on Special Partnerships
 - \$1.2 million through the Event Attraction Funds (2018, 2021, 2025)
 - \$467,865 through the Championship Grant Program, Touring Grant Program, Marketing Grant Program and the One-off Assistance Grants
 - \$57,000 through the Regional Event Recovery Fund program
 - \$133,000 through the Winter 2024 program
 - \$2.2 million through the Tasmanian Festival and Event Support Fund.
- In the 2024-25 financial year, the government supported a total of 155 events.
- Of the 155 events 113 events have contributed to bringing over 129,200 visitors to Tasmania and generated over 742,700 bed nights resulting in a return on investment of six to one (visitation and bed night figures include both actuals from completed events and projections for those that haven't reported on actual visitation yet).
- These events combine to make an events calendar which supports our visitor economy. From winter favourites such as Dark Mofo and Festival of Voices to Festive and the Unconformity, these events bring people together and support Tasmanian businesses.
- One of the major successes for the events calendar in 2025 was the full return of Dark Mofo in June 2025. With increased flights into Tasmania during this period, Dark Mofo estimates that it attracted similar visitation numbers to 2023 of over 31,000, with 2023 providing a return on investment of 14 to 1. The 2025 full program included expansion of some components into regional areas for the first time in the event's history and continuation of the Winter Feast and the Nude Solstice Swim.
- Collectively, these events contribute to maintaining a well-balanced and statewide events calendar, supporting both regional and metropolitan communities.
- Events not only drive visitation and stimulate the visitor economy, but they also deliver significant benefits to small and regional businesses. Attendees, both intrastate and interstate, spend on local hotels, cafés, transport, retail, tours and more, injecting new revenue and often requiring additional staffing. Events thus act as economic multipliers stimulating a cascade of local spending, business growth, employment, and community vibrancy.

Background

Program details:

- **Major Event Partnerships Program** – provides funding to significant events that return substantial economic outcomes for the state. The program aims to deliver a regionally and seasonally balanced event portfolio for Tasmania that includes a variety of event types.
- **Special Partnerships** – funding provided via special partnerships. These are decisions of government and are not linked directly to a grant program as they do not necessarily meet the criteria but deliver other economic and sporting benefits to Tasmania.
- **Event Attraction Fund (2018, 2021 and 2025)** – aim to secure significant events for Tasmania that provide substantial economic return to the state, particularly in regional Tasmania.
- **Championship Grants** – competitions which bring more than 100 competitors and supporters to Tasmania can apply to receive a grant of up to \$10,000 to deliver and promote the event. The grant value is determined by the level of visitation the championship will attract, the time of year that the event is held and the region where the event is held.
- **Touring Grants** – organisers of auto, motorbike or cycle tours of Tasmania in the winter and shoulder season can secure a maximum of \$20,000, calculated on attendee numbers and length of stay.
- **Events Tasmania Marketing Grants** – up to \$10,000 is available to assist event organisers with their marketing strategy for an established Tasmanian event. The grant program is designed to cater for both large and small events, with two tiers of funding available for events with either intrastate or interstate visitation targets.
- **Regional Event Recovery Fund** – a direct response to the impact of COVID-19 on Tasmania's regional communities, events, and visitor economy. Events were able to apply for up to \$100,000 in funding to allow them to build organisational capability and event sustainability.
- **\$5 million Tasmanian Festival and Event Support Fund** – part of a suite of initiatives announced by the Tasmanian Government to address the impact of delays in the arrival of the new Spirit of Tasmania vessels on the tourism, hospitality and events sectors. This program is designed to boost regional visitation and strengthen the Tasmanian economy during the shoulder and winter months (from March to November 2025 and 2026).

Key Points

- In June 2023, the Tasmanian Government launched the Events Strategy 2023-2027.
- The Strategy sets out the Tasmanian Government's approach to provide flexibility to support a broad range of events within strategic objectives.
- The strategy aims to grow visitor numbers through a regionally and seasonally balanced events calendar, resulting in social, economic and brand value by promoting cultural, sporting and artistic mass-participation events.
- The strategy instils a set of priorities that shapes Tasmania's events landscape in line with the 2030 Visitor Economy Strategy.
- The three pillars of the Events Strategy - economic, social and brand – have been incorporated into the evaluation and assessment of all events seeking funding support through grant programs administered by the Department through Events Tasmania.
- Programs such as the Major Event Partnership Program, the Tasmanian Festival and Event Support Fund or the Event Attraction Fund as well as the Championship and Touring Grants provide funding preference to off-season events (March–November) and those held outside Greater Hobart, ensuring that economic and social gains are seen year-round and distributed statewide.
- Events in Tasmania bring significant benefits beyond boosting tourism. The programs allow for delivery of economic and social benefits, and effective collaboration with local businesses and suppliers. They help build civic pride and foster stronger connections between communities and place, aligning with Tasmania's visitor economy strategy and positive regional outcomes all year round.
- The Department, through Events Tasmania, is currently undertaking a review of the funding models that support events. This is to ensure they remain contemporary and support the events sector to grow, especially in the regions. KPMG was selected to undertake the review and to deliver recommendations for future funding models.

- The review will explore greater cohesion with the Events Strategy and determine actions to meet the three pillars of economic, social and brand value, to consolidate the sector's position and support long-term planning.
- The outcomes of the funding pathway review are expected in quarter four of 2025 and will be integrated into an action plan to deliver against the pillars of the Events Strategy 2023-2027.

Background

- No budget has been allocated to the Tasmanian Government Events Strategy 2023-2027.
- The Tasmanian Government Events Strategy 2023-2027 was developed following feedback provided during consultation sessions in 2022 and 2023, which determined the three pillars. These are:
 - Economic – support mass-participation events that provide a strong return on investment to the state and that contribute to increasing Tasmania's annual visitor numbers to 2 million by 2030
 - Social – support events that contribute to our environment, wellbeing, and connectedness and incorporate into their offerings a genuine recognition of our island and its people
 - Brand – support events that create substantial value for Tasmania and Tasmanians. Tasmania has become a popular destination for visitors seeking to explore the many and varied unique experiences on offer, such as its stunning natural environments, unique food and beverage offerings and un-matched hospitality.
- The pillars align with the 2030 Visitor Economy Strategy, particularly in the areas of sustainably growing the visitor economy in the state and investment in the state's brand value.
- The pillars are designed to strengthen current approaches to encouraging environmentally sustainable strategies and inclusivity and accessibility, acknowledgement/collaboration with Tasmanian Aboriginal people, and highlighting Tasmania's unique brand attributes.

- The three pillars support mass-participation events that contribute to the visitor economy and have a strong return on investment to the state, via a seasonally and regionally balanced events portfolio that enhances Tasmania's reputation as a tourism destination. This will also support significant events that promote Tasmania's arts and culture, sporting, and business sectors with focus on positive impact on people, place, and planet.
- The strategy builds on Tasmania's reputation for place-based, unique

Tasmanian events and the impacts of these on the community and aims to position the state to compete in the same league as other Australian states when it comes to attracting and hosting major national and international events.

- The Tasmanian Government Events Strategy development included input from relevant agencies such as Tourism Tasmania and Business Events Tasmania.
- Business Events are also a focus area, being an important player in Tasmania's visitor economy attracting high-yield visitors.

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Key Points

- Business events are an important part of our visitor economy, generating significant return on investment, attracting the highest yielding visitors, and bringing in \$199 million in direct total spend annually.
- Business Events Tasmania (BET) is the specialist business events marketing and business organisation and a key delivery partner in the 2030 Visitor Economy Strategy.
- According to BET, on average, business events attendees spend between \$820 to \$1347 per delegate per day in Tasmania.
- In addition to this, 28 per cent of these visitors bring family and friends to experience the state, and delegates often extend their stay an average 4.7 nights beyond the conference they are attending.
- Through the Department, BET is supported with ongoing operational funding of \$5 million over five years to 2027-28.
- BET also manages the Business Events Attraction Fund (BEAF), which is designed to help Tasmania compete with other Australian states and territories when bidding for national or international business events.
- BEAF supported events span across important industry sectors, including medicine and health, food and agri-business, HR law and recruitment, travel and transport, and finance and banking.
- In July 2025, BET secured three business events bringing 510 delegates into Tasmania with an estimated economic impact of \$1.44 million.
- BET has estimated that the proposed Macquarie Point Stadium, with a larger capacity conference facility, could attract an additional 110 conferences to Hobart and an extra 140,000. The annual revenue possibilities for such growth were in excess of \$100 million.

Background

Since 2018-19 through the Department, the Tasmanian Government has provided BET with \$790,000 per year under a grant funding agreement to secure business events for the state through targeted sales and marketing initiatives in national and international markets.

The Business Events Attraction Fund (BEAF) was established in 2019 by the Tasmanian Government with a commitment of \$300,000 per year over four years to allow eligible event organisers to apply for financial support to offset the costs of business events held in Tasmania.

Since 2021, BET has managed BEAF, leveraging their specialist knowledge and growing relationships to respond to business event supplier interest more efficiently and increase the likelihood of successful bids for improved funding outcomes.

The current grant deed with BET for BEAF is \$6.3 million to 2025-26, which includes a 2024 election commitment of \$3.8 million over two years.

Since 2019, the Department has provided a total of \$8 million to BEAF.

Key Points

- The Tasmanian Government provided funding of \$1.975 million through the Events Tasmania Major Event Partnerships Program to secure Targa Tasmania events from 2023 to 2027 inclusive.
- The event organisers postponed the 2023 and 2024 Targa Tasmania events following four fatalities that occurred at Targa Tasmania events in 2021 and 2022.
- The postponement allowed Targa Australia time to plan key components and support the process and findings of a Tasmanian Coronial Inquest convened to examine the four fatalities.
- The Coronial Inquest occurred in September 2024, and the findings were made public on 19 June 2025.
- The Inquest concluded that driver error was the cause of the incidents investigated. The report made no specific recommendations however it did comment that the recommendations resulting from the two internal investigations led by Motorsport Australia following the 2021 and 2022 fatalities were comprehensive with the Coroner urging Targa Australia and Motorsport Australia to ensure their implementation before the next event is held.
- The next Targa Tasmania event is scheduled for 16 to 21 November 2025.
- Registrations opened in April 2025 for the next event with Targa Australia reporting the 200 spots available in the tour category were fully subscribed within 24 hours of opening. The competition component of the event is capped at 100 cars, ten in each category, with several of these categories also already fully subscribed.
- Since delivery of the last event in 2022, Targa Australia has thoroughly reviewed event safety resulting in a new set of technical and tour regulations, terms and conditions and numerous event guides to support delivery of the event and the future of tarmac rallying more broadly.

Background

Targa Tasmania is a state-wide international motorsport event, a tarmac rally and touring event with competitive stages on closed roads for the best touring, sports and GT cars in the world.

Targa Tasmania has been supported by the Tasmanian Government since its inception in 1992.

Targa Tasmania is a six-day tarmac rally that travels over 2,000 kms with approximately 40 competitive stages on closed roads.

It is estimated over 3,500 interstate participants travel to Tasmania to take part in the event and relies on more than 1,000 volunteers from all around the state to assist with its delivery.

The event organisers report that Targa Tasmania generates direct spending in Tasmania each year estimated to be more than \$8 million, with the benefits extending throughout 21 council regions across Tasmania.

In addition to this, Targa Tasmania advise that their competitors go back to their car clubs after the event talking about Tasmania's great roads and wonderful scenery, the state's quality food and wines, and its friendly people.

Targa Tasmania provides thousands of Tasmanians the chance to see a world-class international motorsport event in their home state and attracts many interstate and international visitors to Tasmania every year.

During its 30+ year history, Targa Tasmania has grown to become the ultimate road rally event in the world, enjoying TV and media coverage in more than 100 countries, promoting Tasmania to key tourism markets in Europe, Asia and North America.

2021 Fatalities

Following the tragic death of three competitors in two separate incidents during the 2021 event, the peak motorsports body in Australia, Motorsport Australia, convened an Investigatory Tribunal and delivered a report on 16 September 2021.

The report listed 23 recommendations, of which 13 were directly associated with Targa Tasmania organisers.

Targa Tasmania fully supported the Tribunal process and implemented all recommendations required of them for the 2022 event.

2022 Fatalities

Due to a fatality on the second day of Targa Tasmania on 27 April 2022, the event was downgraded to a non-competitive tour event.

In May 2022, Motorsport Australia convened an Investigatory Tribunal on the incident and delivered a report based with its findings on 1 March 2023.

The Panel was chaired by Garry Connelly, who also chaired the Motorsport Australia Investigatory Tribunal following two incidents at the 2021 Targa event, alongside Neal Bates and Matthew Selley.

The report contained over 90 recommendations which mostly related to the course, the cars, competitors and the tour categories.

Motorsport Australia and Targa Australia are continuing to resolve the allocation of responsibility for the implementation of the 2022 report recommendations.

Released under RTI

The following key supporting documents are attached to this package for your information:

- State Growth Corporate Plan 2023-26
- 2030 Visitor Economy Strategy
- 2030 Visitor Economy Strategy Three Year Action Plan
- [Tourism and Hospitality Industry Skills Compact](#)

Released under RTI

Corporate Plan 2023–26



We acknowledge the Tasmanian Aboriginal people as the original owners and continuing custodians of lutruwita (Tasmania). We pay our deepest respects to their Elders, past and present. We honour the care and connection to their land, sea, waterways and sky which was never ceded. We value the history, culture and strength of the Tasmanian Aboriginal community, and commit to listen deeply to their story and be respectful of Country in our collaborations with them.

From the Secretary



It is my pleasure to present the Department of State Growth's Corporate Plan 2023-26. I am excited to keep building on our achievements, shared capacity, values and sense of purpose.

As our organisation evolves, it is vital we work together and take advantage of the opportunity this department presents. The resilience and dedication shown by the State Growth team since the start of the COVID-19 pandemic has been amazing, and together we can carry this energy forward.

State Growth provides a broad range of services to the Tasmanian community: building and keeping us safe on our roads; working with and supporting growth in our businesses and industries; supporting our vibrant

arts, tourism, sporting and cultural communities; responsibly harnessing the natural advantages provided by our mineral resources; providing key services and infrastructure; supporting sustainable development; delivering future-focused energy policy; and facilitating the provision of targeted training and migration programs.

This spectrum of services and roles creates immense opportunity. Our response to the COVID-19 pandemic and subsequent support of our community and economy's recovery, shows we can take advantage of our collective expertise to collaborate and deliver a client-centric approach. The Corporate Plan for 2023-26 builds on this momentum and seeks to ensure we continue to perform at the high level expected of us by the government of the day and the Tasmanian community.

Our clients and their needs – be they Ministers, the community, or businesses – are the focus of our advice and we need to apply insightful and pragmatic policy analysis to reconcile differing interests. Our approach ensures we provide the information our diverse stakeholders need to make decisions and to invest in a manner that is implementable and compliant with relevant legislation.

Each of our outputs are valuable and contribute to the wellbeing of Tasmanians and the liveability of our cities and regions. Our work is aspirational and focused on delivering better outcomes for Tasmanians, harnessing the competitive advantages that set us apart from the rest of the world. We will ensure our organisation has the right culture, tools, support and technology in place to drive these results and take full advantage of new opportunities.

Being able to deliver our objectives starts with our people and ensuring we are an organisation that values and supports the individual to thrive. This means creating a workplace culture where people feel supported, valued, included and empowered to do their best work and be their best selves. Our Corporate Plan recognises the importance of working together and being united in the same goal. When we get this right, our people feel better, they perform better, and the organisation achieves great outcomes.

The Corporate Plan 2023-26 responds to key cultural, environmental and economic shifts since the last version. We have renewed our focus on sustainability and how our work supports liveability and vibrancy in our community and economy. We also turn our attention to how we can respond to and build resilience against the impacts of climate change and other emergencies and disruptions, both internally and externally across Tasmania.

I am proud of what we have achieved in the four years since the 2019-22 Corporate Plan, and how we have gone about it together. As we embark on this next chapter, I am confident we have the tools, environment and team to continue to take full advantage of the opportunity State Growth's broad range of services present.

Kim Evans
Secretary

Our role

To support diverse and sustainable economic growth and facilitate the creation of job opportunities for the benefit of our community.

Who we are

Our agency has the following core focus areas:

- **Business and Jobs** – drives industry capability and regional development for growth including small business support, workforce development, trade, science and technology, advanced manufacturing and defence, international education, business and skilled migration, and tourism and hospitality support.
- **Resources, Strategy and Policy** – provides whole-of-agency strategic policy, project and coordination functions including Antarctic science and research, population strategy, and urban renewal and growth initiatives that build on urban transformation. This area also provides strategic advice on Tasmania's mining policies and resource industries, and is responsible for the sustainable management of mineral resources in Tasmania.
- **Culture, Arts and Sport** – develops policy and programs to deliver economic and social outcomes by supporting development, delivering services, providing funding and stimulating demand for the cultural, creative and sporting sectors in Tasmania.
- **Transport and Infrastructure** – promotes and enables the safe, reliable and efficient transport of people and goods, to connect Tasmanian communities, promote freight efficiency and growth in the Tasmanian economy, and improve the visitor experience. This group also supports state-wide planning and coordination of major stadium projects and infrastructure delivery.
- **Business Services** – working with our partners, Business Services leads the development of organisational culture, business improvement and emergency management in the department through delivery of quality financial, communication, human, information, spatial, asset management and portfolio services.

Our agency also supports and works closely with the following areas:

- **The Office of the Coordinator-General** – the principal entity in Tasmania to attract and support investment in the state, facilitate major projects and reduce red tape.
- **Renewables, Climate and Future Industries Tasmania (ReCFIT)** – is responsible for providing advice on the state's strategic direction on climate change, renewable energy growth and emissions reduction to help shape Tasmania's future while maintaining a secure, sustainable and affordable energy system.
- **The Tasmanian Development Board** – the board's primary focus is the creation of investment and associated employment through working closely with State Growth to implement government policies.

Our approach

We will be guided by the following principles:

Client-centric

We will provide integrated advice and services that are informed by the full range of services our agency provides and the needs of our clients.

Collaborative and coordinated

We will work together and across portfolios to provide informed whole-of-agency advice and services. This will be supported by the strong relationships we will build and maintain with our partners across all three levels of government, business, industry and the community.

Results driven

In keeping with our purpose, we will strategically manage risks to deliver the big and small tasks that support the delivery of the government's priorities and meet the needs of the community.

Efficient

We will make the best use of available resources to give effect to our purpose.

Innovative and creative

We will support innovation and creativity in the work we do and the activities we encourage and promote.

Diverse and supportive

We will encourage and demonstrate leadership as a welcoming, supportive and inclusive organisation. We will continue our investment in driving diversity and building an inclusive workplace as well as continuing to prioritise the accessibility of our services.

Values based

We are a values-based organisation. We will live by, exemplify and demonstrate our values in the way we work with and support each other, and our clients.

Adaptable and agile

We will respond quickly and effectively to changing demands and emerging challenges and opportunities.

Our values

At State Growth, we live by the following values. **Courage** to make a difference through:

Teamwork

Our teams are diverse, caring and productive

- We listen, learn and share.
- We support each other by stepping up and sharing the load.
- We bring out the best in people through strong and supportive leadership.
- We collaborate to get the best outcome.

Integrity

We are ethical and accountable in all we do

- We are transparent and consistent in our decision making.
- We take responsibility for our actions.
- We speak up when things aren't right.
- We do what we say we are going to do.

Respect

We are fair, trusting and appreciative

- We create a diverse and inclusive workplace.
- We care for the health, safety and wellbeing of each other.
- We listen without judgement and seek to understand.
- We resolve issues constructively.

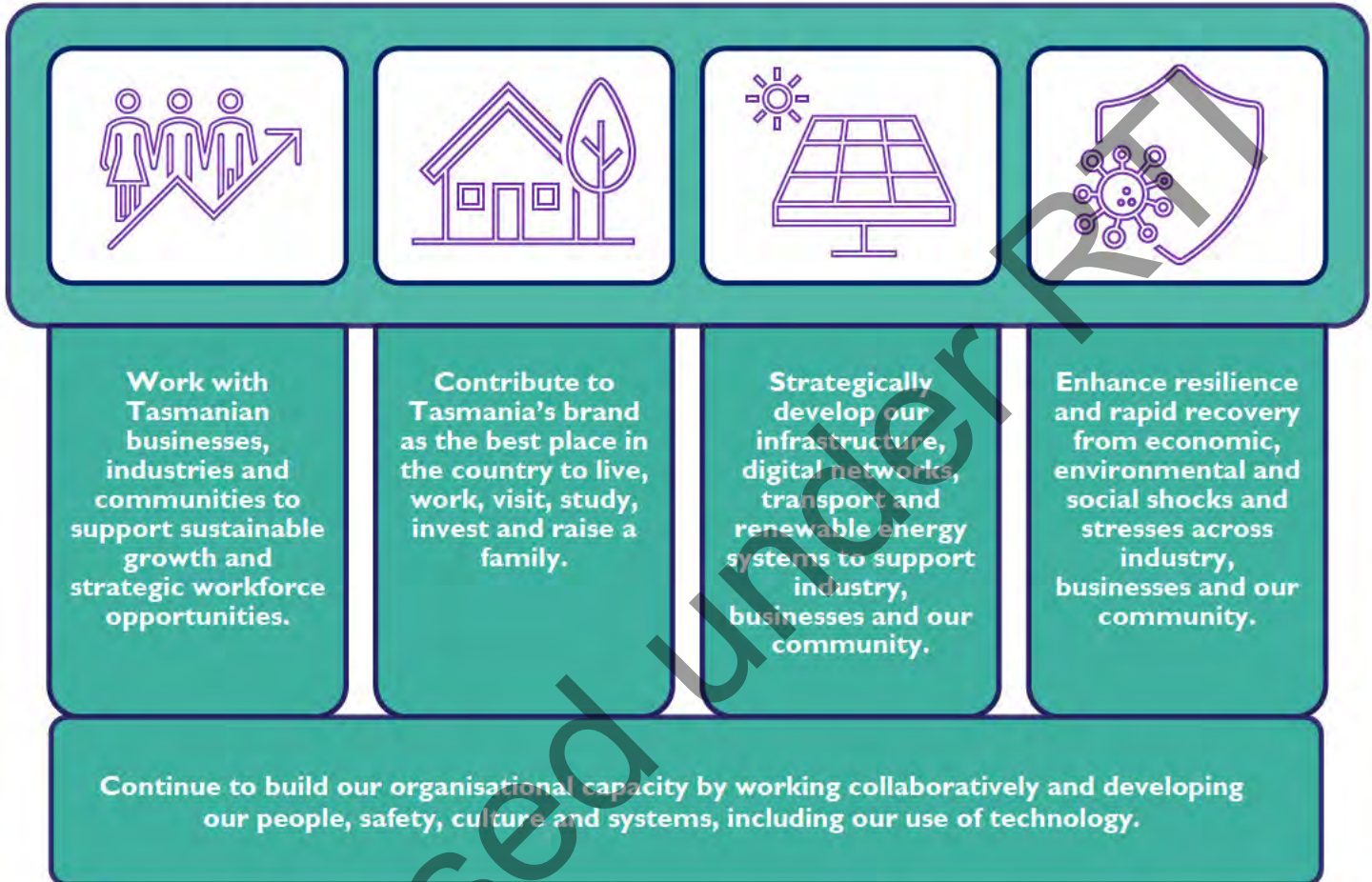
Excellence

We take pride in our work and encourage new ideas to deliver public value

- We innovate, adapt and set ambitious goals.
- We seek continuous improvement and learn from experience.
- We actively engage with our stakeholders, clients and the community.
- We promote sensible risk taking.

Our objectives

Our work will be guided by the following five objectives. In addressing these objectives, the Department will work with businesses, industries and communities to reduce Tasmania's greenhouse gas emissions and build resilience to the effects of climate change.



We will:

Work with Tasmanian businesses, industries and communities to support sustainable growth and strategic workforce opportunities

This will include:

- leveraging partnerships and engaging the community to **build the workforce of the future** by supporting training, job opportunities, pathways to employment and access to a skilled workforce.
- encouraging innovation and facilitating new opportunities in **technology use and digital transformation**.
- **attracting new businesses** to the state and **retaining and promoting investment** in Tasmania.
- **delivering targeted programs and accessible information services**, particularly for small businesses.
- exploring options to **best manage and use our mineral resources and land**.
- encouraging innovation and supporting growth in the **advanced manufacturing, defence and future industries**.

- supporting market expansion, and domestic and international trade through **coordinating Tasmania's whole-of-government Trade Strategy**.
- supporting and facilitating **Tasmania's tourism, hospitality and events industry**.
- **reducing the regulatory burden** for small business and the wider Tasmania community to **make doing business in our state easier**.
- delivering our statutory functions by **adopting best practice methodology and principles to effectively regulate** the laws we are responsible for.
- identifying opportunities to **reduce our emissions and build resilience to the impacts of climate change** in the transition to a low carbon economy.

Contribute to Tasmania's brand as the best place in the country to live, work, visit, study, invest and raise a family

This will include:

- **being recognised as a diverse, welcoming and supportive community**, focusing our population growth on addressing skills shortages and embracing opportunities in regional areas.
- developing new, enhancing existing and supporting emerging **tourism experiences and destinations** that reimagine and encourage investment, renewal and visitation to our regions.
- promoting and delivering **programs, events and activities** that celebrate our communities across all seasons, showcase our regions and **promote artistic, cultural, hospitality and sporting excellence and participation**.
- promoting and delivering support for our **creative and cultural industries** to build industry and individual capacity, and provide opportunities to **drive local investment** and to **build on our brand**.
- **promoting and growing business-related events** hosted in Tasmania.
- working with Brand Tasmania to **promote the state's strengths, brand and opportunities**.
- working in partnership with all levels of government and businesses to **maintain and enhance Tasmania's liveability**, harness opportunities and **drive strategic land use decisions** that support sustainable growth.

Strategically develop our infrastructure, digital networks, transport and renewable energy systems to support industry, businesses and our community

This will include:

- ensuring the right **infrastructure** is built at the right time, in the right place, as efficiently as possible, and with resilience to the impacts of climate change, to **support urban renewal and liveability** for our growing population.
- **managing the State Road Network** as part of an integrated transport system to serve the community, business and industry, including our tourism sector.
- **providing access to the transport system**, enabling access to employment, education, services and social participation.
- **promoting road safe behaviours and working to prevent crashes** that result in death or serious injury.
- boosting our capacity to **host international arts, entertainment, cultural and sporting events** through the development and promotion of our major stadiums.

- **harnessing our renewable energy capability and monitoring Tasmania's energy security** by providing strategic advice on energy policy, regulatory arrangements, climate change and emissions reduction.
- delivering programs that **support renewable energy related industry development** such as Battery of the Nation, Marinus Link and future industries such as green hydrogen production.
- investing in becoming the **Tasmanian Government's leading digital agency** by making strategic improvements to our digital networks and how we use them.
- **ensuring our policy and regulatory programs align** and support these outcomes, including encouraging the uptake of new technology to reduce transport emissions.

Enhance resilience and rapid recovery from economic, environmental and social shocks and stresses across industry, businesses and our community

This will include:

- identifying how short-term disruptions and long-term systemic stresses impact our ability to provide support to Tasmanians, and **proactively building resilience within businesses, the community and State Growth.**
- **building climate change adaptation and mitigation** into our long-term planning so that business, industry and our community are **prepared for the impacts of climate change.**
- **developing thorough and robust emergency management procedures** to enhance our responsiveness and coordination in times of crisis.
- incorporating our learnings from responding to the COVID-19 pandemic and other emergencies into our **business support and community assistance strategies and protocols.**

Continue to build our organisational capacity by working collaboratively and developing our people, safety, culture and systems, including our use of technology

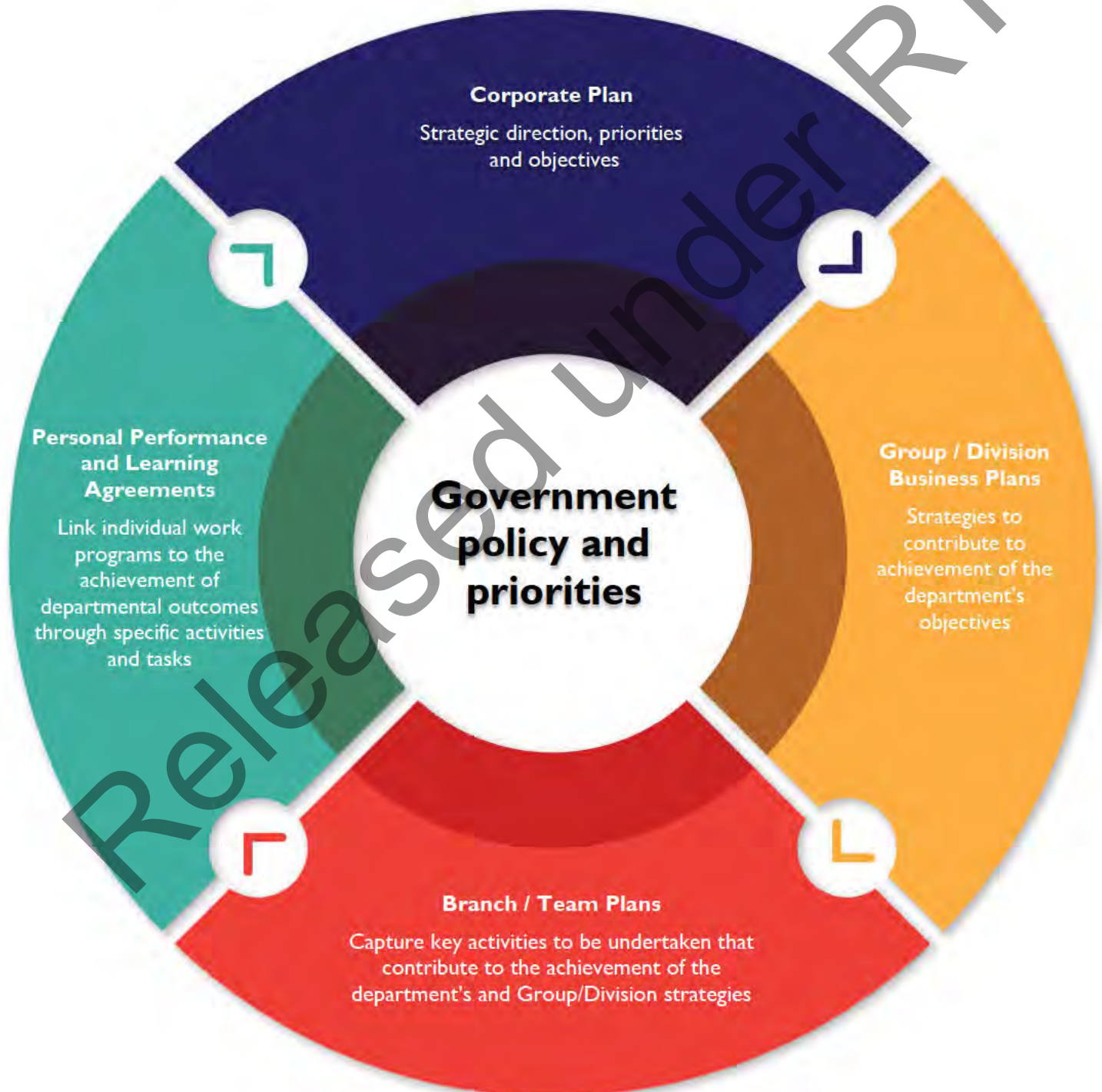
This will include:

- ensuring that the **health, safety and wellbeing of our people** is paramount in all that we do.
- making **collaboration and communication** central to how we work within the department and across government at all levels, breaking down silos to **deliver integrated outcomes.**
- investing in and supporting the **active engagement and development of our people** and building our leadership capability and agility at all levels.
- building an **inclusive workplace** that promotes and supports a **diverse workforce.**
- **strengthening our governance and accountability frameworks**, promoting leadership in good decision making and a culture of risk management.
- through **responsible and careful financial management**, supporting the delivery of priorities and programs.
- **delivering business improvement initiatives that embrace the latest technology**, enhance digital literacy and support flexible and efficient work solutions.
- **upholding a client-centric culture** by being dependable and collaborative, communicating clearly, building trust and working with pace and probity.
- **living by our shared values** to build on our strengths as a department to improve the way we work together and **drive success across all other objectives.**

Our Corporate Plan in action

Our Corporate Plan is part of our planning and strategic framework. Our purpose, objectives and approach inform our planning at a whole-of-agency level, guide our Group and Division Business Plans and inform branch, team and individual work programs.

To support this planning framework, the Executive Committee will review our Corporate Plan on an annual basis and update it as necessary. This review will be informed by our ongoing work and engagement with our people, Ministers and stakeholders and will also consider our effectiveness in delivering on our roles, responsibilities and priorities. Managers should consider the objectives of this Plan in work program discussions with their teams.





Department of State Growth

2030

VISITOR ECONOMY STRATEGY

TASMANIA



Acknowledgement

We acknowledge the Tasmanian Aboriginal people and their enduring custodianship of lutruwita (Tasmania).

We honour their uninterrupted care, protection and belonging to these islands, skies and waterways, before the invasion and colonisation of European settlement.

As part of a tourism industry that welcomes visitors to these lands, we acknowledge our responsibility to represent to our visitors Tasmania's deep and complex history, fully, respectfully, and truthfully.

We acknowledge the Aboriginal people who continue to care for this country today.

We pay our respects to their Elders, past and present.

We honour their stories, songs, art, and culture, and their aspirations for the future of their people and these lands.

Released under RTI

Premier foreword

Tasmania's future is strong. Our visitor economy has consistently proven its value and importance for every corner of Tasmania – but we cannot take this for granted.

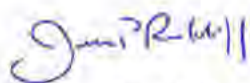
Tasmania is in a strong position as a visitor destination, and the time is right to consider our longer-term vision and direction. Through our long-standing T21 partnership with industry, we have been carefully considering this and planning for our future.

In the 2030 Visitor Economy Strategy, we recognise what is special about Tasmania, what we intend to do to protect that and how we will realise our future vision.

The visitor economy shares benefits well beyond tourism and hospitality. The tourism and hospitality sector has fostered some of Tasmania's finest innovators and entrepreneurs who are showcasing Tasmania and enhancing our credentials. Together with our Hospitality 2030 Vision, this Strategy will encourage more of this and our positive impact agenda.

The Strategy outlines what the Tasmanian Government will do to deliver on our collective vision and key directions – in collaboration and partnership with industry. Many government agencies contribute to this, requiring a clear agenda and coordination – the Strategy provides clarity, and the T21 governance provides the framework and connection to succeed.

We are well positioned with a bold and ambitious plan for the future to ensure our visitor economy continues to provide the most positive impact for Tasmania.



Jeremy Rockliff

*Premier of Tasmania
Minister for Tourism and Hospitality*



Industry foreword

For nearly three decades, the Tasmanian tourism industry has worked in partnership with successive State Governments to develop and implement a detailed strategy that has helped Tasmania become one of the most in-demand destinations in the country.

The previous T21 5-year strategy was vital in ensuring our industry could grow and evolve into a national leader. This strategy came to an end almost at the same time as the COVID pandemic emerged. Many in our industry are still coming to terms with the challenges that a pandemic brings.

The next strategy, the 2030 Visitor Economy Strategy, will help rebuild the industry and build on the achievements of the past three decades.

The eight key directions set out in this strategy represent what the sector and importantly the community wants the tourism industry to look like in 2030. As the State, our industry and the community has evolved, so too have the challenges and the issues that we need to understand and respond to.

The strategy outlines how the industry will make a positive impact on the community, how it will continue to position Tasmania as a nation-leading destination and, most importantly, articulates exactly what the industry will do and what the Government will do to help us achieve that.

This plan is ambitious. It will challenge both the industry and the Government and it cements Tasmania's place as the nation's leading destination.

Importantly, this plan ensures a strong future for the industry and the community that we belong to.



Daniel Leesong

*Chair of Tourism
Industry Council Tasmania*



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Purpose of this Strategy

Tasmania is unique in many ways – envied for its natural beauty, history and heritage, small and undeveloped places and the strong sense of community created by the people who live here and care deeply about protecting what is special about our island home.

From humble beginnings, Tasmania's tourism and hospitality industry has evolved into a celebrated and valued pillar of the Tasmanian economy and our way of life. As a destination, Tasmania has emerged as a place of aspiration and inspiration.

Today, our visitor economy contributes a 6.7% share of Gross State Product – the highest in the country – and provides 12.2% of total Tasmanian jobs, more than agriculture, fishing, forestry and paper production sectors combined¹.

Tourism has opened new markets for our quality produce, arts and creative pursuits, and supported events and entertainment that has enriched the lifestyles of locals. Tourism underpins access networks linking Tasmanians to mainland Australia and beyond.

Our visitor economy is supported by interstate and international visitors, as well as Tasmanians travelling around our state. Visitor and population growth forecasts indicate that our visitor economy will continue to grow and will remain a leading economic sector for the state. Our vision looks beyond growth and considers the impact visitation has on the Tasmanian economy, community, environment and way of life.

Our challenge in the years ahead is to direct investment into the careful management of our unique island and assets to deliver and manage visitor growth. The things that make Tasmania different are clear, but our vision requires a focus on growing, leveraging and protecting these competitive advantages.

Now is the opportunity to make a difference to our future. This strategy sets out the principles and values that have our Tasmanian brand at their core and will guide our future decision-making.

The purpose of this strategy is to provide our collective longer-term vision for Tasmania's visitor economy – a vision that provides clarity to our community on what it can expect from our visitor economy, and clarity to industry and government on agreed priorities and accountabilities to achieve this vision for the benefit of Tasmania.

¹ Regional Tourism Satellite Account, Tourism Research Australia, 2020-21

T21 — Industry and government partnership

The 2030 Visitor Economy Strategy is the latest iteration in the enduring T21 partnership. Over 25 years the Tasmanian Government and the Tasmanian tourism and hospitality industry have worked through this partnership to plan, grow and manage Tasmania's visitor economy.

T21 is a proven approach to destination management where government and industry come together to agree on shared priorities and measures of success for our industry and destination.

Through T21, we look beyond election cycles, terms of government and market cycles to consider the type of investments, actions and policies that will enable our visitor economy to prosper in the years ahead.

Through this partnership we have shaped the Tasmanian visitor economy to what it is today.

Past agreements have prioritised transformational investment into growing air and sea access to Tasmania, identified priorities for visitor infrastructure investment, evolved Tasmania's destination brand and steered the tourism industry through major disruptions, including most recently, providing a guiding light to respond strategically to the disruption of the pandemic.



What does the strategy mean for community?

It strives to make a positive impact in those areas that Tasmanians value and that the visitor economy can influence.

Enables Tasmanians to contribute to the vision and priorities for the visitor economy.

Outlines how Tasmanians can benefit from the visitor economy.



What does the strategy mean for industry?

It sets out a common vision, values and priorities for the sector.

Provides certainty and confidence for decision making and investment.

Outlines what government will do to enable and support industry.



What does the strategy mean for government?

It provides the principles and priorities for future investment.

Enables coordination and collaboration across areas of government that contribute to a prosperous visitor economy.

Outlines the priorities of industry.



Beaker Street Festival - Festival Hub
/photo Fred + Hannah and Beaker Street

Positive impact: a new approach for our visitor economy

The 2030 Visitor Economy Strategy is a plan for growth — and a plan to manage growth sustainably.

We want to protect the things that make Tasmania different and grow the value the visitor economy delivers for industry, our regional communities and our state as a whole.

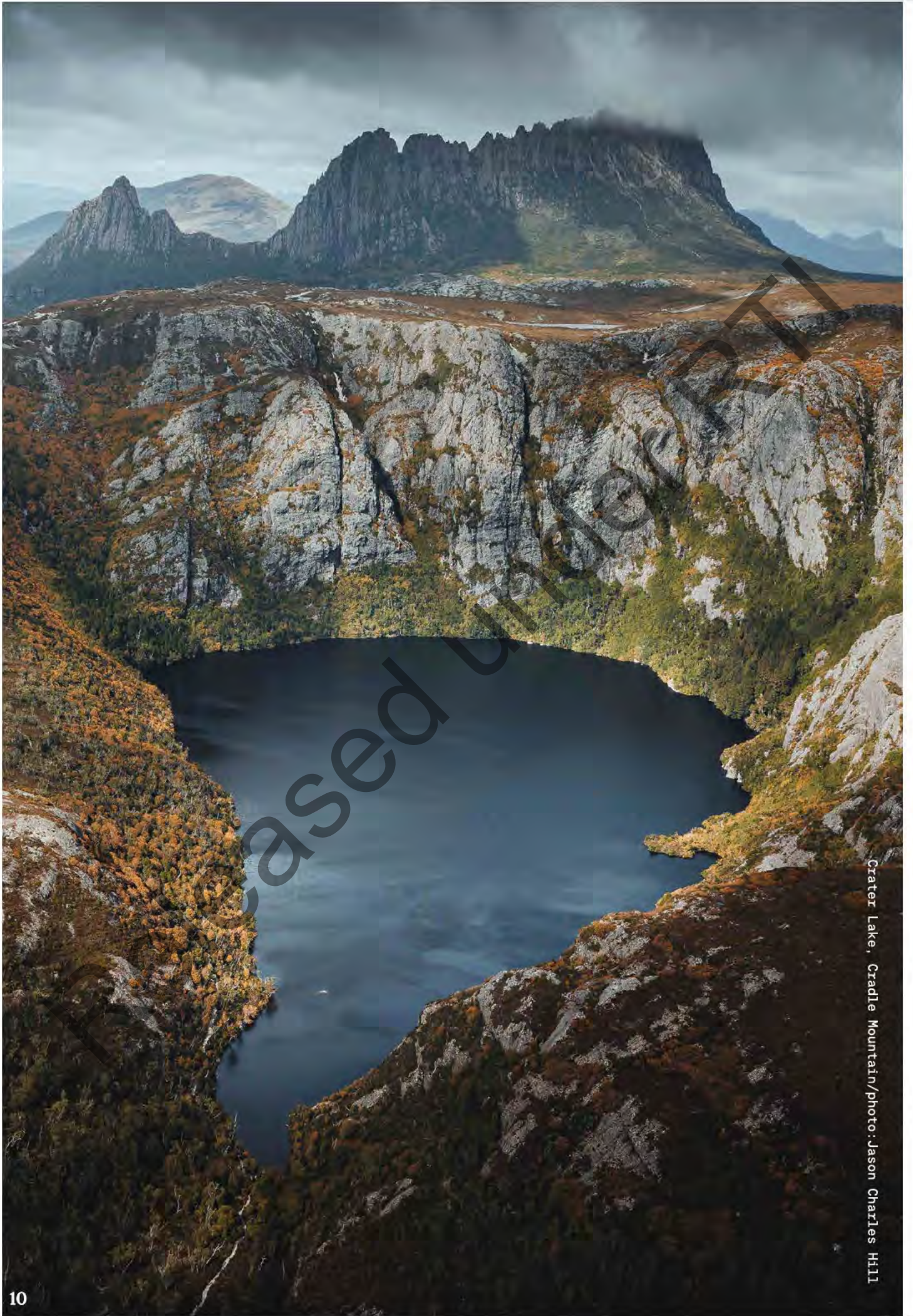
The things that make Tasmania a special place to live are the very same things that make the state attractive to visitors.

Growth is important for Tasmania's future, but growth also needs to be managed to protect what we value most.

This strategy sets the vision that by 2030, the visitor economy will continue to be valued by Tasmanians for its positive impact to our environment, prosperity and way of life, and that Tasmania will be valued by visitors for being a genuinely different experience.

We must be bold and ambitious to achieve this vision and that is why we are determined to achieve real outcomes in the following areas:

- **Enhance Tasmania's appeal as a winter destination** and attract **year-round visitor spend across the state** through destination marketing, infrastructure investment and events.
- **Grow the financial contribution of visitors to Tasmania**, directly supporting conservation and management of our protected areas and infrastructure in our local communities.
- **Embrace Tasmania's net zero emissions future** by supporting tourism and hospitality operators to actively engage in emissions reduction activities, sustainability practices and the circular economy.
- **Develop and deliver a 10-year infrastructure plan** for the visitor economy that prioritises and costs investment by all levels of government to facilitate sustainable growth across the state benefitting locals and visitors.
- **Grow job and training opportunities for Tasmanians** of all ages and backgrounds wanting to participate in a growing visitor economy.



Crater Lake, Cradle Mountain/photo: Jason Charles Hill

The things that make Tasmania different

The things that make Tasmania such a special place to live are the very same things that make the state a compelling brand proposition to visitors:

- nature and wildlife like nowhere else
- casual, down-to-earth people who have time for you
- a place that lets you feel off-grid, without being remote
- self-sufficient in renewable electricity and net-zero emissions
- a pace of life that gives you time to let everything seep in
- over half our lands and waters protected for their natural and cultural values
- small islands with a long history
- a community vibe that awakens your convivial side
- a winter that wakes you up
- world-class produce where you can still talk to the owner
- an off-beat quality that is definitely not mainland; and
- a thriving arts and culture scene to inspire you.

Our vision

By 2030, the visitor economy will continue to be valued by Tasmanians for its positive impact to our environment, prosperity and way of life, and Tasmania will be valued by visitors for being a genuinely different experience.

Our mission

To promote and protect Tasmania through a visitor economy that champions our natural environment, grows our prosperity, and empowers visitors to make a positive impact to island life.

Our values



We make a difference to our people, our place, and the planet.

We're for having the courage to embrace what is different and special about this place and its people. We care about making a positive difference to Tasmania.



We are champions of our natural environment.

The beauty of our landscape underpins the Tasmanian way of life. Our natural environment is finite and precious, core to our reputation and integral to our brand.



We are creatives, entrepreneurs and innovators.

We're a vibrant community of people who think differently and do things differently. We're about passion, hard work and ingenuity.



We share Tasmanian culture and heritage.

We're for authenticity, our communities and Tasmanian experiences that reflect our place and what it is to be Tasmanian.



We care about being the best we can be.

Our ambitions are bold and aligned to the highest possible standards.

The importance of Tasmania's visitor economy

The visitor economy is a large and important sector for Tasmania. It is valued by Tasmanians for its contribution to the economy and jobs – providing more jobs than agriculture, fishing, forestry and paper production sectors combined.

Tasmania's visitor economy comprises the wide range of industries that provide goods and services to visitors who travel to Tasmania for a variety of purposes including for holidays, visiting family and friends, events, business and education. Its contribution to the state will continue to grow but will require careful investment and management.

Prior to the pandemic, growth in the tourism industry outpaced that of the overall economy, increasing its importance to the prosperity of the state. In 2022, with international visitors still at less than a quarter of pre-pandemic levels, the visitor economy contributed 6.7% of Tasmania's Gross State Product, the highest contribution in the country.

As one of the most geographically dispersed sectors, tourism shares benefits broadly. Employment provided by tourism, directly and indirectly, remains significant despite the impacts of the pandemic, comprising 12.2% of total Tasmanian employment.

Tourism activity and visitor expenditure in Tasmania flows on to industries beyond tourism, including administrative services, finance, rental and hiring, manufacturing, professional services, agriculture and construction. For Tasmanians, tourism also brings undeniable lifestyle benefits that may not otherwise be provided including amenities, food and wine and increased choice and value in access on and off the island.

In 2018–19, tourism exports of more than \$1 billion represented 22% of all exports from Tasmania, and more than 90% of all service exports. In 2021–22, as the sector recovered from the impacts of COVID-19, tourism exports represented around 8% of \$5.2 billion in goods and services from Tasmania.

In no other Australian state or territory does tourism make a greater contribution.



Employment¹

37,300 total
Tasmanian jobs

12.2% share

More than
agriculture, fishing,
forestry and paper
production combined

Higher than national
average

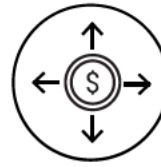
Highest in the
country



Growth²

Growth in tourism
outpaced that of the
overall Tasmanian
economy

No other state or
territory where
tourism makes a
greater contribution



Tourism exports⁴

One fifth of all
Tasmania's exports
are tourism

Tourism is 90% of all
Tasmania's service
exports



Gross State Product¹

\$2.59B total
contribution

6.7% share

Highest in the
country



Visitor spend³

\$3.96B or 159%
of 2019

Domestic spend
146% of 2019



Visitors³

1.3M or 99% of 2019

(Year end March
2023)

¹ Regional Tourism Satellite Account, Tourism Research Australia, 2021-22

² State Tourism Satellite Account, Tourism Research Australia, 2020-21. For ten years to 2019, compound annual growth rate for direct tourism GDP was 5.4% per annum while economy wide growth rate was 3.4% per annum

³ Tasmania Visitor Survey, International and National Visitor Surveys

⁴ 5368.0 International Trade in Goods and Services, Australia and 5368.0.55.003 International Trade: Supplementary Information, Australian Bureau of Statistics, 2021-22

DIFFERENCE BETWEEN GSP AND VISITOR SPEND

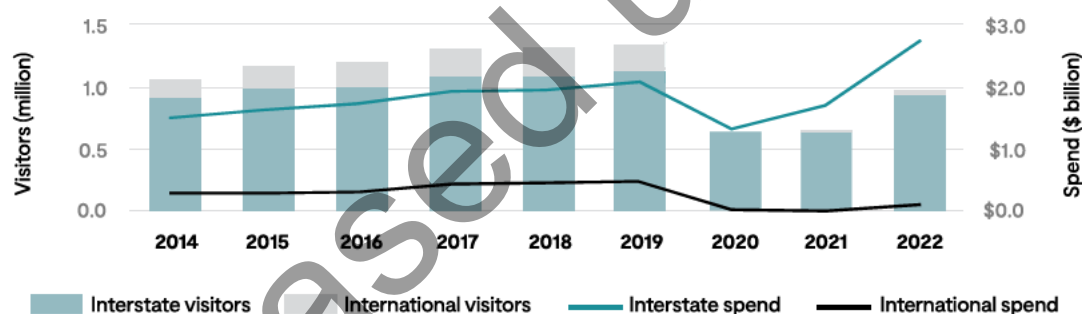
While visitor expenditure represents the pure financial trade flow and is often a more tangible and well understood metric, GSP reflects the specific value associated with that activity. GSP adjusts for items such as imports, taxes and margins, which are not considered as part of the value contributed by the tourism sector to the economy (i.e. imports are flows outside of the Tasmania economy, while taxes and margins are flows that are attributed to other industries).

The profile of tourism in Tasmania

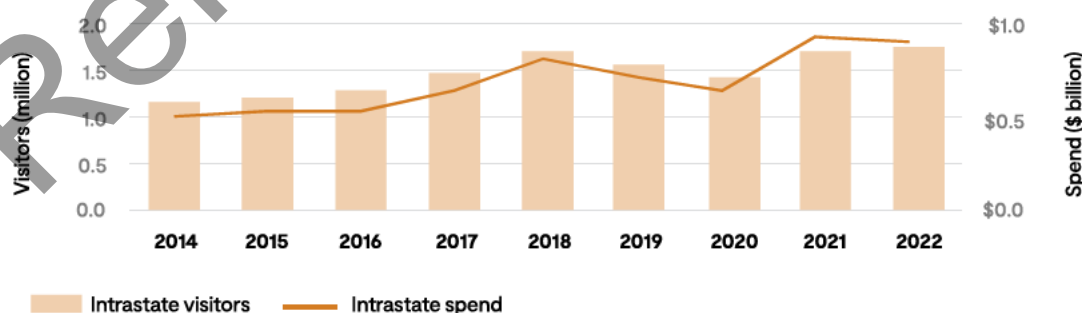
In 2019, 1.4 million interstate and international visitors spent a total of over \$2.7 billion in Tasmania. The visitor economy's contribution to employment and Gross State Product in Tasmania is the highest in the country.

In 2022, with international visitors still at less than a quarter of pre-pandemic levels, interstate and international tourism expenditure had rebounded to \$3.4 billion, exceeding pre-pandemic levels. When considering intrastate travel by Tasmanians, total visitation spend in Tasmania reached almost \$4.3 billion in 2022.

INTERNATIONAL AND INTERSTATE VISITORS AND SPEND

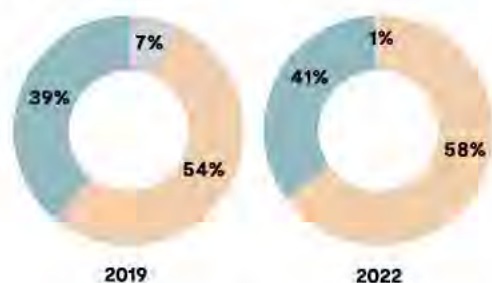


TRIPS AND SPEND BY TASMANIANS

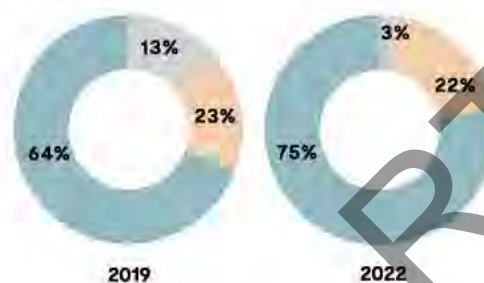


WHAT IS OUR MIX OF VISITORS AND VISITOR EXPENDITURE?

VISITORS



VISITOR EXPENDITURE



Interstate visitors International visitors Intrastate visitors

HOW MUCH DO OUR VISITORS SPEND AND HOW LONG DO THEY STAY?

INTERSTATE

Average spend

2019 \$1,825
2022 \$2,928

Average stay (nights)

2019 7.7
2022 9.0

INTERNATIONAL

Average spend

2019 \$1,475

Average stay (nights)

2019 11.7

INTRASTATE

Average spend

2019 \$482
2022 \$605

Average stay (nights)

2019 2.5
2022 2.4

A LOOK AT VISITORS WHO ARRIVE BY AIR AND SEA

Air Sea

Visitors (000)

1,198

153

Average spend

\$1,713

\$3,209

Average stay (nights)

6.9

17.0

Share of nights in regions

57%

76%

Note: Data for 2019, interstate and international visitors only. Share of nights in region are nights outside of Hobart and the South tourism region. Scheduled air and sea services, excluding cruise ships.

Sources

Tourism Research Australia, National Visitor Survey, 2014-22

Tourism Tasmania, Tasmanian Visitor Survey, 2014-22

Notes: Data is year ending December. Average length of stay figures for international exclude education visitors. All figures reflect only overnight trips.

Economic context

Our strategy is being released at a time of strong momentum after three pandemic years moderated by continuing uncertainty around the global economy and geopolitical landscape.

Across the world and here in Australia, economic growth has slowed and uncertainty around the global economic outlook has increased. This slowdown reflects the impact of rising inflation and supply chain challenges which emerged in the aftermath of the pandemic. China's recent steps to open its economy is proving a buffer for the slowing global economic growth profile and will provide important momentum for the recovery of inbound travel to Australia. In January the International Monetary Fund revised its global growth forecast upward in light of China's reopening. Despite this, economic growth is broadly expected to continue slowing in Australia over 2023 before picking up again in 2024 and beyond.

Discretionary expenditure and consumer sentiment have declined in the face of inflationary pressures and increasing interest rates, which is expected to continue over the short term. The latest interest rate rises from the Reserve Bank of Australia have put pressure on households, with nearly a quarter of mortgage holders at risk of mortgage stress¹ and has seen retail spending slow. Indeed, household consumption is expected to decline in real terms to mid-2023, with only a slow recovery over the next few years. High inflation and relatively weak growth in wages mean that real household disposable income per capita is expected to fall notably this year and only begin recovering in late 2024. With foreign interest rates higher and likely to increase further, and commodity prices declining from their recent peaks, the Australian dollar is expected to decline from its current level over the next year or so. Longer-term the Australian dollar is expected to remain around the levels seen over the past decade.

While concerns around the cost of living are top of mind and disposable income is tightening, demand for travel is proving resilient – so far. In a global study², the majority of respondents in 24 countries are planning leisure travel, and 31% are planning an international leisure flight in the coming three months. The travel intentions of Australians, who have been the mainstay of the sector over the last three years, also remain strong, with one third planning a domestic leisure flight in the three months.

¹ Roy Morgan

² Deloitte Global State of the Consumer Tracker



Mount Gnomon Farm/photo: Jasper Da Seymour

Forces shaping global travel

As well as the economic context, our future visitor economy is influenced by global forces of change that are impacting travel, where new opportunities are opening up and what an industry “fit for future” might look like. The following global forces are particularly relevant to consider in planning for Tasmania’s future visitor economy:

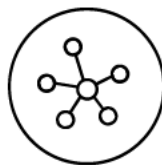


De-globalisation

Flexibility and versatility will be paramount as the travel industry seeks to rebuild — a focus should go beyond rebuilding existing aviation and travel routes to identifying new business opportunities and diversification.

Net-zero emissions will continue to dominate discussions.

Seamless travel experiences to encourage both leisure and business will require alleviating staff shortages through more flexibility and engagement with employees.



Technology

Enabling engaging personalised experiences and providing information to help travellers make decisions in line with their values and needs, reducing the burden of research.

Seamless customer experiences, allowing greater flexibility and reducing wait times.

Creating spaces that cater for leisure and remote work.



Travel with purpose

The shift from prioritising short-term visitor numbers to a system that focuses on longevity of destinations will meet consumer expectations around sustainability, and limit damage to places.

Creating a collaborative relationship, drawing from and building on local communities’ resources and skills will be a key step in building a sustainable future for tourism.

Partnering with third party platforms to deepen engagement with low and zero-impact travel behaviours helping organisations and individuals meet their sustainable commitments.



Wellness

Wellness is set to grow exponentially, and travellers will increasingly place importance on how spaces make them feel.

Consumers are being 'influenced' by the rise of wellness brands and representation of wellness — we need to understand the influences shaping our core markets.

Cultural sensitivity and authenticity is essential.



Luxury and exclusivity

The relationship between exclusivity and luxury remains unbroken, but social media has made achieving the former more difficult — restricted sales, limited numbers and waitlists help create hype around destinations and experiences.

Untouched destinations are harder to find and the new frontier lies in unknown locations and extreme habitats.

Security, comfort and service remain core pillars of luxury travel — adventure and wild experiences should not come at the cost of luxury.



Health to wealth

The concerns for health are now shifting to concerns about wealth in an environment where discretionary expenditure and consumer sentiment have declined in the face of inflationary pressures and increasing interest rates.

The outlook for visitor economy growth

To understand the potential shape of future growth, we commissioned Deloitte Access Economics to provide a 2030 forecast of visitor demand — what numbers of visitors might look like, along with the associated visitor expenditure. This helps us to understand the future, reduce uncertainty, and anticipate change enabling better planning and implementation of strategies to achieve our desired vision.

The 2030 outlook for Tasmania's visitor economy signals continued growth in visitors and associated expenditure, along with growth in travel by Tasmanians around the state and the spend benefit this provides. This data is essential in informing the measures we must put in place to support and manage future growth to achieve our vision.

By 2030, Tasmania is set to welcome 1.6 million interstate visitors and 400,000 international visitors. Together, this represents an additional 750,000 visitors to Tasmania by the end of the forecast horizon in 2030, with an average growth of 2.6% per annum from 2025 to 2030.

The associated annual visitor expenditure from international and interstate visitors could grow to \$5.6 billion by 2030, more than double the value at 2019, with an average annual growth of 4.8% across 2025 to 2030.

From 2025, after the market settles following the disruption from the COVID-19 pandemic, spending associated with international visitors is expected to grow at a faster rate than that of interstate visitors, 6.2% versus 4.6% nominal growth per annum.

Population growth, combined with an increasing number of intrastate trips per capita, will help boost travel by Tasmanians to an estimated 2.6 million trips by 2030, an additional 1.0 million trips relative to 2019. Visitor spend by Tasmanians is expected to reach \$1.4 billion by the end of 2030.

HOW WE HAVE PREPARED THE 2030 FORECASTS

The tourism visitor forecasts are underpinned by a Deloitte Access Economics' in-house tourism forecasting model, an unconstrained demand system model taking into account:

- historical trends and linkages between tourism demand and macroeconomic drivers; and
- bespoke research related to the impacts on travel behaviour and decisions of COVID-19.

The econometric model and inferred COVID-19 adjustments have been specifically customised to the Tasmanian tourism sector.

The key COVID-19 related impacts for Tasmania include:

1. A small amount of remaining pent-up demand from recently opened source markets (e.g. China).
2. Consideration of a potential permanent shift in business travel behaviour as a result of virtual technology take-up.
After a review of the latest business-based travel performance and expected business events calendar, this was deemed not relevant for Tasmania.
3. Supply side capacity constraints, which were modelled based on the trajectory of the supply rebound (i.e. aviation movements and seats) relative to demand. The analysis revealed that while supply had been recovering well, there was still a small amount of lag time in the recovery of capacity relative to demand which is reflected in the marginal constraint forecasts through the remainder of 2023.

It is important to note, these forecasts reflect the outlook for tourism demand in Tasmania to the extent that specific future demand driving interventions reflect practices of the past.

Any activity or investment undertaken over and above historical trends would be expected to generate an uplift in visitor demand beyond that of these 'baseline' forecasts.

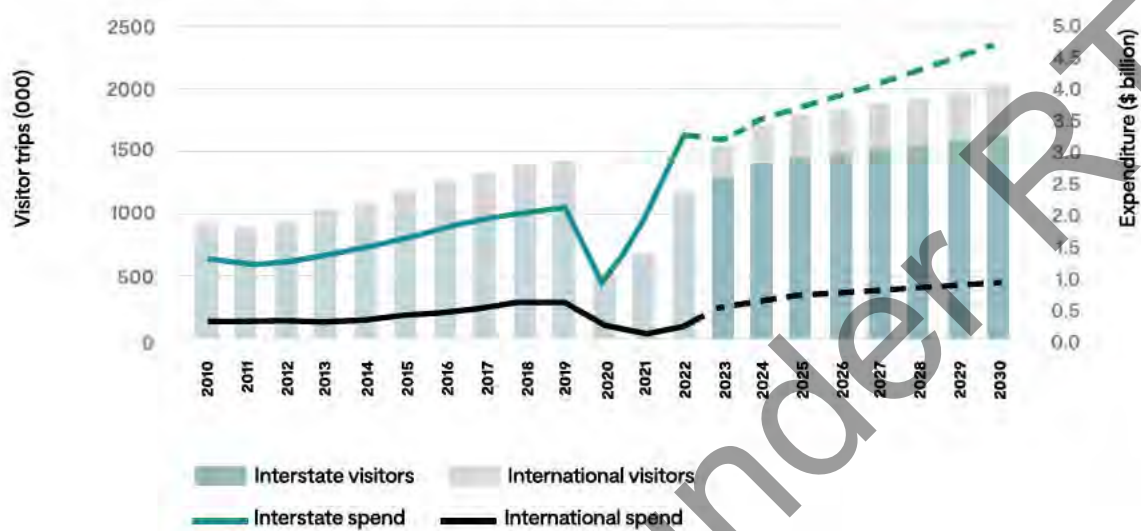
Similarly, the forecasts do not implicitly account for any future trends, such as a shift of preferences to nature based or sustainable tourism options, in visitor behaviour. Any such changes in behaviour or traveller decision drivers would also be expected to result in a deviation away from these 'baseline' visitor forecasts.

Visitor forecasts are converted to an outlook for expenditure based on assumptions on visitor behaviour including average length of trip and spend per night.

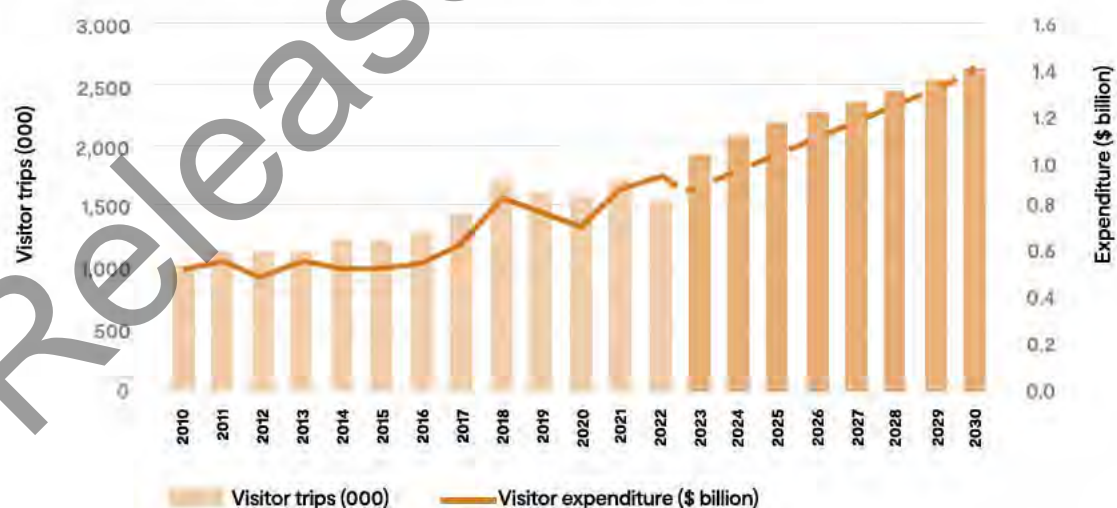
Average length of trip is set based on the three-year average to 2019. This assumption is reflective of recent trends in the historical data series for average length of trip, which tends to average around an equilibrium point year on year.

Spend per night is set using 2019 as a starting point and then indexed to 2022 based on a travel sector consumer price index (CPI) and thereafter indexed to broader state-level forecast inflation. This approach acknowledges recent practices in the Tasmanian tourism sector of improvements in quality of product and consistency with price expectations of the visitor market.

INTERSTATE AND INTERNATIONAL VISITOR AND SPEND FORECAST TO 2030



TASMANIAN TRIPS AND SPEND FORECAST TO 2030



Source: Deloitte Access Economics, Tourism Forecasting Model (TFM)

Eight key directions for positive impact

Tasmania is an attractive destination, and we expect continued growth. We will proactively manage growth to protect and enhance Tasmania's brand, environment and community values.

Over many decades, our visitor economy has created substantial value for Tasmania and Tasmanians.

While concerns around the cost of living are top of mind and disposable income is tightening, demand for travel is proving remarkably resilient.

Tasmania will continue to be a sought-after destination for visitors and popular with a growing population of Tasmanians wanting to explore their home state.

We have the opportunity now to proactively manage growth to protect and enhance Tasmania's brand, environment and community values.

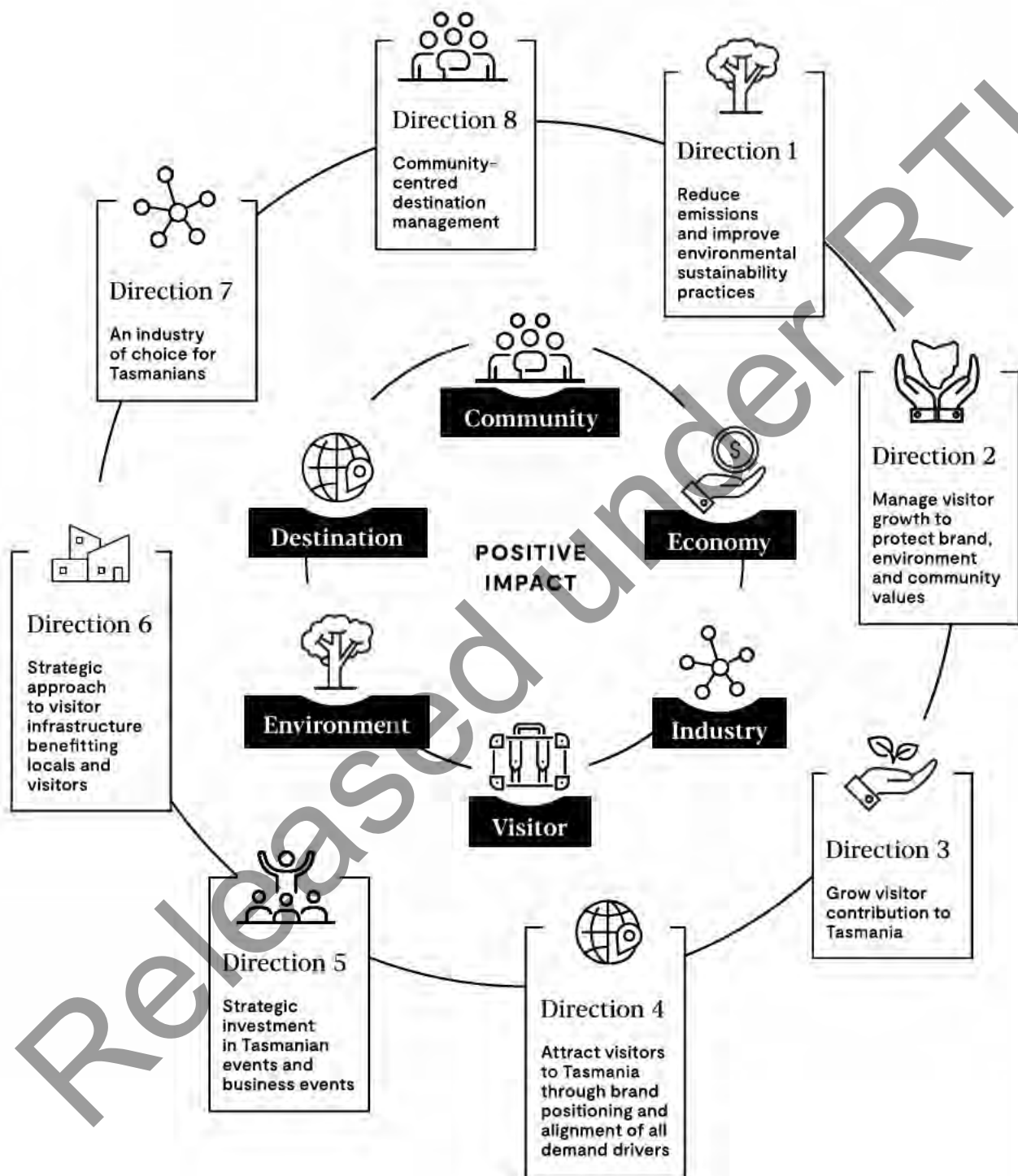
Our vision for Tasmania's visitor economy is that it maximises the good, minimises the harm, and shares the benefits broadly.

This is what we mean by positive impact.

This will require purposeful actions, informed by data and research, and governed by a strong commitment by industry and government to be connected to our long-term vision.

This strategy sets out eight key directions to grow and manage our visitor economy into the future:

1. We will be a leading destination for climate-conscious travel.
2. We will proactively manage growth to protect and enhance Tasmania's brand, environment and community values.
3. We will grow the contribution that visitors make to Tasmania and maximise overall benefit to our state and regional communities.
4. We will differentiate and build awareness of Tasmania to increase brand power and attract the visitors who will grow value over volume.
5. We will invest in and support a sustainable and successful events and business events sector, enhancing Tasmania's brand.
6. We will plan for and invest in infrastructure for the next decade to support future growth, benefitting locals and visitors.
7. We will attract a skilled workforce creating jobs for Tasmanians and meeting industry needs.
8. We will bring industry, state and local government together with local communities in managing destinations.



Key Direction 1



Reduce emissions and improve environmental sustainability practices

We will be a leading destination for climate-conscious travel.

Tasmania has a nation-leading emissions profile, having recorded net zero emissions for the last seven years. As the world's largest carbon sink¹, our reserves and managed estate help underpin our net zero emissions position. Despite this, we are not immune to the impacts of a changing climate and there is a continuing focus on transitioning to a low emissions economy².

Tourism and hospitality is one of Tasmania's most valuable sectors and we must play our part in reducing our emissions, aligned with *Tasmania's Climate Change Action Plan 2023-25*.

Consumer purchase decisions are increasingly influenced by the sustainability credentials of both product and company. Globally, transport is one of the main sources of carbon emissions, highlighting the role that the tourism sector must play in reducing emissions.

In this context, responsible destinations throughout the world are acting decisively to reduce their emissions footprint and operate more sustainably.

Our responsibility goes beyond carbon. We will reduce our environmental impact as part of the state's move to a more circular economy³.

There are practical and significant opportunities for our sector to positively impact Tasmania — recycling and waste management, electrifying vehicles, buying local, and working together on emission reduction initiatives.

The Tasmanian Government will:

- Support Tasmanian tourism and hospitality operators, their supply chains, and local destinations to reduce their emissions and participate in the circular economy.
- Market and promote operators recognised for emissions reduction and broader sustainability achievements.

Industry will:

- Embrace the net zero emissions future, by engaging in emissions accounting, monitoring and reduction initiatives, along with the circular economy.
- Measure and be accountable for the scale of our emissions footprint.

Together, we will:

- Enable visitors to opt into a net zero emissions visit by 2025 and make a direct positive contribution to Tasmania prioritising local offsets.

¹ UNESCO, WRI and IUCN, 2021

² Tasmania's Climate Change Action Plan 2023-25

³ Draft Tasmanian Waste and Resource Recovery Strategy 2022-2025

Key Direction 2



Manage visitor growth to protect brand, environment and community values

We will proactively manage growth to protect and enhance Tasmania's brand, environment and community values.

Tasmania will continue to be a must-see destination and we can expect continued visitor growth. The attraction of Tasmania for visitors is largely based in our inherent natural and cultural values – important beyond their tourism and brand value. While visitor growth provides benefits, it also presents challenges, and we need to manage visitation to Tasmania at sustainable levels.

There are constraints to growth — access to Tasmania as an island state, accommodation, workforce and transport availability. Aspirations for tourism also vary across our communities, as do the capacities of our natural areas and smaller communities to cater for larger numbers of visitors at one time.

These present limits and thresholds that if exceeded can damage tourism's relationship with Tasmanians, impact our environment, sensitive locations and erode visitor experience and brand reputation.

We will proactively plan for and manage future growth to protect and enhance our brand, environment and community values.

The Tasmanian Government will:

- Invest in visitor forecasts and other data, work with local government and other partners to share information and invest in destination management that considers environment, community values and brand.
- Develop and implement a 10-year visitor economy infrastructure plan to support future growth that benefits locals and visitors and aligns investment across access, capacity and experiences.
- Develop an approach to carrying capacity, considering cumulative impacts, limits and thresholds and investigate options to manage impacts and growth.

Industry will:

- Continue to operate according to the highest regulatory standards for Tasmania's protected areas and reserves.
- Grow our contribution to land management agencies to increase resources for conservation and management.

Together, we will:

- Invest in initiatives that reduce pressure in peak times, prioritising year-round visitation and growth.
- Collaborate on ways to improve visitor management to minimise the impact of visitor activity on their amenity and conservation value.

Key Direction 3



Grow visitor contribution to Tasmania

We will grow the contribution that visitors make to Tasmania and maximise overall benefit to our state and regional communities.

Visitors increasingly care about sustainability and are making decisions with the environment and society in mind. Global trends around purposeful travel and nature-based experiences are also accelerating visitor awareness of the impact of their travel on a destination.

Tasmania has an opportunity to grow the direct contribution visitors make and ensure that the maximum economic benefit remains in Tasmania — reducing leakage of benefits out of the state.

As we manage growth, we will focus on increasing yield — a value over volume strategy. Attracting visitors into our regions, growing visitor nights and visitation in the winter and shoulder seasons along with targeting customer segments aligned with Tasmania's brand will grow value over volume and grow the visitor contribution across the state, with benefits flowing beyond tourism. This will grow visitor expenditure throughout the year and across our regions.

This is not just a question of how much money each person spends in Tasmania — the challenge is to invest more of that economic return into the services and infrastructure to benefit visitors and Tasmanians travelling around our state.

The Tasmanian Government will:

- Pursue opportunities for visitors to contribute directly to the conservation and management of protected areas, and regional services and infrastructure for the benefit of locals and visitors.
- Invest in research to understand the economics of industry and implement strategies to retain maximum benefit in Tasmania and our regions.
- Attract and support investment in developments to grow visitor contribution.

Industry will:

- Champion initiatives that enable visitors to contribute to Tasmania.

Together, we will:

- Identify opportunities to increase the direct contribution of visitors to Tasmania to land management authorities, local government and for other destination management purposes.

We have an opportunity now to manage tourism growth to protect and enhance Tasmania's brand, environment and community values.

A number of pinch points are emerging where tourism is impacting environment and community values.

We will understand our limits and assess the carrying capacity and cumulative impacts at individual high visitation destinations, attractions and sensitive locations.

We will put in place sources of data as a critical input to our decision making.

Tourism must generate funding to support investment in infrastructure and management of our natural areas and other places to protect what Tasmanians value and our brand.

Key Direction 4



Attract visitors to Tasmania through brand positioning and alignment of all demand drivers

We are clear on what makes Tasmania unique and attractive and will differentiate and build awareness of Tasmania to increase brand power and attract the visitors who will grow value over volume.

Tasmania's brand strength in market is strong but we can't take this for granted – domestic and global markets are intensely competitive. The Tasmanian brand must cut through. We will push boundaries, evolving our brand communications by taking risks and genuinely reflecting the extraordinary nature of our place and people.

Digital transformation will improve our competitiveness in a highly disrupted environment – as well as increasing conversion opportunities by connecting operators with partners and direct to consumer.

We will rebuild our international market share with core markets, also looking for diversification opportunities, supporting growth and resilience. We will activate primary markets with PR and distribution partnerships, and direct markets with brand campaigns to build awareness and support direct flight capacity.

We will promote home state travel, also growing pride in what is extraordinary about Tasmania. Aligning key demand drivers and a common strategy will deliver efficiencies and leverage most return for Tasmania's visitor economy.

The Tasmanian Government will:

- Build our long-term brand awareness and consideration via culture brand campaigns that differentiate Tasmania.
- Drive short-term lead generation and conversion throughout the consumer journey via partner activity and our digital ecosystem.
- Strengthen our yield over volume strategy, with clear market interventions designed to stimulate year-round visitation and attraction of visitors to regions.
- Focus on a sustainable approach to international education with an emphasis on community, workforce, student experience, destination and brand.

Industry will:

- Engage with and leverage destination marketing strategies and tactics that increase conversion and grow the visitor experience.

Together, we will:

- Grow non-peak seasons via major winter campaigns and industry engagement.
- Partner with Tourism Australia and global travel stakeholders in growing Tasmania's global presence.

Key Direction 5



Strategic investment in Tasmanian events and business events

We will invest in and support a sustainable and successful events and business events sector, enhancing Tasmania's brand.

A strategic events program, aligned to the destination strategy and brand, is an important lever to target seasonality gaps and specific market segments — growing length of stay and visitor spend across the state. We will support a strong events sector, promote investment, grow regional skills and capacity, and maximise the value and return on investments for events.

Tasmania's reputation as a destination for business events is growing. We are focussed on attracting high yielding travellers particularly out of peak season, bringing broader benefits through flow-on leisure travel, repeat visitation and global trade, investment and talent acquisition opportunities. We are focussed on investing in infrastructure that will enable Tasmania to attract events growing benefits and also providing opportunities not previously available to Tasmanians.

The Tasmanian Government will:

- Deliver a five-year events strategy to enhance Tasmania's events calendar, growing our visitor economy, providing social benefits and creating an exemplar for the brand of Tasmania.
- Prioritise events that are unique to Tasmania, contribute to our environment, wellbeing, connectedness and incorporate a genuine recognition of our island and its people.
- Invest in data and research to inform the strategic growth and positive impacts of events and business events.
- Invest in events infrastructure across the state.

Industry will:

- Attract high-yielding and seasonally aligned business events supported by development of product, experiences and industry capability to support delegate experience and broader economic benefits.
- Champion Tasmania's seasonal events strategy with support for cultural and participation-based events.
- Deliver a tourism/trade aligned strategy to attract business events that provide economic benefits throughout the state.

Together, we will:

- Grow the capacity and professionalism of the Tasmanian events industry and align the events sector with the Tasmanian visitor economy
- Champion events that bring visitors to Tasmania during the shoulder and winter periods and generate demand for regional destinations.

Key Direction 6



Strategic approach to visitor infrastructure benefitting locals and visitors

We will plan for and invest in infrastructure for the next decade to support and manage future growth, benefitting locals and visitors.

Iconic infrastructure and facilities like mountain bike trails, event venues and visitor facilities in parks and reserves are game-changing for host communities, boosting visitation and local amenity for residents and visitors alike, and providing an influx of investment and employment during and following development.

Roads, toilets and signs are not visitor drawcards but are important hygiene factors in the visitor experience. If growing visitation is not properly catered for, it impacts locals and visitors. The opportunity for positive impact through infrastructure is significant. We will be strategic and have a longer-term lens prioritising investment for the next decade, building on the success of what we are already doing.

Informed by forecasts and other data, and working with state and local partners, we will focus on the sustainable management of our existing assets, the delivery of major projects and local infrastructure and providing a central overview of needs and priorities.

The Tasmanian Government will:

- Develop, with industry and local government, a 10-year infrastructure plan for the visitor economy focussed on priority public infrastructure projects including national parks, roads, airports and aviation investments, events and local council infrastructure.
- Work with all levels of government to fund and progress the 10-year infrastructure plan, and work with industry on options to generate visitor contributions for priority investments.
- Implement a visitor economy infrastructure governance model to provide direction and oversight to priority-based infrastructure planning and delivery.

Industry will:

- Work with government to inform clear priorities for infrastructure investment and advocate for bipartisan support at all levels of government.
- Champion quality commercial tourism infrastructure in keeping with Tasmania's destination brand attributes and the state's strategic positioning.

Together, we will:

- Use this strategy to influence investment and developments that enhance the Tasmanian brand and increase the diversity and quality of our destination.
- Maximise the opportunity for regional destinations from the arrival of the new *Spirit of Tasmania* vessels, including planning for and investing in facilities and services to meet contemporary touring market and regional infrastructure needs.

Key Direction 7



An industry of choice for Tasmanians

We will attract a skilled workforce creating jobs for Tasmanians and meeting industry needs.

Our workforce is industry's most important asset.

Creating more employment opportunities for Tasmanians and meaningful life-long, valuable careers is valued by our community right across the state.

To manage further visitor demand, we must attract and retain more people into our workforce across all levels of the industry, including international workers, students and working holiday makers.

Tackling entrenched structural issues, addressing barriers to enter our industry and attracting new generations of Tasmanian tourism and hospitality workers in a competitive job market, requires long-term focus and investment across industry and government.

The Tasmanian Government will:

- Invest in training that is fit for purpose and informed by industry feedback, including from the Tourism and Hospitality Workforce Advisory Committee.
- Invest in a dynamic and responsive vocational training sector with public and private sector training organisations, ensuring training providers achieve training outcomes that meet industry needs.
- Grow our future workforce and jobs for younger Tasmanians through the *Tasmanian Youth Jobs Strategy*, including supporting initiatives within our schools focussed on career pathways, skills and training.

Industry will:

- Prioritise capacity building initiatives within our businesses to implement best practices in employment, ensuring businesses are safe, mentally healthy and welcoming to a diverse workforce.
- Focus on growing diversity across industry and in leadership and build capability in the next generation of industry leaders.

Together, we will:

- Leverage Regional Jobs Hubs to reach more Tasmanians from a broader range of cohorts, including older Tasmanians, youth, migrants, people with disabilities, and long-term unemployed, connecting them to support pathways into tourism and hospitality.
- Advocate for migration policy and settings and expedited visa processing to support industry workforce needs including for skilled migrants.
- Strengthen ties with the tertiary training sector, including the University of Tasmania.
- Prioritise worker accommodation challenges, particularly in regional areas.

Key Direction 8



Community-centred destination management

We will bring industry, state and local government together with communities in managing destinations.

Communities make up the fabric of our destinations. Tasmania's communities are intrinsic to our identity as a place and, therefore, our value proposition for visitors.

A successful visitor economy and positive visitor experience are increasingly reliant on host communities who welcome visitors. Our communities have different concerns, values and ambitions. Our approach to destination management is to work with local communities to shape the visitor economy to meet their aspirations, achieving the greatest positive impact.

Through this Strategy, the Tasmanian Government and tourism industry commits to principles of co-design and shared decision-making to support the self-determined participation of Tasmanian Aboriginal people, businesses and organisations in the sector.

Our approach to destination management is to be in harmony with our communities by working together to shape the visitor economy to meet our collective aspirations, achieving the greatest positive impact.

The Tasmanian Government will:

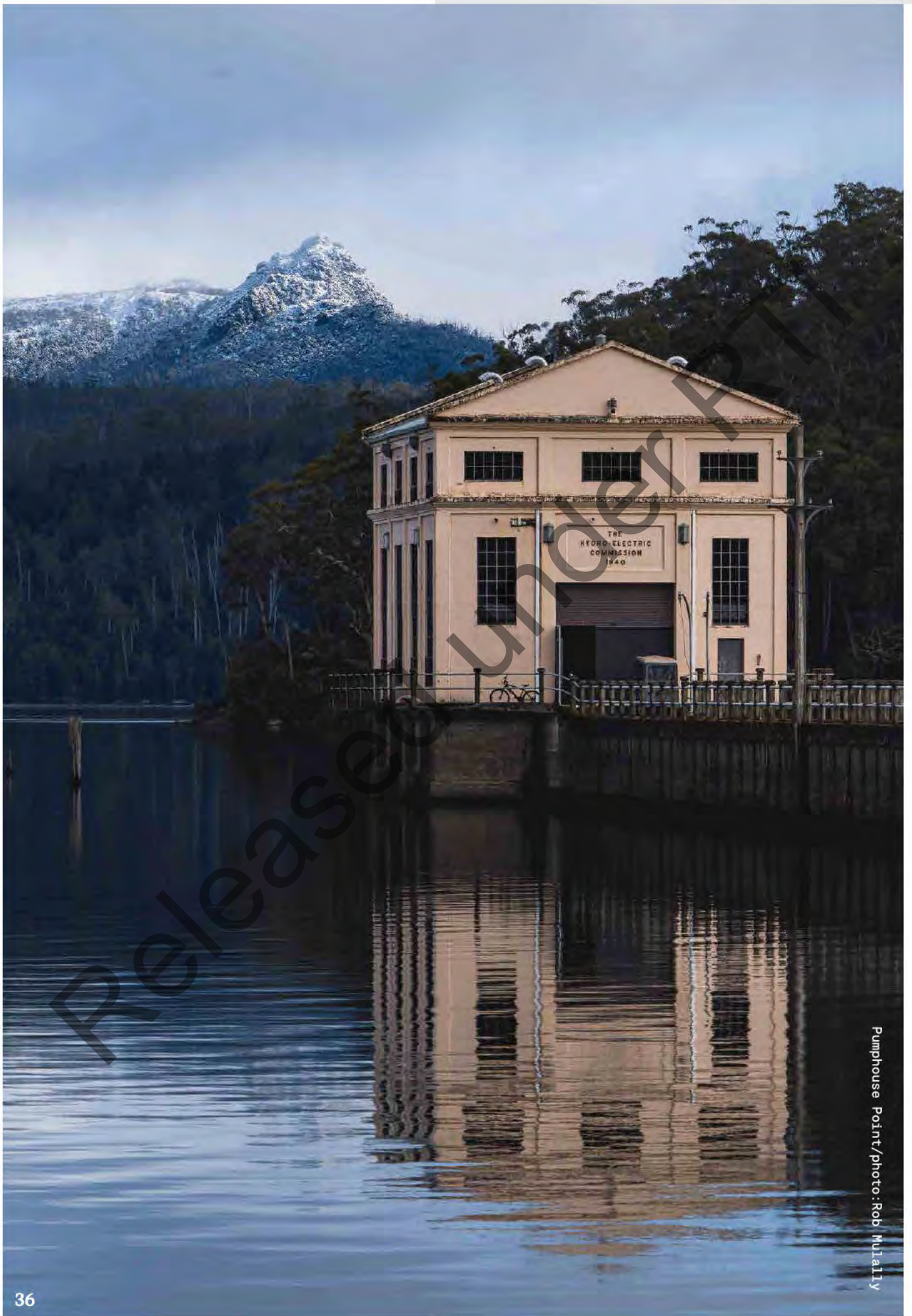
- Invest in community data and research to inform our approach to destination planning and management.
- Embed the principles of this strategy into destination management planning and policy provisions as they relate to the visitor economy.
- Through engagement with Tasmanian Aboriginal people, businesses and organisations develop a process of co-design and shared decision-making with Tasmanian Aboriginal people, work to ensure that the Tasmanian Government's framework and programs of capacity building and tailored business support for Tasmanian Aboriginal tourism businesses are in alignment with identified aspirations and goals, and sit within the *Closing the Gap National Agreement – Tasmanian Implementation Plan* and its four priority reform areas.
- Continue to provide operational funding to support wukalina Walk, Tasmania's award-winning, flagship Aboriginal cultural tourism experience.

Together, we will:

- Develop a framework, centred in this Strategy, that guides regionally-centred destination management.
- Work with local government and Regional Tourism Organisations to identify and respond to destination challenges and opportunities.



Russell Falls track/photo: Darna Bond



Pumphouse Point/photo:Rob Mulally

In a world that is increasingly busy and stressed, there's a place for those who want to slow down, to reconnect with what matters, and to feel human again.

We invite them to Tasmania, to experience our land and our culture – to live like one of us for a weekend, a week, or a month.

Some of our tourism operators grew up here. Others were called to this place and its culture by their own visits.

All of them deliver a Tasmanian experience that will help our guests feel more human.

This is a decision we make every day, in a place where good enough is never good enough.

It is a privilege and responsibility to care for Tasmania, and to give visitors a meaningful opportunity to connect with and make a positive contribution to this place.

We work harder, we follow our obsessions, we support one another, and we protect what makes this place different.

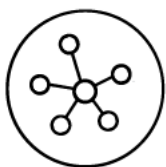
Our Tasmanian-ness is at the heart of the principles that will guide our future visitor economy.

Foundations of our future

Our vision for the visitor economy is underpinned by eight key directions that will grow and manage future visitor economy.

Achieving our vision also requires a focus on the foundations of our visitor economy, including:

- An environment that enables investment, fosters standards and reduces barriers to support a prosperous industry growing benefits and opportunities across the state.
- Growing access into and around Tasmania, essential for visitors and Tasmanians.
- Supporting the development of our destinations, products and services to be accessible to visitors and Tasmanians, also offering a significant market opportunity.
- Growing core and emerging markets focussed on Tasmania's unique proposition and fostering the development of authentic Tasmanian experiences will bring the visitor experience and our brand to life.
- Tasmania's protected areas are our destination differentiator – we have an unwavering commitment to visitor activity that is appropriately managed and growing visitor contribution to these special areas.
- A deep understanding of our customers and a priority on digital transformation, essential to our connection and engagement with customers, increasing awareness of our destination and leveraging conversion opportunities.



A prosperous, resilient and innovative industry

Tasmania's tourism and hospitality operators are the core of our visitor economy. Many nationally awarded, their investment evolves our products and experiences, providing employment, business opportunities and economic growth.

Operators maintain a commitment to high standards of professionalism and business practices, with clear industry frameworks to determine standards.

The operating environment can be demanding for an industry that is predominantly comprised of small businesses, many regionally based, requiring targeted business support¹ to foster growth.

This strategy enables investment, fosters standards and reduces barriers supporting a prosperous, resilient and innovative industry.

We will:

- Stimulate private sector investment in new product.
- Support development of businesses and product consistent with Tasmania's brand proposition and industry accreditation standards.
- Support innovation through an industry and government collaboration to respond to rising businesses costs, including insurance, and reduce regulatory barriers in priority sectors.
- Strengthen industry resilience, capability and destination development through regional and state-wide collaboration and networking initiatives.

¹ Small Business Growth Strategy 2026



Access into and around Tasmania

As an island destination, affordable and reliable access, both air and sea, is essential for tourism and Tasmanians alike, making it a high priority for government and industry partners. We will maintain and grow frequency, choice and competitive domestic routes. Direct city pairs will increase Tasmania's appeal as a destination, supporting trade and business. Sustainable access into our Bass Strait islands will be supported through growth of markets aligned with community aspirations.

We will grow long term sustainability of the New Zealand route and convert other international opportunities as markets recover. Tasmania's attraction as a touring destination will grow through the new *Spirit of Tasmania* ships. Expansion of alternative ways for visitors to travel around the state beyond self-drive options will be essential including additional electric vehicle options and passenger transport connections.

We will:

- Collaborate across TT Line, government and industry to leverage the opportunity of the new Spirit vessels – demand generation, infrastructure and services.
- Maintain and grow our aviation network including a focus on market driven growth in capacity, direct city pairs, frequency and broader customer segments, considering total value to Tasmania.
- Develop sustainable international flight capability and capacity, exploring future direct services into Asia.
- Develop a renewed Aviation Strategy with Tasmanian airports to build increased and sustainable year-round options for visitors and Tasmanians, including infrastructure.
- Develop a renewed Cruise Shipping Strategy, with industry and partners including TasPorts, focussed on improved data, sustainable growth and growing the value proposition of this market for Tasmania.
- Promote the uptake of electric vehicles and support a state-wide fast charging network to support Tasmania's goal to shift to a low emission economy



An accessible destination

An ageing population and a significant proportion of Australians living with disability provides industry with an opportunity to better meet the needs of diverse travellers, also a growing market segment.

This is also an opportunity to meet the needs of Tasmanians.

We will enhance positioning in this market and support our destinations, products and services to be accessible to all people.

Public and private investment in visitor facilities, services and infrastructure will grow the accessibility of Tasmania.

We will engage with industry and provide easily accessible resources and tools to improve understanding of, and confidence to invest in, facilities and services with accessibility in mind.

This will enable visitors and Tasmanians to explore and enjoy Tasmania with confidence and choice, enhancing our brand reputation and attractiveness to all visitor markets.

We will:

- Connect and engage industry with accessible tourism tools and resources, including marketing, and work with partners specialising in accessible tourism industry development initiatives.
- Partner with established distribution channels who specialise in accessible tourism to leverage Tasmania's offer.
- Support development of diverse accessible infrastructure and facilities.



Authentic Tasmanian experiences

Tasmania is known for nature, heritage and history, arts and culture, and produce.

As visitor preferences evolve (such as for wellness, sustainable, agritourism and Tasmanian Aboriginal experiences), new and emerging Tasmanian-specific propositions offer opportunities for market development and diversification.

We will support and enable core and emerging markets to grow sustainably through a model that connects consumer research, marketing, business and product development – in alignment with the Tasmanian brand.

Growth and diversification will be enabled by an operating and regulatory environment that recognises the artisanal and boutique nature of our industry, core to our brand and destination.

We will:

- Support development and innovation in product and experiences prioritising artisanal and built heritage as core strengths, and emerging propositions of sustainability and wellness.
- Prioritise improvements in the operating and regulatory environment for artisanal and boutique operators to support innovation and development aligned with the Tasmanian brand.
- Support appropriate and responsible commercial visitor activities and investment in product and experiences that leverage Tasmania's unique national parks and wilderness areas.
- Support marketing and promotion of existing and emerging businesses and experiences.



Our Protected Areas

Our protected areas are our destination differentiator. Our nature, landscapes and multi-day walks are a primary reason why visitors come to Tasmania. As the world increasingly recognises the intrinsic value of nature and the environment, scrutiny will grow on the type and scale of tourism activity in these areas.

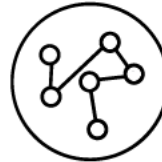
We will ensure visitor activity is appropriately managed and regulated — with leave no trace our intent, and further, to leave our special places better.

Tasmania's nature tourism sector is an exemplar of our positive impact agenda — leading the way in emissions reduction and conservation projects.

We will grow the contribution that visitors make to these areas — supporting stewardship through conservation investment.

We will:

- Maintain the highest standards and expectations for commercial tourism operators providing experiences in protected areas.
- Invest in systems, processes and models to support contemporary visitor management and contribution.
- Deliver Tasmania's Next Iconic Walk on the West Coast.
- Complete masterplan initiatives in iconic national parks including Cradle Mountain-Lake St Clair, Freycinet National Park and those encompassed by the Tasmanian Wilderness World Heritage Area Tourism Masterplan.
- Support Tasmanian Aboriginal tourism initiatives and programs.



Connected to customer

Our success is underpinned by a deep knowledge of our target markets and in communicating our destination offering in a uniquely Tasmanian way. This has grown customer connection and loyalty to Tasmania as a brand.

We will connect with customers who value Tasmania.

Research and data is central to this — we will share insights across government and industry to enable investment decisions in product, experiences and our destination, reinforcing our brand.

Investment in digital systems will improve customer connection increasing awareness of our destination and to leverage conversion opportunities for operators direct-to-consumer. The constantly evolving digital environment carries risks and opportunities, and investment in digital capability, platforms and data will future proof our visitor economy.

We will:

- Optimise digital marketing assets, increase connectivity and capability to drive conversion, reduce costs and improve productivity.
- Invest in digital capability, systems and governance to evolve our data maturity to continuously improve data-driven decision-making, improve security and maintain customer trust.
- Evolve our target customer markets and competitor analysis through investment in research and data.
- Share market insights with government and industry to support product investment and destination development.

Measuring our impact

We will measure our positive impact across six indicators - community, environment, destination, visitor, economy and industry.

Historically the success, or otherwise, of the visitor economy has been measured primarily against economic goals. Aligned with our positive impact agenda, we are seeking to make a difference to Tasmania across a holistic set of indicators. Like-minded destinations around the world are making similar change. Some indicators require development and benchmarks will be set across all indicators to measure our progress – this will be a priority in the first twelve months of the Action Plan.

	OUR GOAL	MEASURING OUR IMPACT
 Community	To be valued by Tasmanians.	More Tasmanians agree tourism has made their community a better place. Grow Tasmanian jobs created by tourism.
 Economy	To grow Tasmania's prosperity.	Visitor spend more than doubles to over \$5 billion by 2030. Intrastate spend grows by more than 75% by 2030 to over \$1.4 billion.
 Environment	To make a positive impact on our environment.	Reduce industry emissions.* Reduce industry waste and increase contribution to the circular economy.* Grow contribution to Tasmania's protected areas.*
 Industry	To be a prosperous, innovative and resilient year-round industry in all regions of Tasmania.	Grow average spend per visitor in the cooler months. Grow the regional share of all visitor nights in Tasmania.
 Destination	To be in harmony with our community.	Implement the ten-year visitor economy infrastructure plan. More Tasmanians agree tourism has made their community a better place.
 Visitor	To be a genuinely different experience empowering visitors to make a positive impact on Tasmania.	Grow the rate that visitors strongly recommend Tasmania as a destination. Grow Tasmania's demand power.*

*Measures in development

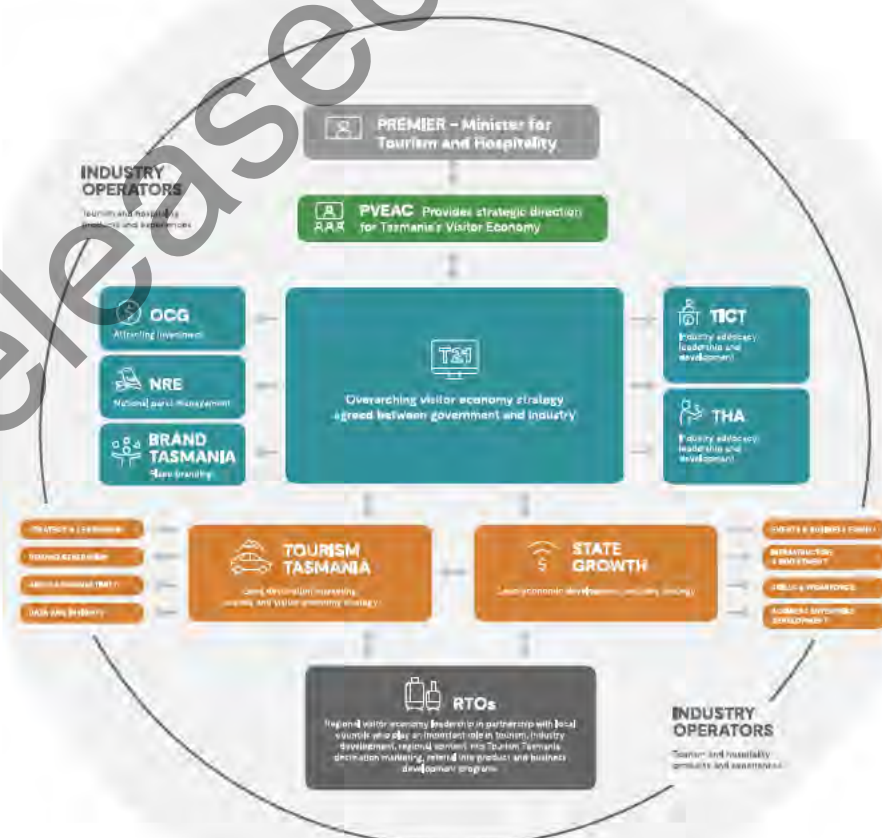


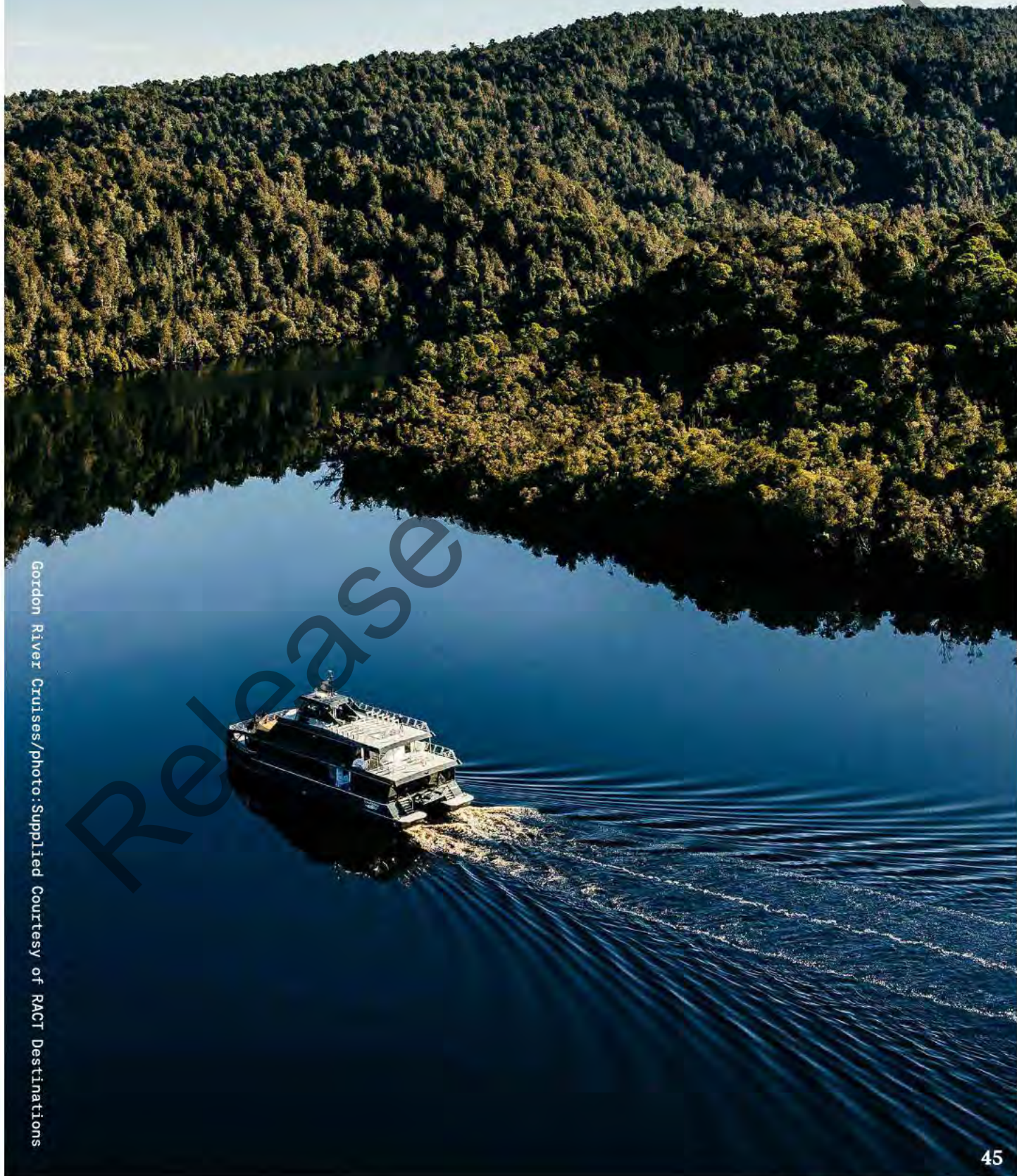
Tasmanian visitor economy governance

The T21 partnership between the Tasmanian Government and industry is an established and proven governance guiding Tasmania's visitor economy.

The Premier's Visitor Economy Advisory Council (PVEAC), chaired by the Premier as Minister for Tourism and Hospitality, provides the strategic direction for our visitor economy. PVEAC is supported by the T21 Steering Committee that brings together the various Tasmanian Government agencies, Tourism Industry Council of Tasmania and the Tasmanian Hospitality Association to support implementation of, and accountability for, the 2030 Visitor Economy Strategy. Regional Tourism Organisations provide leadership for their regional visitor economy in partnership with local councils who play an important role in tourism; work to develop industry and product; and provide the connection for operators into broader resources and support. The T21 partnership and governance exists to support our industry operators and to grow a valuable visitor economy for Tasmania.

The 2030 Visitor Economy Strategy will be implemented in a series of shorter term Action Plans that will enable focussed attention to delivery and a responsive approach to changing industry needs, the market environment and the broader economic and community context.





Gordon River Cruises/photo: Supplied Courtesy of RACT Destinations

2030

VISITOR ECONOMY STRATEGY

TASMANIA

THREE YEAR ACTION PLAN

2023-24 to 2025-26

ACTION	LEAD	PARTNERS	DELIVERED BY
Environmental sustainability			
Support Tasmanian tourism and hospitality operators to reduce their emissions through a program that helps operators to understand their emissions profile, engage in carbon accounting and develop plans to reduce their footprint.	TICT	DSG, RTOs	2024/25
Support operators to reduce emissions in their business.	DSG	ReCFIT, TICT, RTOs	2024/25
Implement a food waste pilot initiative.	THA		2023/24
Deliver the 2030 Vision to reduce energy consumption and better manage plastics, packaging and containers.	THA		2025/26
Develop a business case to scope and review concepts to support visitors opting into a net zero emissions visit.	TTas	Treasury, OCG, ReCFIT	2024/25
Develop initiatives that support take-up of circular economy practices by Tasmanian tourism and hospitality operators, their supply chains and local destinations.	TTas	NRE Tas	2025/26
Promote the uptake of electric vehicles and support a state-wide fast charging network to support Tasmania's goal to shift to a low emission economy	ReCFIT	TTas, DSG, RTOs	Ongoing
Infrastructure			
Implement a visitor economy infrastructure governance model to provide direction and oversight to priority-based infrastructure planning and delivery	DSG	TTas, NRE Tas, Infrastructure Tas, State Roads, LGAT, TICT, THA	2023/24
Develop a 10-year visitor economy infrastructure plan, with industry and local government, to support future growth that benefits locals and visitors and aligns investment across access, capacity and experiences and is focussed on priority public infrastructure projects including national parks, roads, airports and aviation investments, events and local council infrastructure.	DSG	TTas, NRE Tas, Infrastructure Tas, State Roads, LGAT, TICT, THA	2024/25
Work with all levels of government to fund and progress the 10-year infrastructure plan.	DSG	TTas, NRE Tas, Infrastructure Tas	Ongoing
Invest in events infrastructure across the state.	DSG	TTas, RTOs, TICT, THA	Ongoing
Conduct demand and feasibility study for new convention facilities in Launceston.	DSG	TICT, THA, TTas	2024/25

Work with all levels of government and the Regional Tourism Organisations to identify and advocate for immediate and longer-term infrastructure planning and investment, particularly in regional areas.	TICT, THA	RTOs	Ongoing
Work with government to inform clear priorities for infrastructure investment and advocate for bipartisan support at all levels of government.	TICT, THA	RTOs	Ongoing
Champion quality commercial tourism infrastructure in keeping with Tasmania's destination brand attributes and the state's strategic positioning.	TICT, THA	RTOs	Ongoing
Influence investment and developments that enhance the Tasmanian brand and increase the diversity and quality of our destination.	OCG	Brand Tas, TTas	Ongoing
Maximise the opportunity for regions from the arrival of the new Spirit of Tasmania vessels, including planning for and investing in facilities and services to meet contemporary touring market and regional infrastructure needs.	TTas	DSG, NRE Tas, RTOs, TICT, THA	2024/25
Support development of diverse accessible infrastructure and facilities	DSG	NRE Tas, TTas, RTOs	Ongoing
Deliver \$40 million investment in Tasmania's Next Iconic Walk on the West Coast.	NRE Tas	West Coast Council, Hydro Tasmania, TTas, DSG, RT0, Brand Tas	Ongoing
Complete masterplan initiatives in Cradle Mountain-Lake St Clair.	NRE Tas		Ongoing
Complete masterplan investment of \$14 million and an additional \$7.2 million to support visitation in and around Freycinet National Park.	NRE Tas		Ongoing
Deliver initiatives in the Tasmanian Wilderness World Heritage Area Tourism Masterplan.	NRE Tas		Ongoing
\$10 million investment in sustainable off road vehicle access and experiences for the Arthur-Pieman Conservation Area and West Coast	NRE Tas		2025/26
Maria Island Re-discovered Project Stage 3 investment of \$6.8 million.	NRE Tas		2024/25
\$3.4 million investment in re-imagining the Hastings Thermal Pool.	NRE Tas		2025/26
Cockle Creek campsite upgrades Stage 2 investment of \$3.25 million.	NRE Tas		2025/26
\$2.8 million to progress Ben Lomond as a year-round destination.	NRE Tas		Ongoing
Tamar Island Wetlands \$3.37 million boardwalk replacement.	NRE Tas		Ongoing
\$2.75 million to revitalise the 'Edge of the World' experience at Arthur River.	NRE Tas		Ongoing
\$2.05 million investment in a new arrival concourse in the Mt Field National Park.	NRE Tas		Ongoing

Upgrade to carparking and access of \$1.72 million at Cape Bruny Lighthouse Historic Site	NRE Tas		2023/24
Tasman Arch-Devils Kitchen Stage 2 upgrade investment of \$1.65 million, including proposed suspension bridge over the Devils Kitchen.	NRE Tas		2025/26
Flinders Island upgrade to camping and recreational vehicle access investment of \$1.095 million supporting tourism.	NRE Tas		2025/26
Investment of \$1.015 million in toilets and boat ramps on the northeast reserves.	NRE Tas		2025/26
Progress the conversion of the Dismal Swamp site to become a hub for visitors to the Circular Head region, in line with the Reimagining the Far Northwest report.	DPAC	DSG, NRE Tas, TTas, RTO	Ongoing
Continue to encourage the Tasmanian and Australian governments to invest in internet and mobile phone carriage services, to help ensure our regional areas have high quality connectivity and services, that are essential for modern hospitality enterprises.	THA		Ongoing

Workforce

Invest in training that is fit for purpose and informed by industry, business and learner feedback including from the Tourism and Hospitality Workforce Advisory Committee.	DSG	TICT, THA, RTOs	Ongoing
Invest in a dynamic and responsive vocational training sector with public and private sector training organisations, ensuring training providers achieve outcomes that meet industry needs.	DSG	TICT, THA, RTOs	Ongoing
Grow our future workforce and jobs for younger Tasmanians through the Tasmanian Youth Jobs Strategy, including supporting initiatives within our schools focussed on career pathways, skills and training.	DSG	TICT, THA, RTOs	Ongoing
Deliver targeted programs to grow a skilled and available workforce including workshops and career expos, and as a member of the Department of Education, Children and Young People Industry Advisory Board with a focus on attracting and skilling younger generations.	THA		Ongoing
Through the Tourism and Hospitality Workforce Advisory Committee advocate for policy settings that make it easier to attract and retain staff in the tourism and hospitality sector.	TICT, THA		Ongoing
Grow the next generation of industry leaders and improve diversity in the industry, targeting women and young professionals specifically through the Tasmanian Hospitality Association Women's Program, the Tourism Industry Council Tasmania Young Tourism Network and the Tasmanian Leaders I-Lead program.	TICT, THA		Ongoing
Work with the Tasmanian Government to deliver a long-term sustainable funding model for VXT to ensure certainty for its role in delivering non-accredited training.	TICT, THA		Ongoing

Prioritise capacity building initiatives within our businesses to implement best practices in employment, ensuring businesses are safe, mentally healthy and welcoming to a diverse workforce.	TICT, THA		Ongoing
Strengthen ties with the tertiary training sector, including the University of Tasmania.	DSG	TICT, THA, TTas	Ongoing
Leverage Regional Jobs Hubs to reach more Tasmanians from a broader range of cohorts, including older Tasmanians, youth, migrants, people with disabilities, and long-term unemployed, connecting them to support pathways into tourism and hospitality.	DSG	RTOs	Ongoing
Advocate for migration policy and settings and expedited visa processing to support industry workforce needs including for skilled migrants.	TICT, THA		Ongoing
Prioritise worker accommodation challenges, particularly in regional areas.	OCG	HomesTas, DSG, RTOs, TICT, THA	Ongoing
Investigate the feasibility of a Tasmanian tourism workforce centre of excellence.	DSG	TICT	2023/24
Demand			
Strengthen our yield over volume strategy, with clear market interventions designed to stimulate year-round visitation and attraction of visitors to regions.	TTas	DSG, BET, TT-Line, Airports, RTOs	Ongoing
Grow non-peak seasons via major winter campaign and industry engagement, leveraging and building on the success of the Off Season.	TTas	RTOs	Ongoing
Build our long-term brand awareness and consideration via culture brand campaigns that differentiate Tasmania.	TTas	RTOs	Ongoing
Engage with and leverage destination marketing strategies and tactics that increase conversion and grow the visitor experience.	TICT, THA	RTOs	Ongoing
Curate a content program that highlights the Tasmanian experience via Road Trips, Events, Tasmanian Aboriginal experiences, Positive Impact and focus pillars.	TTas	RTOs	Ongoing
Deliver meaningful and relevant content that engages audiences and tells the Tasmanian brand and destination story via 'unordinary stories' series.	TTas	RTOs	2023/24
Market and promote operators recognised for emissions reduction and broader sustainability achievements.	TTas	RTOs, TICT, THA	Ongoing
Provide regional content into destination marketing activities of Tourism Tasmania.	RTOs		2025/26
Launch 'marketing our regions' project to facilitate a more streamlined process for Regional Tourism Organisations to work with Tourism Tasmania.	TTas	RTOs	2023/24
Partner with established distribution channels who specialise in accessible tourism to leverage Tasmania's offer.	TTas	RTOs	Ongoing

Work with a balanced portfolio of markets who are open to travel at different times of the year.	TTas		Ongoing
Partner with Tourism Australia and global travel stakeholders in growing Tasmania's global presence.	TTas		Ongoing
Leverage Tourism Australia's Content and International Media Hosting programs for our primary international markets.	TTas		Ongoing
Collaborate with domestic and international partners, including airlines, on co-operative marketing activity.	TTas		Ongoing
Invest in digital capability, systems and governance to evolve our data maturity to continuously improve data-driven decision making, improve security and maintain customer trust.	TTas		Ongoing
Implement personalisation strategy across digital products and iteratively evolve based on performance insights.	TTas		2023/24
Drive lead generation and conversion throughout the consumer journey via ATDW listings, partner activity and optimising the digital ecosystem.	TTas		Ongoing
Implement Discover Tasmania website and App enhancements to the search function, navigability and Trip Planner experience to improve engagement and conversion.	TTas		2023/24
Evolve social platform content strategy to drive more quality leads through to DiscoverTasmania.com and App.	TTas		2023/24
Implement the five-year events strategy.	DSG	TTas, RTOs, BET, Brand Tas	Ongoing
Prioritise events that are unique to Tasmania, contribute to our environment, wellbeing, connectedness and incorporate a genuine recognition of our island and its people.	DSG	TTas, RTOs, BET, Brand Tas	Ongoing
Support and foster state-wide events to assist venues through recovery.	THA		2025/26
Champion Tasmania's seasonal events strategy, with a focus on winter and shoulder periods, supporting cultural and participation-based events, and that generate demand for regional destinations.	TICT, THA		Ongoing
Attract high-yielding and seasonally aligned business events over the longer term supported by development of product, experiences and industry capability to support delegate experience and broader economic benefits.	BET	DSG, TTas, RTOs, Brand Tas	2025/26
Provide access to competitive event support packages for business events that increase visitation during the off season.	BET		2025/26
Expand presence at national and international business event tradeshows with a financial model that supports the participation of Business Events Tasmania stakeholders.	BET		2023/24

Deliver a tourism/trade aligned strategy to attract business events that provide economic benefits throughout the state by expanding Business Event Tasmania activities into key international business event markets.	BET	TTas , DSG	2023/24
Access to competitive event support packages for business events that are strategically aligned with Trade Tasmania key priorities and provide long lasting legacies through trade and investment opportunities and talent acquisition.	BET		2025/26
Grow awareness of Business Events Tasmania Visionary Program through Trade Tasmania, to attract sector champions.	BET	DSG	2023/24
Grow the capacity and professionalism of the Tasmanian events industry and align the events sector with the Tasmanian visitor economy.	DSG		Ongoing
Focus on a sustainable approach to international education with an emphasis on community, workforce, student experience, destination and brand.	DSG	Brand Tas, TTas	Ongoing

Access

Maintain and grow our aviation network including a focus on market driven growth in capacity, direct city pairs, frequency and broader customer segments, considering total value to Tasmania.	TTas	DSG, Airports	Ongoing
Develop sustainable international flight capability and capacity, exploring future direct services into Asia.	TTas	DSG, Airports	Ongoing
Develop a renewed Aviation Strategy with Tasmanian airports to build increased and sustainable year-round options for visitors and Tasmanians, including infrastructure.	TTas	DSG, Airports	2023/24
Develop a renewed Cruise Shipping Strategy, with industry and partners including TasPorts, focussed on improved data, sustainable growth and growing the value proposition of this market for Tasmania.	TTas	TasPorts, DSG, RTOs	2023/24

Visitor Contribution

Grow our contribution to land management agencies to increase resources for conservation and management.	TICT		Ongoing
Attract and support investment in developments to grow visitor contribution.	OCG		Ongoing
Champion initiatives that enable visitors to contribute to Tasmania.	TICT, THA		Ongoing
Pursue opportunities for visitors to contribute directly to the conservation and management of protected areas, and regional services and infrastructure for the benefit of locals and visitors, including investing in research to understand how to retain maximum benefit in Tasmania and our regions.	TTas	Treasury, OCG	2024/25

Industry			
Provide visitor economy leadership of 2030 vision and directions with regional industry and stakeholders, advocating for the regional priorities and collaborating with local councils and as part of the state-wide tourism network.	RTOs	TTas , DSG	2025/26
Develop a regional industry development plan focussed on the 2030 strategy priorities and specific needs of regional industry, connecting operators into the broader system of available programs and resources and working with partners to develop agreed programs and resources to fill gaps.	RTOs	TTas , DSG , TICT , THA	2025/26
Refer tourism operators into whole system programs provided by all levels of government, industry associations and other product development and business assistance resources.	RTOs	DSG , TTas , TICT , THA	2025/26
Support innovation through an industry and government collaboration to respond to rising businesses costs, including insurance, and reduce regulatory barriers in priority sectors.	TICT , THA	DSG	2023/24
Strengthen industry resilience, capability and destination development through regional and state-wide collaboration and networking initiatives, increasing awareness of resources to leverage activity to enhance their businesses.	TTas	RTOs , DSG , TICT , THA	Ongoing
Enhance Tourism Tasmania's corporate website to provide industry with tools and information to build their businesses and develop their tourism experiences.	TTas	RTOs , TICT , THA	2024/25
Support development of businesses and product consistent with Tasmania's brand proposition and industry accreditation standards.	TICT , THA	Brand Tas , RTOs	Ongoing
Implement the Great Customer Experience program to delivery high quality visitor experience and service quality.	THA	RTOs	Ongoing
Deliver the Tasmanian Tourism Awards designed to encourage and recognise innovation, excellence, quality and sustainability and be a benchmark for best practice.	TICT	TTas	Ongoing
Deliver the Top Tourism Town Awards program to promote regional locations encouraging regional dispersal, foster community spirit and engagement with the tourism industry, strengthen relationships with local councils and supporting the ongoing development of destination marketing collateral across three population-based categories (Tiny, Small, Top).	TICT	RTOs	Ongoing
Deliver program of networking events to promote business development and thought leadership for the tourism industry.	TICT	RTOs , TTas	Ongoing

Continue to deliver the Hospitality 2030 Vision to support industry development.	THA	DSG	Ongoing
Promote increased take-up of the nationally recognised Australian Tourism Accreditation Program with a focus on engaging new operators and encouraging uptake of specialist modules including International Ready.	TICT	TTas, RTOs, DSG	Ongoing
Deliver industry development tools including the new online training webinar, Skilled in Sixty, designed to provide operators with simple, practical skills and capacity building and continue the Talking Tourism Podcast series to provide operators with education, inspiration and learnings.	TICT		Ongoing
Focus on improving Tasmania as an accessible destination by increasing operator takeup of the Accessibility module under the Quality Tourism Accreditation Program, connect with tools and resources and through the upcoming Skilled in Sixty sessions.	TICT	TTas, RTOs	2023/24
Connect and engage industry with tools and resources about accessible tourism, including marketing, and work with partners specialising in accessible tourism industry development initiatives.	TTas	RTOs, DSG	2025/26
Continue to deliver the online Tassie Tourism Ambassador Program to equip tourism and hospitality staff and interested locals with skills to offer a great visitor experience and local knowledge to tell the story of their region.	TICT	RTOs	2024/25
Maintain the highest standards and expectations for commercial tourism operators providing experiences in protected areas.	NRE Tas	TICT	Ongoing
Deliver a Nature Tourism Day each year in the north and south of the state for Accredited Tourism Operators and Nature Based Tourism Operators within Tasmania's Wilderness World Heritage Areas, National Parks and other protected areas to support operators meeting the highest standards of operation, plan for peak season visitor management and share information.	TICT	NRE Tas	Ongoing
Product			
Support development and diversification of product in core Tasmanian experiences (nature, heritage and history, arts and culture) and new and emerging propositions (wellness, sustainability and Tasmanian Aboriginal experiences).	TTas	DSG, RTOs	Ongoing
Stimulate private sector investment in new product through an extension to the Tourism Development Loan Scheme.	DSG		2023/24
Support appropriate and responsible commercial visitor activities and investment in product and experiences that leverage Tasmania's unique national parks and wilderness areas.	NRE Tas, OCG	TTas, RTOs	Ongoing

Deliver the next iteration and update to Bottling Wine Tourism 2022-24, to continue to expand the Tasmanian wine tourism sector and wine-related visitor experience; increase high value visitation to Tasmanian cellar doors; increase the overall value of wine tourism to Tasmania's economy; and enhance the strong reputation of our wine and tourism sectors.	TICT	Wine Tas	2024/25
Progress regulatory reform targeting improvements in the small business regulatory and operating environment, including artisanal and boutique operations informed by the agritourism regulatory mapping completed in 2022.	DSG	TTas, RTOs, OCG	2025/26

Tasmanian Aboriginal people

Through engagement with Tasmanian Aboriginal people, businesses and organisations develop a process of co-design and shared decision-making with Tasmanian Aboriginal people, work to ensure that the Tasmanian Government's framework and programs of capacity building and tailored business support for Tasmanian Aboriginal tourism businesses are in alignment with identified aspirations and goals, and sit within the Closing the Gap National Agreement – Tasmanian Implementation Plan and its four priority reform areas.	DSG	DPaC, TTas, NRE Tas	Ongoing
Continue to provide operational funding to support wukalina Walk, Tasmania's award-winning, flagship Aboriginal cultural tourism experience.	DSG		2025/26
Support Tasmanian Aboriginal tourism initiatives, programs and cultural protocols.	NRE Tas	DPaC, DSG, Brand Tas, TTas	Ongoing

Research

Invest in data and research to inform the strategic growth and positive impacts of events and business events.	DSG	BET, TTas, Brand Tas	Ongoing
Invest in community data and research to inform our approach to destination planning and management.	TTas	Brand Tas	Ongoing
Evolve our target customer markets, segmentation and competitor analysis through investment in research.	TTas	Brand Tas	Ongoing
Share research and insights with government and industry to support performance, inform decision making and investment.	TTas		Ongoing
Finalise 2030 Strategy measures currently in development.	TTas	TICT, THA, DSG, NRE Tas, Brand Tas	2023/24

Destination management

Collaborate on ways to improve visitor management to minimise the impact of visitor activity on their amenity and conservation value.	NRE Tas	TTas, TICT, THA	Ongoing
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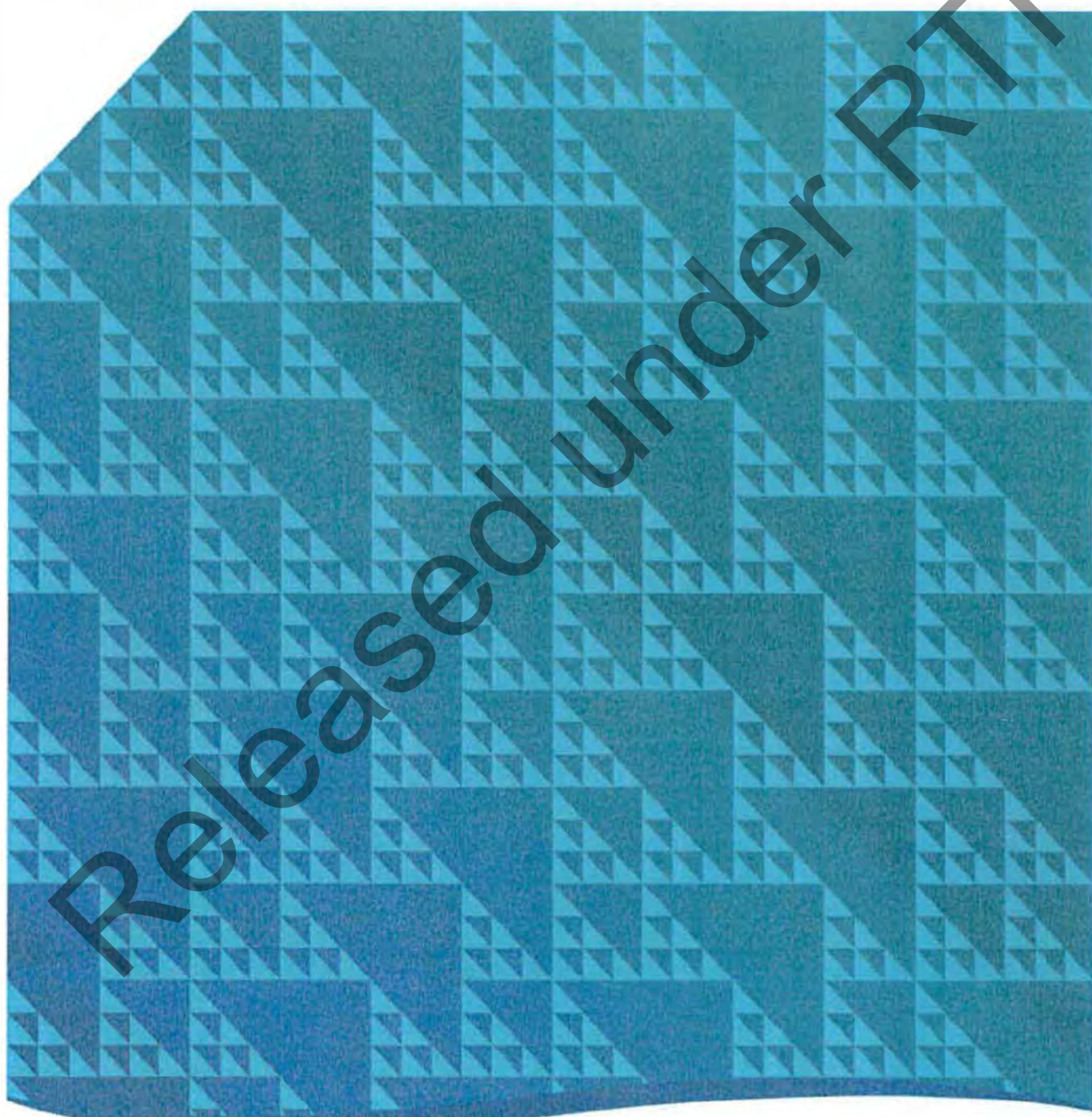
Work across government to embed the principles of this strategy into planning and policy provisions as they relate to the visitor economy.	TTas	DSG, OCG, NRE Tas	Ongoing
Develop an approach to carrying capacity, considering cumulative impacts, limits and thresholds and investigate options to manage impacts and growth.	TTas	DSG, NRE Tas, TICT, THA, OCG	2024/25
Develop a framework, centred in this Strategy and in collaboration with local government, that guides regionally centred destination management responding to destination challenges and opportunities.	TTas	RTOs, DSG	2024/25
Align Destination Management Plans to the 2030 Visitor Economy Strategy.	RTOs	TTas, DSG, TICT, THA	2023/24
Stimulate private sector investment in new product.	OCG	NRE Tas, TTas, DSG	Ongoing
Invest in systems, processes and models to support contemporary visitor management and contribution.	NRE Tas		Ongoing
Progress development of a new visitor booking system for national parks and reserves.	NRE Tas		2024/25

ACRONYM DEFINITION

TTas	Tourism Tasmania
TICT	Tourism Industry Council Tasmania
DSG	Department of State Growth
THA	Tasmanian Hospitality Association
RTOs	Regional Tourism Organisations
NRE Tas	Department of Natural Resources and Environment Tasmania
OCG	Office of the Coordinator-General
Brand Tas	Brand Tasmania
BET	Business Events Tasmania
ReCFIT	Renewables, Climate and Future Industries Tasmania
DPaC	Department of Premier and Cabinet
Treasury	Department of Treasury and Finance
TT-Line	TT-Line (Spirit of Tasmania)
LGAT	Local Government Association Tasmania
Wine Tas	Wine Tasmania

Industry Skills Compact

Tourism & Hospitality



Industry Skills Compact – Tourism & Hospitality

Date

This *Industry Skills Compact* is dated 9 January 2024.

Parties

This *Industry Skills Compact* is made between the following Parties, as members of the Tasmanian Tourism & Hospitality industry:

Tourism and Hospitality Workforce Advisory Committee (TTHWAC)

Tourism Industry Council Tasmania (TICT)

Tasmanian Hospitality Association (THA)

Tasmanian Government

Purpose

This *Industry Skills Compact* sets out a framework for the Parties to work collaboratively to deliver a sustainable and highly skilled current and future workforce in Tasmania.

Context

The Minister for Skills, Training and Workforce Growth has Ministerial Priorities which provide the strategic guidance for the training and workforce development system. They align with the object (section 3) of the *Training and Workforce Development Act 2013* and support the Tasmanian Government's vision for a high-quality training and workforce development system that is accessible, job-focussed and responsive to the needs of industry, employers, training providers and learners.

The Industry Skills Compacts will deliver on the Premier's Economic and Social Recovery Advisory Council (PESRAC) recommendation that industry bodies (associations and employer representatives) should enter into 'industry compacts' that include 'step-up' commitments. These include support for a re-established TasTAFE, clear and specific advice on current and future industry-wide training requirements, supporting more people from industry working as trainers and sharing infrastructure to enable students to train on modern technology.

The Industry Skills Compacts bring a refreshed approach to industry engagement in Tasmania and will focus on supporting stronger collaborative partnerships between participants in the training and workforce development system, while recognising that both Government and industry have areas of strength and responsibility for the system.

This Industry Skills Compact is a statement of commitment by the signatories, the Tasmanian Government and the Tasmanian Tourism and Hospitality Workforce Advisory Committee (TTHWAC), Tourism Industry Council Tasmania (TICT), and Tasmanian Hospitality Association (THA) to actively deliver on our respective areas of strength and responsibility.

In recognition of the ongoing workforce challenge, the T21 Steering Committee, the Premier's Visitor Economy Advisory Council (PVEAC) and Cabinet all endorsed the development of a new Tourism and Hospitality Workforce Action Plan in late 2022, this plan forms the Priority Action Plan for this compact.

The Priority Action Plan (Tourism and Hospitality Workforce Action Plan) articulates a clear role for all participants with a stake in the tourism and hospitality workforce development system (operators, industry peaks, Tasmanian Government, training providers) and sets out a number of priority actions.

The Priority Action Plan aligns to T21's Government and Industry Partnership, Tasmanian 2030 Visitor Economy Strategy, and the Tasmanian Hospitality Association's 2030 – A vision for the future of Tasmania's Hospitality Industry.

Delivery of the Priority Action Plan is underway, with coordination led by the Tourism and Hospitality function in the Department of State Growth.

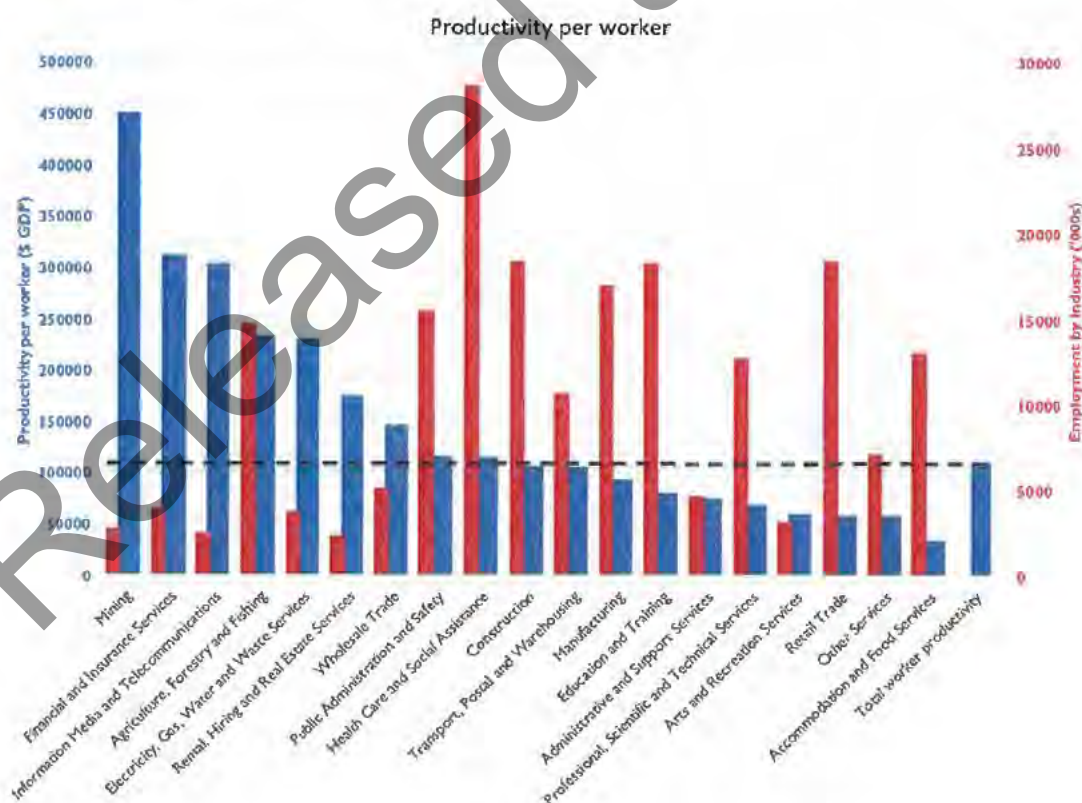
The Parties agree to work collaboratively to implement the Priority Action Plan in alignment with the commitments set out in this *Tourism and Hospitality Industry Skills Compact*.

Tasmania's Labour Market

The labour market is a vital component of the state's economy, ensuring that industry has the workers and skills needed to remain strong and resilient. The estimated unemployment rate in Tasmania was 3.8 per cent in December 2022 (in trend terms), down 0.1 of a percentage point from the previous month, and 0.2 of a percentage point below the level of one year earlier. This is a historically low level for Tasmania. There were 12,000 unemployed Tasmanians and 284,600 employed Tasmanians. This has been rebased since the release of the 2021 Census data by the Australian Bureau of Statistics.

The participation rate, reflecting the proportion of the working-aged population that is currently employed, was 62.7 per cent in December 2022 (in trend terms). Tasmania has a lower participation rate than other jurisdiction due to its older population, however the participation rate has improved over the last 5 years (61.0 per cent in December 2017). Increasing participation is critical to maintaining workforce growth.

Tasmania's economy is made up of diverse industry sectors with different workforce requirements for skills and training. Each industry contributes differently to the Tasmanian economy.



The 19 industry sectors (as identified by the Australian Bureau of Statistics) vary widely in their relative productivity as measured by the output per worker. Higher output per worker is generally associated with capital intensive sectors, such as Mining and Electricity.

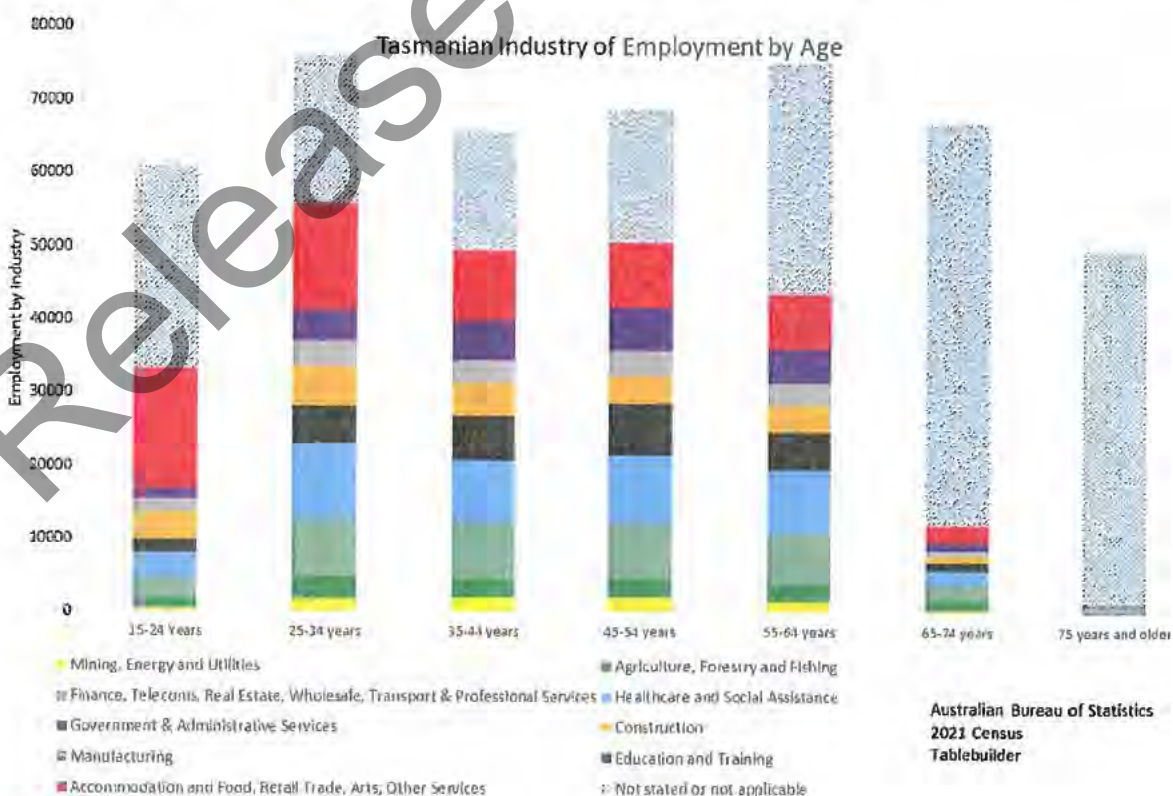
In Tasmania, the higher productivity per worker sectors represents a relatively small proportion of the overall workforce, the exception being the Agriculture, Forestry and Fishing sector (including Aquaculture) which employ relatively high numbers of Tasmanians and has an above average productivity per worker. This reflects Tasmania's relative economic advantage.

Healthcare and Social Assistance is the largest industry by employment in Tasmania. This size of the sector reflects Tasmania's demographics and relatively older population. Economic output, and therefore the relative productivity for public services, including health and education, is measured differently to the private sector (as there is generally no profit or return on capital) so the productivity per worker measure should not be considered meaningful for public services.

Construction and Manufacturing are both large private sector employers in Tasmania and have productivity per worker that is close to the Tasmanian average. Accommodation and Food Services has a low productivity per worker (similar to other service industries) but is a significant employer and is a pathway into employment for many Tasmanians.

Where labour markets are constrained and there are limited workers available, economic pressures, but also economic optimisation will tend to drive workers from lower productivity sectors towards higher productivity sector. This will be through wages and other conditions. This trend will increase the overall productivity of the Tasmanian economy, as people will be employed where they can add the most value. This also creates other opportunities for unemployed and under-employed Tasmanians.

Higher productivity sectors will also derive significant private benefit from their workers and have a high capacity to pay or invest in training, which will reduce the need for public subsidy.



Looking at employment across Tasmania's working age population, it is evident that Tasmania has a bimodal population distribution with higher numbers of younger workers aged 25-34 years (significantly increased by migration) and older workers aged 55-64 years.

This chart shows the challenges and opportunities for Tasmanian industry as they attract, develop and retain their workforce. In particular it can be seen that the relatively lower productivity sectors of Accommodation and Food Services, Retail Trade and Arts employ a significant number of younger Tasmanians (although Construction is also an important employer of Tasmanians under 25).

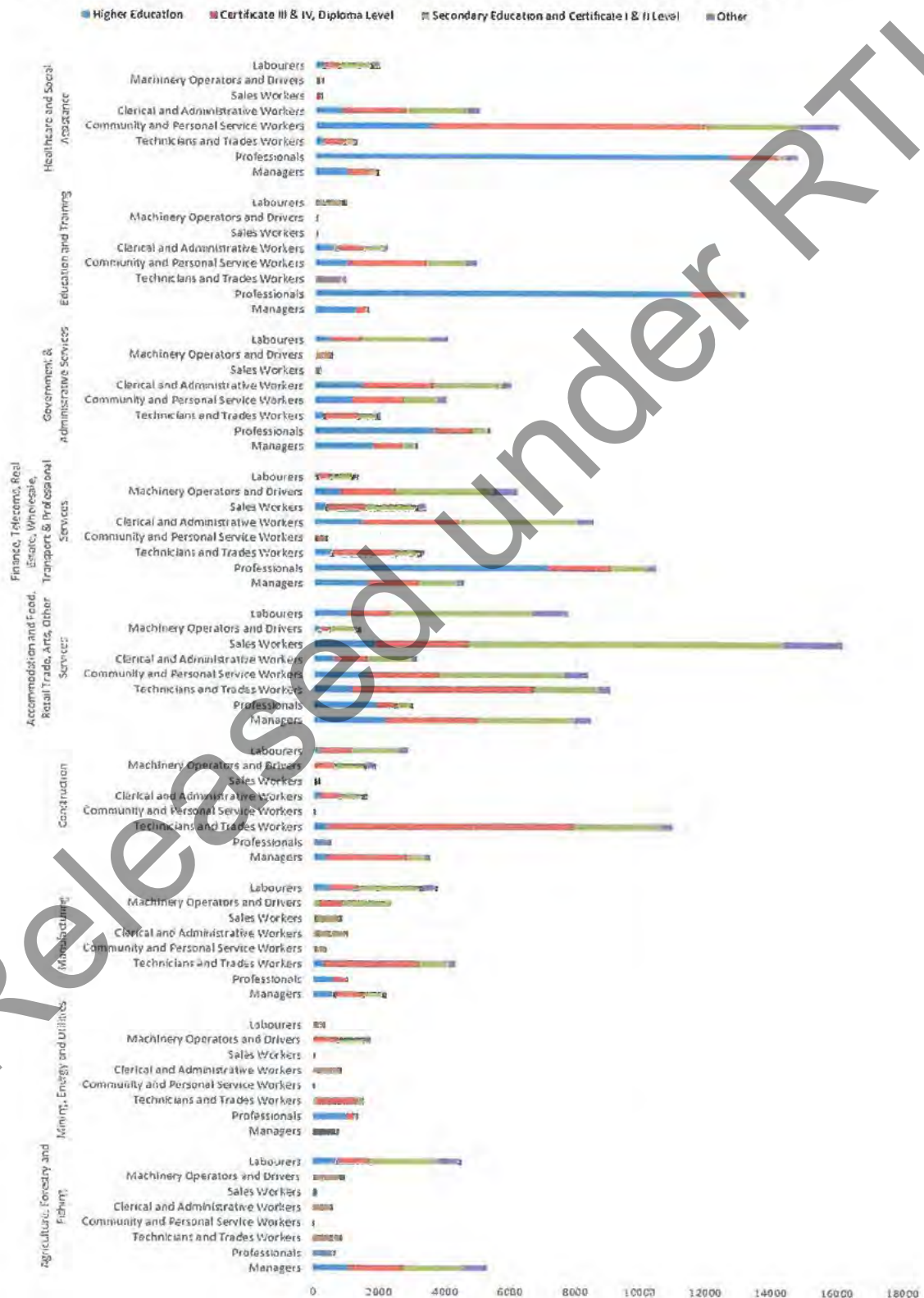
The population identified as 'not applicable' includes those that are studying and not working, retirees and carers that are not engaged in the workforce, as well as the unemployed. There is therefore continued potential to increase the workforce by increasing participation for older workers, ensuring employment is compatible with caring and supporting carers back into the workforce, and opportunities for young people to combine work and study, such as traineeships, apprenticeships, and cadetships.

Noting the relative size of the retiring population cohort of 55-64 years (around 75,000), and the workforce entering cohort aged 15-24 years (almost 61,000), it can be expected that the overall workforce will decline without continued migration and/or continued effort to increase participation and retain older workers. This includes helping potential workers of all ages to overcome barriers to employment, including work fitness, numeracy and literacy, and discrimination.

Each of Tasmania's industries and industry groupings has a distinct mix of occupations, which in turn drives training and workforce development requirements and is reflected in the public investment in training. Industries that employ large numbers of professionals, such as Education and Training, and Health and Social Assistance, have a high proportion of their workers qualified with Higher Education (bachelor degree or higher).

Construction, conversely, has a high proportion of technicians and trades workers, of which many require or hold a Certificate III, IV or Diploma through the Vocational Education and Training (VET) system. This is also true for Mining, Energy and Utilities, and Manufacturing, although the workforce in this occupation group is smaller. Many community and service workers (which are a significant part of the Health and Social Assistance workforce) also require a Certificate III, IV or Diploma, including the Certificate III in Individual Support (the largest qualification delivered in Tasmania by number of enrolments). Most qualifications in the Early Childhood Education and Care sector are at Certificate III and Diploma level.

Tasmanian Industry by Occupation and Education level



Principles

Under this *Industry Skills Compact*, the Parties agree to be guided by the following principles.

- a) *Shared responsibility* - both industry and government have collective responsibility for building the workforce development and training system that Tasmania wants and needs.
- b) *Collaboration* - each of the signatories will make a genuine effort to meet their respective roles and responsibilities under this compact, and work together to create value, identify opportunities, support innovation, and deliver better outcomes for all of Tasmania.
- c) *Accountability* - each of the signatories agrees to the publication of this compact and any reported actions under the compact.

Commitments

The Parties agree to work collaboratively to:

- a) continue to build and maintain a skilled workforce that will support productivity and employment growth across our key industry sectors by increasing sustainability, resilience, quality and efficiency;
- b) raise capacity, capability and career opportunities across both the industry and government sector through increased skills development, and support for diversity;
- c) actively deliver on our respective areas of strength and responsibility for training and workforce development.

TTHWAC, TICT and THA, on behalf of the Tourism & Hospitality Industry, commits to:

1. Inform government investment decisions:

- a) Provide, on an annual basis, clear and specific advice on current and emerging industry-wide skills and training needs to inform training delivery, workforce development activity and the Skills Tasmania program framework.
- b) Support the collection of relevant industry data, including workforce, occupations and the verification of skills and labour shortages.
- c) Identify and support innovative responses to workforce challenges including engagement with regional jobs hubs and support for emerging sub-sectors.
- d) Encourage member organisations to co-invest in training alongside government, particularly where training benefits the employing business.

2. Engage with the training system:

- a) Ensure that employers, particularly small businesses, are aware of relevant training providers and apprenticeship network organisations and are assisted to access support for training.
- b) Actively work with training providers to ensure training delivery meets the needs of industry and employers with particular focus on occupations identified as experiencing skills shortages (a key example being Certificate III in Commercial Cookery).
- c) Where possible, enable access to the latest industry equipment and technology to support the delivery of training.
- d) Provide industry input into development of VET training products through participating in the national training package development system and working with Skills Tasmania.
- e) Support strategies that will increase the delivery of nationally accredited training and improve completion rates, including promoting the use of GTOs where appropriate.

3. Promote training and workforce development:

- a) Work collaboratively with all industry stakeholders on a state-wide approach for the promotion of VET that reinforces the value, opportunity and visibility of the VET system for individuals, employers and industry.
- b) Promote the industry to prospective learners, noting that prospective learners might come from schools, adults who are transitioning to new careers, and non-traditional cohorts.
- c) Actively engage with employers to foster a learning environment that encourages and values VET and supports skills development for individuals over their working life, including opportunities to become supervisors and trainers.
- d) Work alongside Government to promote modern apprenticeships and best practice within the industry, to support apprentice/trainee and employer outcomes.
- e) Work with Government to provide age-appropriate opportunities for school-aged learners.
- f) Encourage membership to celebrate excellence and diversity in our training and workforce development system through recognition events, including the Tasmanian Training Awards and the Employer of Choice program.

4. Collaborate on skills and workforce development matters:

- a) Participate in the Australian Government's Jobs and Skills Council and advocate to the Australian Government for sustainable funding allocation to meet local needs.
- b) Participate in and promote industry engagement meetings to ensure the effectiveness of this Industry Skills Compact.
- c) Continue to work with Government, industry stakeholders and training providers to deliver the Priority Action Plan (Tourism and Hospitality Workforce Action Plan) attached to this compact at Schedule 1.

The Tasmanian Government commits to:

1. Invest in training and workforce development:

- a) Deliver an accessible pipeline of funding opportunities for skills and training aligned with industry priorities and workforce needs, including a strengthened apprenticeship and traineeship system and a target towards unemployed and underemployed Tasmanians.
- b) Provide evidence-based research and data to industry, to ensure we have a shared knowledge base that supports industry's workforce planning, enables decisions that address emerging industry VET needs, and maximises opportunities for employment and industry growth.
- c) Listen to and consider information and advice provided by industry when making decisions about policy, programs and investments, and report back on how this input has been considered or used.

2. Enable employment:

- a) Support Migration Tasmania to connect with industry, to identify and access information regarding Australian Government migration programs and services, and deliver advice in relation to Tasmania's Skilled Migration State Nomination Program.
- b) Support Jobs Tasmania to work with governments, communities and businesses to increase employment outcomes, workforce participation and re-engagement with work or training for all Tasmanians, including implementing the Youth Jobs Strategy.
- c) Implement the Small Business Growth Strategy 2026 that identifies priorities for a thriving business sector and complements the work of the industry support teams within the Department of State Growth.

3. Support the training system:

- a) Assist industry peaks and relevant organisations in understanding and navigating the national training system and associated government processes.
- b) Continue to support training providers, including TasTAFE, to become future-focused, market-aligned and responsive to the needs and expectations of Tasmanian learners, employers and industries.
- c) Establish clear guidelines for industry in providing age-appropriate training for school-aged learners.
- d) Work collaboratively (DECYP and Education Authorities) to ensure learning through Years 9 to 12 is aligned with industry workforce needs, while placing learners at the centre.
- e) Ensure industry is provided with knowledge and advice on the national training package development system to enable effective engagement in the product review process.
- f) Engage with employers, industry, training providers and other community experts to build capability in the training system to support greater participation by diverse cohorts and Tasmanians facing disadvantage.
- g) Work collaboratively with all industry stakeholders on a state-wide approach for the promotion of VET that reinforces the value, opportunity and visibility of the VET system for individuals, employers and industry.

4. Collaborate on skills and workforce development matters:

- a) Work with the Australian Government to advocate for Tasmanian training and workforce development priorities and assist Tasmanian industry input into national training package development processes.
- b) Work with industry bodies to support the implementation of Industry Skills Compacts and associated Industry Priority Action Plans.

Implementation/ Governance

- a) The Tasmanian Government will establish a refreshed approach to industry engagement and will focus on supporting stronger, more collaborative partnerships between system participants. Better engagement with industry also means improving the flow of information and insights from industry through to the policy, programs and projects funded by Skills Tasmania. This ensures that the decisions being made have had appropriate industry and sector input.
- b) The Parties will share information and advice on matters relating to workforce development, training and training pathways in the Tourism & Hospitality industry in Tasmania, consistent with the commitments outlined in this Compact.
- c) The Department of State Growth (Skills Tasmania) is the key agency responsible for oversight of the Government's commitments under this Compact and will report through the Secretary to the Minister for Skills, Training and Workforce Growth.
- d) The Parties will address the actions as nominated in the attached Priority Action Plan and report annually on the progress of the Industry Compact's implementation.
- e) Department of State Growth has re-established TTHWAC as an industry-only body. Membership is skills-based, with cross sector/regional representation, and independent of training providers.
- f) TTHWAC to advise the Premier (through PVEAC) and relevant Minister on matters relating to workforce development across the tourism and hospitality industries in Tasmania.
- g) TTHWAC to advise the Premier (through PVEAC) and relevant Ministers on skills requirements for the tourism and hospitality industries and the training arrangements (accredited or non-accredited) to meet those requirements.
- h) TTHWAC to endorse a concise, evidence-based annual report to PVEAC and the Minister for Skills and Training on the agreed priorities outlined in the Industry Skills Compact and Priority Action Plan including training and workforce development in the sector, and recommendations for improvement.
- i) TTHWAC is to provide industry feedback to support the Skills Compact as necessary.
- j) PVEAC to review effectiveness of governance arrangements annually.

This *Industry Skills Compact* does not, and is not intended to, create legally enforceable obligations on the part of the Parties.

This *Industry Skills Compact* is a statement of intent and does not seek to limit the operational independence of the Parties.

Funding

Unless otherwise agreed by the Parties, anything a Party will do under this *Industry Skills Compact* will be done at that Party's cost.

Term and review of the Industry Skills Compact

This *Industry Skills Compact* will commence on the date of execution and will be reviewed annually or as otherwise agreed between the Parties.

Contact officers

The contact officers for this *Industry Skills Compact* will be the Director Workforce Policy and Strategic Relations of Skills Tasmania on behalf of the Tasmanian Government, and the nominated Executive of other Parties.

Signatures

SIGNED for and on behalf of the Crown in right of Tasmania by The Hon Jeremy Rockliff MP
Premier, Minister for Tourism and Hospitality

SIGNED for and on behalf of the Crown in right of Tasmania by The Hon Felix Ells MP
Minister for Skills, Training and Workforce Growth

SIGNED for and on behalf of the Tasmanian Tourism and Hospitality Workforce Advisory Committee by Aaron Devine
Chair

SIGNED for and on behalf of Tasmanian Hospitality Association by Steve Old
CEO

SIGNED for and on behalf of Tourism Industry Council of Tasmania by Amy Hills
CEO

out of scope



Skills Tasmania

Department of State Growth

Level 4, 4 Salamanca Place
Hobart TAS 7000 Australia

Phone: 1800 655 846

Email: enquiries@skills.tas.gov.au

Web: www.skills.tas.gov.au

Incoming Government Package

The Hon Felix Ellis MP

BUSINESS, INDUSTRY AND RESOURCES

Department of State Growth

August 2025

Released under RTI

Contents

The following package has been prepared as an Incoming Government Brief for your information.

In addition to this initial package the department, through the Secretary, will provide regular briefings, ongoing information, and advice to support decision making and the implementation of your Ministerial responsibilities.

This package includes:

Agency Overview

Information on the department and its roles and responsibilities.

Portfolio Overview

For each of your portfolios, an overview is provided, which includes key context and organisational support, information on relevant Boards and Committees, legislative responsibilities, and a list of Question Time Briefs (QTBs) that will be regularly updated and provided to your office.

Key Issues

An initial overview of critical issues for the portfolio.

Agency Overview

The department's role is to support diverse and sustainable economic growth and facilitate the creation of job opportunities for the benefit of our community.

The Secretary, Craig Limkin, is supported by the following senior executives: Angela Conway, Vanessa Pinto, Jenna Cairney, Cynthia Heydon Brett Stewart and Denise McIntyre.

State Growth's Corporate Plan 2023-26 (the Corporate Plan)

The Corporate Plan identifies five key objectives. These are to:

- work with Tasmanian businesses, industries and communities to support sustainable growth and strategic workforce opportunities
- contribute to Tasmania's brand as the best place in the country to live, work, visit, study, invest and raise a family

- strategically develop our infrastructure, digital networks, transport and renewable energy systems to support industry, businesses and our community
- enhance resilience and rapid recovery from economic, environmental and social shocks and stresses across industry, businesses and our community
- continue to build our organisational capacity by working collaboratively and developing our people, safety, culture and systems, including our use of technology.

A key focus of the Corporate Plan is to drive a collaborative, coordinated and client-centric approach across the agency's broad range of services, programs, and portfolio areas, supported by an agile and flexible workforce.

The department had commenced work on a new Corporate Plan however this was paused early in 2025.

The department is a values-based organisation and seeks to undertake its roles and responsibilities with the **courage** to make a difference through **teamwork, respect, excellence, and integrity**.

Organisational Structure

The department has five business areas:

- **Economic Development** (Acting Deputy Secretary – Jenna Cairney) – Provides advice and assistance to businesses to aid economic growth and partners with communities to remove barriers to employment, training, and workforce participation.
- **Strategy, Housing, Infrastructure and Planning** (Acting Deputy Secretary – Denise McIntyre) – Provides an integrated and strategic approach to planning, infrastructure and projects throughout the regions. Brings together the economic levers that will shape our state's future.
- **Creative Industries, Sport and Visitor Economy** (Deputy Secretary – Brett Stewart) – The principal advisory, development and funding body in Tasmania for the cultural and creative industries, sport and the visitor economy by supporting sector development, delivery of services, stimulation of demand and provision of funding.
- **Transport** (Deputy Secretary – Cynthia Heydon) – Delivers a strategic, coordinated and state-wide approach to the policy, planning and delivery of the state's transport system and transport infrastructure.
- **Renewables, Climate and Future Industries Tasmania (ReCFIT) and Resources** (Acting Chief Executive Officer – Vanessa Pinto) – Provides strategic advice on energy, climate change, mining and forest policy through key strategies, plans and projects, and supports new and emerging industries, with an emphasis on growing Tasmania's renewable energy and resource industries.
- **Business Services** (Deputy Secretary – Angela Conway) – Leads the development of organisational culture, business improvement and emergency management in the department through delivery of quality financial, communication, human, information, spatial, asset management and portfolio services.

A number of Deputy Secretary positions were in active recruitment and have been paused due to the 2025 election. It is the intention of the Secretary is to finalise recruitment as quickly as possible to ensure stability for the organisation.

The department also supports and works closely with the following area.

- **The Office of the Coordinator-General** (Coordinator-General – John Perry) – The principal entity in Tasmania to attract and support investment in the state, facilitate major projects and reduce red tape.

Working with Ministerial Offices

The department has a protocol in place for engagement with ministerial and political offices. In general, all contact between Ministerial Offices and the department is facilitated via the Office of the Secretary (OTS), relevant Deputy Secretaries or the Communications team.

There will be some instances where a Ministerial Office will work with a Deputy Secretary to agree an officer contact for quick clarification or factual information that can be given over the phone or via email.

This ensures that the department provides accurate advice, in a consistent format, and that any issues which cross portfolios or other business areas are taken into account.

Workforce Profile

As at 30 June 2025, the department had an employee headcount of 1,118 employees (964.59 paid Full Time Equivalents (FTE)). A summary of this information by business area is provided in the below table.

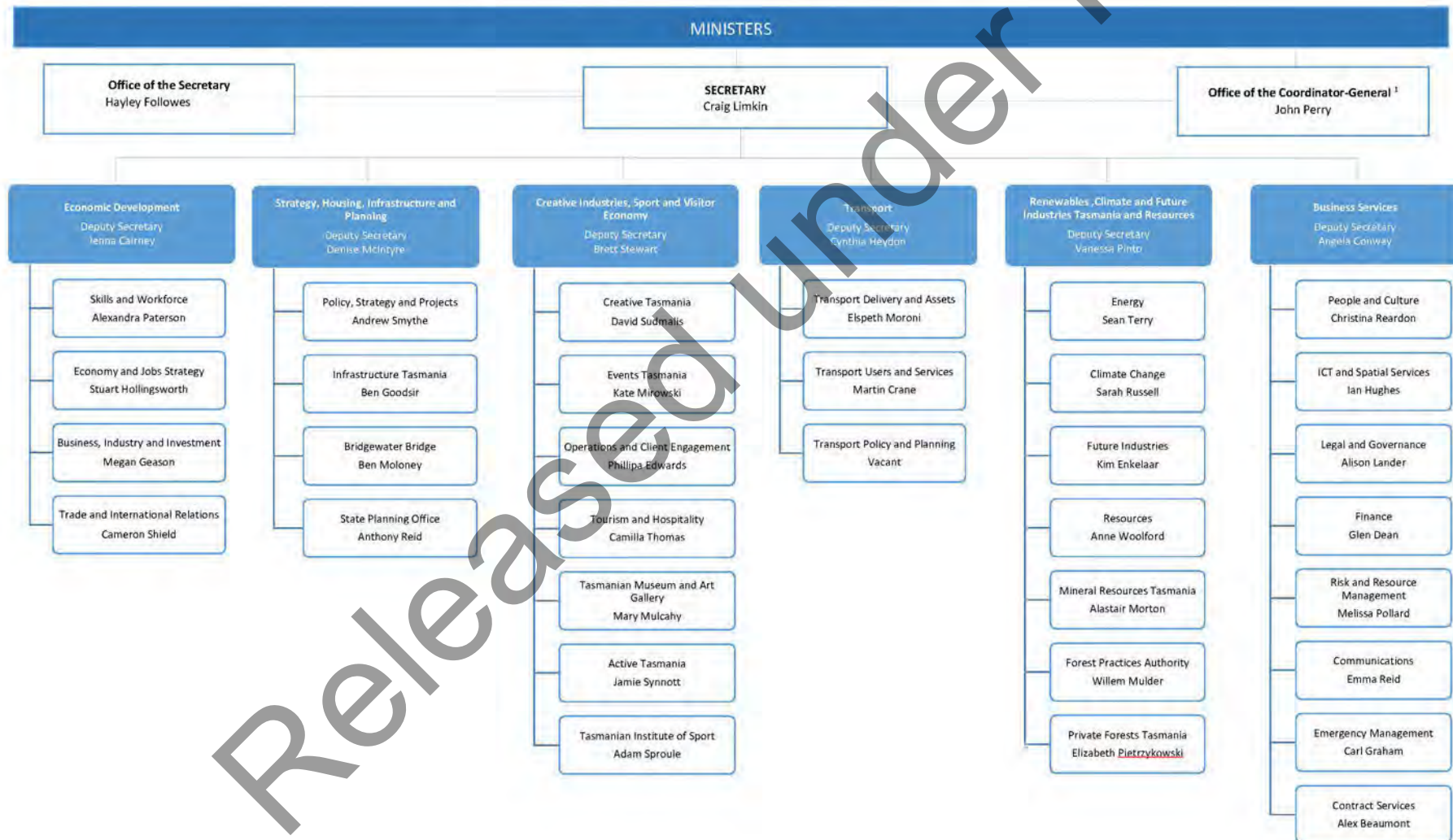
As at 30 June 2025, the workforce demographic for the department remains relatively constant, with an average age of 46.90 years and an average length of employment in the Tasmanian State Service of 7.93 years.

The department's gender profile is 56.03 per cent female, 43.62 per cent male and 0.27 per cent not specified. The gender profile for the department's senior roles - Senior Executives, Equivalent Specialists and General Stream Band 9's is 44 per cent female and 56 per cent male.

	Headcount	Paid FTE
Business Services Numbers include 45 staff who have relinquished roles and are held against Business Services so could return to Agency.	158	140.05
Office of the Coordinator General	16	14.60
Creative Industries, Sport and Visitor Economy	3	1.9
• Active Tasmania	19	18.71
• Arts Tasmania	10	8.20
• Events Tasmania	8	7.80

• Operations & Client Engagement	5	3.80
• Screen Tasmania	6	5.02
• Tasmanian Institute of Sport	25	22.14
• Tasmanian Museum and Art Gallery (TMAG)	85	73.67
• Tourism and Hospitality	4	3
Economic Development	4	3.9
• Business, Industry and Investment	50	46.25
• Jobs Tasmania	12	11.4
• Skills and Workforce	74	67.2
• Trade	21	17.94
Office of the Secretary	5	3.8
• Secretariat	9	9.29
ReCFIT and Resources	6	5
• Climate Change	15	12.27
• Energy	40	38.74
• Mineral Resources Tasmania	46	44.49
• Mining Policy	1	0.8
• Forest Policy	8	7.7
• Forest Practices Authority	18	16.12
• Private Forests Tasmania	10	8.31
Strategy, Housing, Infrastructure and Planning	2	2
• Infrastructure Tasmania	29	26.23
• New Bridgewater Bridge	7	6.89
• Policy, Strategy and Projects	25	23.47
• State Planning Office	13	9.78
Transport	5	4
• Road User Services	220	146.55
• State Roads	156	147.53
• Transport Systems and Policy	7	6.04
TOTALS	1122	964.59

Department of State Growth Organisational Structure as at 30 June 2025



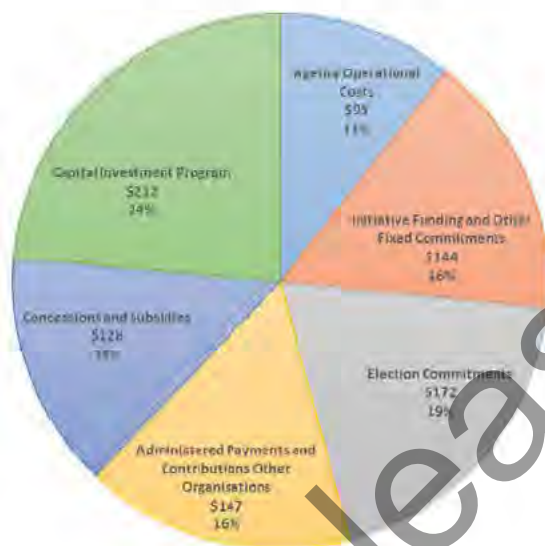
¹ The Coordinator-General reports directly to the relevant Minister

DEPARTMENT OVERVIEW

Budget Information

The department's total Appropriation (Final) in 2024-25 was \$897.9 million, as shown in the table below.

DEPARTMENT OF STATE GROWTH
2024-25 BUDGET SPLIT (\$ M)



2024-25 Budget

Forward Estimate Appropriation allocations included in the 2024-25 Budget Papers for the department are as follows:

2025-26 - \$849.3 million

2026-27 - \$714.7 million

2027-28 - \$634.1 million

These figures include the Capital Investment Program.

2025-26 Budget

A total of \$663.2 million has been allocated to the department through the *Supply Act (No.1) 2025* which allows for the interim provision of appropriation from the Public Account to enable the provision of Government Services until the 2025-26 Budget Appropriation Acts are in place. The amount of appropriation provided reflects funding to continue the normal services of Government for a period of up to six months from 1 July 2025 to 31 December 2025.

In addition to the amount allocated through the *Supply Act (No.1) 2025*, the department has approved Budget Rollovers of \$48.1 million (as per Section 23 of *Financial Management Act 2016*).

PORTFOLIO OVERVIEW

The Business, Industry and Resources portfolio is primarily supported in the department by:

- Economic Development, led by Acting Deputy Secretary, Jenna Cairney.
- Strategy, Housing, Infrastructure and Planning, led by Deputy Secretary, Denise McIntyre
- Office of the Coordinator-General, led by the Coordinator-General, John Perry.
- Renewables, Climate and Future Industries Tasmania (ReCFIT) and Resources, led by Acting CEO ReCFIT/Deputy Secretary Resources, Vanessa Pinto.

Economic Development

Economic Development is client centric group responsible for strategy, policy and delivery of practical services and support to businesses and the community to support economic participation and productivity

Key Activities of the Economic Development group in the Business, Industry and Resources portfolio include:

- Client management of the Major Industrials and support in the face of business/economic disruption.
- Delivering loan and grant programs to Tasmanian businesses to promote business and economic growth in Tasmania.
- Aligning industry policies and strategies across portfolios to address economic diversification, productivity, innovation, and workforce participation priorities across the Tasmanian economy.

Commercial and Agribusiness Finance

- The Commercial and Agribusiness Finance Unit (CAF) supports the Tasmanian Development and Resources (TDR) to provide financial assistance to businesses through the *Tasmanian Development Act 1983*.
- Support is delivered through structured programs such as the Business Growth Loan Scheme - a \$60 million initiative designed to support

Tasmanian businesses to develop, expand, or undertake new projects that promote growth in the Tasmanian economy and align with the Tasmanian Government's strategic objectives.

- In addition to structured programs, one-off grants or loans may also be provided to businesses outside established schemes where strategic benefits to the state are identified.
- Recent financial assistance has included concessional loans and targeted support, for projects that demonstrate strong alignment with government priorities, including regional development, industry capability, and job creation.
- Recent examples of one-off assistance include:
 - Incat's \$60 million loan, to support electric vessel construction.
 - Incat's \$5.25 million grant, to support its expansion in the electric vessel market.

Advanced Manufacturing and Defence Industries unit (AMD)

Advanced Manufacturing and Defence Industries enterprises are located statewide with the small AMDI unit tasked with engaging with the sector.

Important subsectors include, but are not limited to, metal production and processing machinery, equipment manufacturing, transport equipment manufacturing, specialised vehicle manufacturing, and food and beverages.

Tasmanian Advanced Manufacturing Action Plan 2028

- Advanced manufacturers use advanced technology, knowledge, innovative processes and business models as their basis of competition. They may produce finished products or provide specialised inputs into global supply chains.
- They are typically resilient and innovative businesses that underpin diversification and productivity growth within manufacturing. They often operate within, and must be competitive in, interstate and international markets. The manufacturing sector is a key wealth and employment generator and important contributors in local supply chains.
-

PORTFOLIO OVERVIEW

The [Tasmanian Advanced Manufacturing Action Plan 2028](#) was released in October 2024, and is the Tasmanian Government's key policy document relating to the manufacturing sector.

- The plan offers a framework for the Tasmanian Government to deliver assistance to Tasmanian manufacturing small-medium enterprises through activity in the areas of people (workforce), productivity and market success. The plan was developed through close industry consultation with industry groups and individual enterprises. Actions under the plan are progressing well.
- The Advanced Manufacturing and Defence Industries unit engages widely with industry, with over 2,000 activities actioned with businesses in 2024-25.
- Several projects are currently being scoped to address key AMAP initiatives including a continuation of the highly successful Insights into Excellence tours and supporting sustainability and efficiency initiatives.
- Funding for the 2025-26 and 2026-27 financial years were included in the Budget Forward Estimates in 2024. \$1.8 million was allocated for both financial years, including the ICN.

Manufacturing snapshot:

- Manufacturing is the sixth largest industry in Tasmania by Gross State Product (GSP). Generating over \$2 billion in Gross Value Added (GVA) and a turnover of over \$8.3 billion in 2021/22.
- The manufacturing sector directly employs approximately 20,000 people. The sector provides high-paying, skilled jobs, especially in regional areas. The sector is recognised as a driver of innovation in product development and technology adoption.
- Manufacturing is Tasmania's largest industry for interstate and export sales combined and supports supply chains throughout Tasmania. SGS consulting completed an analysis of the value of manufacturing to Tasmania in 2023 and found that its value was an estimated \$3.45 billion flow-on impact to GSP from manufacturing in Tasmania in 2021-22, with over 33,000 additional Tasmanian jobs underpinned through flow on impacts from the manufacturing sector.
- A strong Tasmanian manufacturing industry provides local supply options for other Tasmanian businesses, thereby helping to strengthen other areas of the economy. It is a reliable provider of high-quality products to other local industries, with local manufacturing capability shielding their supply chains from global disruptions.

- Tasmanian businesses selling into the defence industry market are growing their businesses through domestic and export sales to large defence primes and directly to Australia's defence forces as well as allied nations. This market provides good opportunities for suitably qualified businesses to diversify their sales into non-commercial areas. Tasmanian industry sales into defence markets have increased with the support of the Tasmanian Government. Over the last four years Tasmanian companies have been awarded more than \$160 million in defence-related contracts between 2019-20 and 2022-23, with more agreements in the pipeline.

Tasmanian Defence Industry Strategy 2029

- The [Tasmanian Defence Industry Strategy 2029](#) (the Strategy) was launched in January 2025. The Strategy outlines the focus areas for the Tasmanian Government to unlock the full potential of the defence sector for local businesses. This four-year strategy will help the industry maximise opportunities in defence markets for advanced manufacturing, education, IT, and other defence-related industries, enabling more Tasmanian businesses to thrive.
- The Australian defence industry contributes \$10.6 billion annually to the national economy (2022/23), and global allied defence spending totals trillions of dollars. The Strategy aims to support Tasmanian businesses to access these markets by implementing actions that will help them to strengthen their capabilities and foster new business opportunities across the state.
- Building on the momentum from the previous two strategies, the Tasmanian Defence Industry Strategy 2029 will expand on Tasmania's already significant success in supporting local businesses to secure defence contracts.
- The 2025-26 Budget includes funding for a Tasmanian Defence Industry Strategy over the Forward Estimates: 2025-26 (\$750,000) and 2026-27 (\$750,000).
- With the continued support of a Tasmanian Defence Advocate and guidance from the Defence Industry Advisory Committee, we will continue to pursue opportunities to grow this thriving sector.

PORTFOLIO OVERVIEW

- Tasmania is proud to contribute to Australia's defence and national security, ensuring a secure and prosperous future.

Defence Advocate's retirement

- Tasmania's first Defence Advocate, Rear Admiral (RADM) (Retired) Steve Gilmore, retired on 24 April 2025 after nearly eight years in the role.
- During his tenure, he significantly boosted Tasmania's profile in the defence sector, resulting in over \$500 million in defence contracts awarded to local companies in the last seven years.
- Consultation revealed that the industry views the Defence Advocate role as essential and urges for a new appointment.
- It is recommended that the Incoming Minister appoint a new Defence Advocate via Crown Prerogative.
- The role should ideally be full-time and based in Tasmania, though flexibility in hours and location may be considered for the right candidate.
- The Department aims to select someone with the necessary skills and experience to meet industry expectations in a rapidly evolving market, aligning with the recent Tasmanian Defence Industry Strategy.
- RADM (Rtd) Gilmore was initially appointed in August 2017, with his term extended several times, ultimately ending in April 2025.
- His salary reached \$265,823 per annum at his departure. The Defence Advocate's role involves providing strategic advice to both industry and government, helping local companies connect with Defence customers.
- Participation in the defence market increased from 19 entities in 2018 to around 64 in 2025, with contracts awarded rising from 12 to 20.
- The 2025-26 Forward Estimates Budget includes funding for the Defence Advocate totalling \$300,000, incorporating a travel provision.

ReCFIT and Resources

- The ReCFIT and Resources Division provides advice on matters relating to energy policy, climate change, future energy and related industries (such as hydrogen and off-shore wind developments), and resources policy.
- In relation to the Business, Industry and Resources portfolio, ReCFIT and Resources provides strategic policy advice across resources policy matters in the areas of mining, bioenergy and forestry, and on other matters that interact or relate to them.

PORTFOLIO OVERVIEW

Resources Policy Branch

- The Resources Policy Branch includes mining policy and forest policy, and works alongside Mineral Resources Tasmania, Private Forests Tasmania and the Forest Practices Authority.
- The primary responsibilities of Resource Policy include delivering expert, high-level strategic advice on matters related to Tasmania's forestry, mineral exploration and mining industries. The Branch leads and manages the legislative and policy agenda for the resources portfolio, manages a number of government initiatives and provides advice to government on a range of industry issues.

Key Activities of the Resources Policy Branch

- Maintaining and reporting on delivery of Tasmania's obligations under the Regional Forest Agreement (RFA), including the five-yearly review process, for which an independent reviewer's report with recommendations is pending, and the Permanent Native Forests Estate Policy.
- Continued delivery of government commitments, such as the second round of the On Island Processing Program, and delivery of the Tasmanian Minerals, Manufacturing and Energy Council (TMEC) Inclusion and Diversity Plan.
- Ensuring Tasmanians receive maximum benefit from the utilisation of Tasmania's public working forests, including through providing advice on the contracting of the native hardwood and plantation resources, and ensuring the specialty timber sector continues to have access to Tasmania's unique specialty timbers where appropriate.
- The Branch continues to provide high-level advice to government on the mineral and forest industries' policy and legislative reviews across portfolios, with interactions with the resources sector.
- Other areas of focus for the Branch include providing support to the key industry regulatory bodies, Mineral Resources Tasmania (MRT) and the Forest Practices Authority (FPA).

Tasmania's Forestry Industry at a Glance

- The forestry estate in Tasmania is divided into public and private sectors, each with native forests and plantation forests.

- The public sector comprises the Permanent Timber Production Zone (PTPZ) land, which covers about 812,000 hectares and is managed by Sustainable Timber Tasmania (STT).
- The private sector is dominated by industrial scale plantations owned by private investment groups.
- Forestry in Tasmania is underpinned by an established Forest Management System for delivering ecologically sustainable management across all land tenures. The system comprises an overarching legislative and policy framework, and associated planning and operational systems.
- In 2023-24, Tasmanian public forests produced a total of 1,263,654 tonnes of native forest products. This included approximately 108 000 cubic metres of high-quality eucalypt sawlogs from public land.
- The total private forest harvest delivered 3 million tonnes of logs to the market in 2023-24. Privately-owned plantations currently constitute over 70 per cent of total volume of wood production in Tasmania.

Forest Practices Authority (FPA) – Statutory Authority

- The FPA is established under the *Forest Practices Act 1985*, it works independently alongside government and industry to regulate forest practices and administer the forest practices system.
- The objective of the forest practices system is the sustainable management of public and private forests, with due care for the environment in a way that is as far as possible self-funding.
- The FPA is co-funded through a Tasmanian Government Appropriation and self-funded revenue from forest practices plan fees, external grants, and funds for specific projects.

Private Forests Tasmania (PFT) – Statutory Authority

- PFT is an independent statutory authority, whose core functions and powers are set out in the *Private Forests Act 1994*.
- PFT's objective is to facilitate and expand the sustainable development of Tasmania's private forest resource in a manner consistent with sound forest and land management practices.

PORTFOLIO OVERVIEW

- Its functions include promoting, fostering and assisting the private forestry sector on forestry matters, providing strategic and policy advice to Government on private forestry issues, and representing private forest owners' interests at a local, state and national level.

Mineral Resources Tasmania (MRT)

- MRT is responsible for ensuring the state's mineral resources are managed in a sustainable way, now and for future generations, regulating activities in accordance with relevant legislation and policy.
- MRT's critical functions include:
 - Production of geoscientific information for the benefit of the industry and community.
 - Regulating mineral tenements in Tasmania (currently around 500 Mining Leases and 150 Exploration Licences), including collecting royalties and rent.
 - Performing a key advisory role to inform decision-making by regulators, industry and the community on a range of related matters, including natural hazards and land stability.
 - Promoting Tasmania's mineral potential and encouraging and facilitating investment in the Tasmanian industry.
 - Providing critical services to industry at the MRT Mornington site (such as the core library and laboratory services).
 - Managing the rehabilitation of abandoned mine sites on Crown lands.
 - MRT also delivers the Government's Exploration Drilling Grants Initiative (EDGI) and works closely with Resources Policy with regard to delivering the Government's Critical Minerals Strategy (\$3 million over three years).

Tasmania's Mining Industry at a Glance

- Tasmania is one of the most highly mineralised regions in the world, with high-grade mineral deposits across a wide range of commodities.
- Currently, there are around 500 Mining Leases either granted or under application in Tasmania. Most are for small quarrying operations, however there are also a number of major and mid sized mines.

- The mining and mineral processing sectors are critical for Tasmania, directly employing approximately 6,800 people, generating 64 per cent of the State's export value, and producing over \$2.5 billion worth of products.
- There are also six major mineral processing facilities, including Bell Bay Aluminium (aluminium), Liberty Bell Bay (formerly TEMCO) (ferroalloy products), and Nyrstar (zinc, cadmium). Liberty Bell Bay is currently closed. MRT has no direct role in regulating or overseeing these processing facilities.
- Construction materials such as stone, gravel and sand are vital resources underpinning the local infrastructure and construction sectors. It is important to maintain access to these lower-value materials.

Strategy, Housing, Infrastructure and Planning (SHIP)

Policy, Strategy and Projects

Policy, Strategy, and Projects (PSP) is an expert advisory division that develops and delivers significant Tasmanian Government initiatives, performing a broad range of functions to ensure the department delivers on its priorities. Policy, Strategy and Projects (PSP) has a broad range of functions supporting external stakeholders and other divisions of the Department.

In relation to the Business, Industry and Resources portfolio, PSP:

- Provides strategic policy, project and planning advice and implementation expertise and support across the department.
- Leads the strategic review of Kunanyi/Mount Wellington and Wellington Park.
- Coordinates, monitors and reports on the department's progress with key initiatives and deliverables.
- Formulates the department's position on matters with whole of agency impact and coordinates departmental responses in respect of whole of government and inter-jurisdictional policy, planning and project delivery priorities.

Office of the Coordinator-General

Established in 2015, the Office of the Coordinator-General (OCG) is Tasmania's principal entity to attract, support and deliver major investment in the state. The

PORTFOLIO OVERVIEW

OCG is a key part of the Tasmanian Government's agenda of promoting and developing Tasmania's appeal for investment and creating jobs. Serving as the single point of contact for major investors, it collaborates with the Department of State Growth, other state and federal agencies, and statutory bodies.

OCG provides hands-on, case-managed assistance while coordinating across all government tiers and service providers to align objectives and help support proponents through their approval pathways. The OCG also leads the red-tape reduction agenda and supports small business with regulatory or other issues with government through the Small Business Advocate.

Impact to date

- Well over \$5 billion in investment facilitated since 2016.
- Significantly, around \$2 billion of these projects have been completed, generating well over 3,000 jobs.
- The OCG is currently working to progress a record pipeline of over \$19.5 billion of potential investment projects across various sectors including:
 - mining and mineral processing
 - maritime industries including aquaculture
 - agribusiness and circular economy
 - tourism accommodation and attractions
 - food production and processing
 - renewable energy and e-fuels
 - knowledge-based and digital services
 - construction and project housing
 - forestry and bio-based industries
 - advanced manufacturing.

Core focus areas

- Investment attraction and promotion.

- Strategic project facilitation.
- Red tape reduction.
- Northern Cities Major Development Initiative and the Launceston City Deal.
- Startup ecosystem development and Enterprize Tasmania Ltd.

Key activities

- National and international outbound investment missions.
- Inward delegation hosting, support and management.
- Executive engagement with target companies.
- Development and distribution of investment-promotion materials.
- Working with Tasmanian Development (TD) Board to propose incentives and support for strategic projects which need support.
- Site-selection assistance.
- Identification and preparation of investment-ready opportunities.
- Industrial precinct analysis.

Some recent project highlights

- Ocean Infinity.
- King Island Dairy.
- Group 6 Metals (King Island Scheelite).
- BioMar.
- ReadyTech.
- St Lukes Health's Launceston headquarters.
- Construction commencing on Launceston Grand Hotel (Fragrance).

PORTFOLIO OVERVIEW

Question Time Briefs

The current index of Question Time Briefs for 2025 is provided below.

These briefs are currently being updated by the department and will be forwarded to your office before Parliament commences:

Policy, Strategy and Projects

- Strategic review of Kunanyi/Mount Wellington

Economic Development

- Tasmania Development and Resources board
- Launceston Private Hospital
- Incat
- Bell Bay Aluminium
- Boyer Paper Mill – formerly Norske Skog
- Liberty Bell Bay
- Nyrstar Hobart
- Mondelez Trade Waste
- Business Interruption and Failure

Office of the Coordinator General

- Unsolicited Proposals.
- Tourism EOI Process - National Parks, Reserves and Crown land.
- King Island Dairy (Copy to Premier).
- Launceston Creative Precinct Project.
- Cradle Mountain Visitor Experience Masterplan (Copy to Minister for Tourism).
- Group 6 Metals.
- Red Tape Reduction and Small Business Advocate.

- Firmus Group and NVIDA
- Project Connect
- Office of the Coordinator-General Activities and Overview and Topical Projects
 - Highly Innovative Fuels (HIF) Global
 - Project Renewable Future – Whaleback Ridge
 - Bell Bay Power Fuels (formerly ABEL Energy)

Mineral Resources Tasmania

- Current Status of the Mining Sector in Tasmania
- Exploration Drilling Grants Initiative
- Fracking Moratorium
- Mineral Royalties and Associated Issues
- Minerals Sector Government Initiatives
- Mt Lyell Copper Mine – Copper Mines of Tasmania
- TasGas Pipeline

Resources Policy (Forestry)

- Bioenergy (inc. bioenergy vision)
- Fire management (inc. smoke, planned burns-regen and fuel reduction-plus bushfire management)
- Future Potential Production Forest (FPPF)
- Industry Statistics
- Land clearing (inc. King Island)
- Native forestry, carbon and climate change
- Old growth (Inc. giant trees)
- On Island Processing Program
- Ongoing legal challenges and forest protest activity

PORTFOLIO OVERVIEW

- Regional Forest Agreement (RFA)
- Special Species Timber
- STT matters (inc. native and plantation contracting, and workplace protection matters)
- Swift parrots

Key Stakeholders

Councils and council organisations

- Clarence City Council, led by CEO, Ian Nelson. Mayor: Cr Brendan Blomeley. Hobart City Deal and Greater Hobart Committee partner.
- Cradle Coast Authority, led by CEO Sheree Vertigan. The body representing the eight councils¹ on the north-west and west of the state delivering regional economic development.
- Glenorchy City Council, led by General Manager, Tony McMullen. Mayor: Ald Sue Hickey. Hobart City Deal and Greater Hobart Committee partner.
- Hobart City Council, led by General Manager, Michael Stretton. Lord Mayor: Cr Anna Reynolds. Hobart City Deal and Greater Hobart Committee partner.
- Kingborough Council, led by General Manager, Gary Arnold. Mayor: Cr Paula Wriedt. Hobart City Deal and Greater Hobart Committee partner.
- Launceston City Council, led by Acting General Manager, Shane Eberhardt. Mayor: Cr Matthew Garwood. Key partner in delivering Launceston City Deal and TEMT.
- Local Government Association of Tasmania, led by CEO Dion Lester. The body representing Tasmanian councils.
- Northern Tasmanian Development Corporation, led by CEO Chris Griffin. The body funded by six councils² to facilitate improvements in the north and north-east.
-

Southern Tasmanian Council Authority, chaired by Deputy Mayor Helen Burnet (Hobart City Council) – note all southern councils except Clarence, Glenorchy and Kingborough are members.

Primary representative groups

- Launceston Chamber of Commerce and Industry, Chairman Kate Daley
- Tasmanian Antarctic Gateway Advisory Committee, Chairman Dr Tony Press
- Tasmanian Chamber and Commerce and Industry, CEO Michael Bailey
- Tasmanian Development and Resources Board, Chair Mike Wallas
- Tasmanian Minerals, Manufacturing and Energy Council, CEO Ray Mostogl
- Tasmanian Polar Network, Chairman Richard Fader
- Tasmanian Small Business Council (TSBC), CEO Robert Mallet
- Tasmanian Maritime Network
- TasICT, CEO Steve Adermann
- Tasmanian Defence Industry Advisory Committee

Industry Associations

- DairyTas
- Fruit Growers Tasmania Inc., Peter Cornish, CEO
- Independent Brewers Association, Jon Burridge, CEO
- Oysters Tasmania, Duncan Spender, CEO
- TasFarmers (Formerly Tasmanian Farmers and Graziers Association), Nathan Calman, CEO
- Tasmanian Beekeepers' Association Inc., Lindsay Bourke, CEO
- Tasmanian Salmonid Growers Association Ltd, Luke Martin, CEO
- Tasmanian Seafood Industry Council, Julian Harrington, CEO
- Tasmanian Whisky & Spirits Association, Chris Condon, CEO
- Wine Tasmania, Sheralee Davies, CEO

Strategic review of Kunanyi/Mount Wellington

¹ West Coast, Circular Head, King Island, Waratah-Wynyard, Central Coast, Devonport, Kentish and Latrobe (Burnie withdrew in 2022).

² Launceston, Northern Midlands, Meander Valley, Flinders Island, Break O'Day, George Town and West Tamar.

PORTFOLIO OVERVIEW

- Wellington Park Management Trust
- Tourism Industry Council Tasmania
- Aboriginal Land Council of Tasmania
- Councils with land in Wellington Park (Hobart and Glenorchy)
- Councils with parts of Wellington Park within their municipal boundaries (Hobart, Glenorchy, Kingborough, Huon Valley and Derwent Valley)
- Tasmania Aboriginal Centre
- Respect the Mountain
- Mount Wellington Cableway Company
- Hobart Cable Car Supporters
- Residents Opposed to the Cable Car
- Destination Southern Tasmania

Forestry Stakeholders

- Sustainable Timber Tasmania (STT) - Rob de Fegely, Chair
- Australian Government Department of Agriculture, Forestry, and Fisheries (DAFF) - Matt Lowe, Deputy Secretary
- Forestry Australia - Michelle Freeman, President
- Australian Forest Products Association (AFPA) - Diana Hallam, CEO
- Tasmanian Forests Products Association (TFPA) - Nick Steel, CEO
- Tasmanian Forest Contractors Association (TFCA) - Tim Lester, GM
- Tasmanian Sawmillers Association - Matt Torenus, Chair
- Tasmanian Forest and Forest Products Network (TFFPN) - Prof. Julianne O'Reilly-Wapstra, Chair
- Tasmanian Special Timbers Alliance - Andrew Denman, President
- Tasmania Forestry Hub - Tracey Taylor, GM
- Tasmanian Timber Promotions Board - Marita Pierce-Indugula, Chair
- SFM and Hydrowood - Andrew Morgan, Managing Director
- Forico - Evangelista (Ange) Albertini, CEO

- Timberlands Pacific - Steven Brown, CEO
- Reliance Forest Fibre - Owen Hoffmann, GM
- Pentarch Resources Pty Ltd - Malcolm McComb, Chairman
- Midway - Clint Webb, Managing Director
- Britton Timbers - Shawn Britton, GM
- McKay Timber - Brett McKay, GM
- Neville Smith Forest Products - James Neville-Smith, CEO
- Porta Mouldings - John Pizzey, Managing Director
- Timberlink Australia - Ian Tyson, CEO
- Australian Forest and Wood Innovations (AFWI) - Bob Gordon, Chair
- Centre for Sustainable Architecture with Wood (CSAW) - Prof. Greg Nolan, Director

Mining Industry Representative Groups

- Tasmanian Manufacturing, Minerals and Energy Council (TMEC): led by CEO Ray Mostogl
- Cement Concrete & Aggregates Association (CCAA) - Director for Tasmania and Victoria - Roger Buckley
- Institute of Quarrying Australia (Tas Branch) – Chairperson - Ben Palmer
- *See the table on the next page for the mining operational stakeholders contact list.*

Other Stakeholders

- Department of Foreign Affairs and Trade (DFAT), Tasmanian State Office
- Australian Trade and Investment Commission (Austrade)

PORTFOLIO OVERVIEW

Key Mining Operational Stakeholders

Company	Mine / Exploration site	Role	Contact
Allegiance Mining Pty Ltd	Avebury Mine	Managing Director	John Lamb
Bluestone Mines Tasmania JV	Renison Tin Mine	General Manager	Mark Recklies
Cement Australia	Railton Cement	Operations Manager	Simon Tueon
Circular Head Dolomite	Circular Head	Owner/Operator	G & S Ralston
Copper Mines of Tasmania	Mt Lyell Mine	General Manager	Clint Mayes
Cornwall Coal	Fingal	Mine Manager	Keith Falconer
Edrill	Exploration tenements	Managing Director	Steve Poke
Elementos Limited	Luina Tin Project	CEO	Joe David
Flynn Gold	Exploration tenements	Director	John Forwood
Georgina Resources (CopperCorp)	Exploration tenements	CEO, Director	Stephen Swatton
Grange Resources Ltd	Savage River Mine	General Manager	Ben Maynard
Graymont (Tasmania)	Mole Creek Limestone	Mine Manager	Leon Porter
Group 6 Metals	Dolphin Mine King Island	Managing Director & CEO	Kevin Pallas
Hellyer Gold Mines	Hellyer Mine	General Manager	Dion Alford
Kaiser Reef Limited	Henty Gold Mine	General Manager	Valentine Utete
MMG Limited	Rosebery Mine	General Manager	Steve Scott
Stellar Resources Limited	Heemskirk Tin project	General Manager	Gary Feitz
Tasmania Mines Limited	Tasmania Mines, Kara	General Manager	Greg Doherty
Tasmanian Advanced Minerals (TAM)	Blackwater, Hawkes Creek, Corinna	Managing Director	Chris Stuart
Tasmanian Gold	Beaconsfield Gold Mine	Executive President	Marshall Shi
TinOne Resources	Exploration tenements	CEO & Chairman	Chris Donaldson

PORTFOLIO OVERVIEW

Legislation Administered by the department

The following list identifies relevant portfolio legislation for which the department of has responsibility.

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*
- *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 State Growth under the Minister for Housing and Planning)
- *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*

Portfolio Boards and Committees

Minister for Business, Industry and Resources

The following provides a brief description and current membership of the boards in this portfolio.

Tasmania Development and Resources Board

The Tasmania Development and Resources Board supports the industry development activities of the Department of State Growth. The Board's primary focus is the creation of investment and associated employment through supporting the implementation of government policies. The Board has specific areas of responsibility under the *Tasmanian Development Act 1983* and has governance of the legal entity Tasmania Development and Resources. The Board provides independent advice to the Minister on matters relating to this portfolio and its associated responsibilities.

Name	Position	Appointment Expires	Terms (years) at expiry
Mike Wallas	Chairperson	22/02/2026	2 (6)
Craig Limkin	Executive Director / CEO		
Vince De Santis	Director	22/02/2026	2 (6)
Kathryn McCann	Director	22/02/2026	2 (6)
Vacant ¹	Director		
Graeme Bevans	Director	4/05/2028	1 (3)
Peter Iancov	Director	22/02/2026	1 (3)
Selina Lightfoot	Director	30/06/2026	1 (3)

¹ Recruitment process paused due to the government entering caretaker mode.

Sustainable Timber Tasmania, a government business enterprise

PORTFOLIO OVERVIEW

Sustainable Timber Tasmania is responsible for managing public production forests to maintain wood resources and other environmental, cultural and economic values.

Name	Position	Appointment Expires	Terms (years) at expiry
Rob de Fegely ¹	Chair	31/12/2025	3 (9.5)
Jane Bennett	Director	13/06/2026	1 (3)
Rodney Keenan ¹	Director	17/01/2026	1 (3.5)
Katherine Schaefer	Director	30/06/2026	2 (6)
Kathryn Westwood	Director	22/08/2026	3 (8)
Vacant ²	Director		

¹ Term continued under section 21(3) of *Acts Interpretation Act 1931*

² Therese Ryan's second term expired on 17 July 2025.

Forest Practices Advisory Council

The Council consists of 12 members who advise the FPA Board on reviews of the Forest Practices Act and Forest Practices Code, financial matters, effectiveness of forest practices administration, operations and research. The current criteria for appointment to FPAC is a hybrid of knowledge / expertise and representation of key stakeholder bodies. The FPAC members are appointed by the Minister in accordance with s.37A of the Forest Practices Act 1985. The functions of the FPAC are prescribed in s.37C of the Act.

Name	Position	Appointment Expires	Terms (years) at expiry
Penny Wells	Chair	19/12/2027	2 (6)
Darryn Brathwaite	Member	19/12/2027	1 (3)
Catherine Murdoch	Member	28/06/2028	1 (3)
Fred Duncan	Member	14/12/2025	4 (11)
Stephen Rymer	Member	19/12/2027	1 (3)
Ann La Sala	Member	14/12/2025	2 (6)
Louise Wilson	Member	21/07/2027	1 (3)
Jo Oliver	Member	4/09/2026	2 (6)
Sandra Hetherington	Member	19/12/2027	2 (6)
Robert O'Connor	Member	19/12/2027	2 (6)

Elizabeth Pietrzykowski	Member	21/07/2027	1 (3)
Tom Byrne	Member	18/05/2028	2 (3.5)

Forest Practices Authority Board

Administers the Tasmanian forest practices system on both public and private land. Its primary responsibility is regulating the management of forest and threatened non-forest vegetation. The Board's statutory responsibilities are outlined in the Forest Practices Act 1985. The seven board members are appointed on the basis of their expertise and applied knowledge by the Minister in accordance with s.4A of that Act.

Name	Position	Appointment Expires	Terms (years) at expiry
Pam Allan	Chair	25/04/2028	2 (6)
Kim Creak	Member	16/12/2027	2 (6)
Dr Phillip Barker	Member	18/10/2026	1 (3)
Jodie Mason	Member	16/12/2027	2 (6)
Dr Sarah Munks	Member	18/10/2026	1 (3)
Paul West	Member	16/12/2027	2 (6)
Willem Mulder	Acting Chief Forest Practices Officer / Member	23/09/2025	1 (1)

Private Forests Tasmania Board

The objectives and functions of Private Forests Tasmania are set out in the Private Forests Act 1994. The objective of PFT is to facilitate and expand the development of the private forest resource in Tasmania in a manner which is consistent with sound forest land management practice. It works mainly through providing information and advice to private growers and their markets, through research, innovation and planning tools, and by providing practical policy advice that represents the interests of private forest growers to the Tasmanian and Australian governments. Board members are appointed by the Minister in accordance with S.8 of the Act.

Name	Position	Appointment Expires	Terms (years) at expiry
James (Jim) Wilson	Chair	31/07/2027	2 (6)
Robert Rutherford	Member	2/01/2027	1 (3)

PORTFOLIO OVERVIEW

Robert Downie	Member	9/03/2028	1 (3)
Dr Joanna Jones	Member	26/06/2028	2 (6)
Robert O'Connor	Member	26/06/2028	1 (3)
Elizabeth Pietrzykowski	Chief Executive Officer, PFT	-	-

Tasmanian Timber Promotion Board

The Board is a body corporate established by the Timber Promotion Act 1970. The aim of the Board, as set out in the Act, is to promote the use of wood in Tasmania and elsewhere. It is charged particularly with promoting wood produced in Tasmania. The Board carries out research into the uses of wood and wood products; markets wood and wood products; and disseminates information on using wood and wood products.

Name	Position	Appointment Expires	Terms (years) at expiry
Shawn Britton	Member	20/05/2028	4 (12.5)
David Bartlett	Member	20/05/2028	2 (6.5)
Marita Pierce-Indugula	Chair / Member	20/05/2028	2 (6.5)

Christie Sweeting	Member	20/05/2028	2 (6.5)
Carmen Windsor	Member	20/05/2028	2 (6.5)
Vacant ¹	Member		
Vacant ²	Member		

¹ Recruitment process paused due to the government entering caretaker mode.

² Position to remain vacant until advised otherwise.

Statutory Offices supported by the department

The following list identifies relevant Statutory Offices under the portfolios for which the department has responsibility.

Minister for Business, Industry and Resources

Chief Forest Practices Officer (*Forest Practices Act 1985*, s4J)

Director of Mines (*Mineral Resources Development Act 1995*, s8)

KEY ISSUES BRIEFS

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Key Points

- The increasing popularity of Kunanyi/Mount Wellington has raised concerns about the challenges associated with Tasmania's most visited natural asset including funding, amenities, infrastructure, cultural and environmental issues, and administration challenges.
- In May 2024, the Tasmanian Government announced a strategic review of Kunanyi/Mount Wellington and the broader Wellington Park.
- On 12 September 2024, project funding of \$600,000 was confirmed in the 2024-25 State Budget.
- The review invited all Tasmanians to have their say, and over 9,000 people responded throughout the consultation period.
- The consultation showed that the Tasmanian community had a wide range of views, though similar, many views were aligned. For example, many people recognised the need for better facilities to improve the visitor experience.
- On 3 June 2025, a Vision document containing aspiration statements and the findings from community consultation was released publicly.
- The review will conclude with the release of an Action Plan that aligns with the Vision and aspiration statements, due for release at the end of 2025.

Background

The Kunanyi/Mount Wellington strategic review's remit is broad and holistic, focussing on three key themes in accordance with its published Terms of Reference: Values management, User experience, and Administration. Values management relates to how to educate, protect and celebrate the Park's cultural and environmental values. User experience is about how to provide for recreation, access and transport, and Administration is about how best to manage Wellington

Park including governance models, fire management, and planning.

The review is being conducted in three phases. Phase one concluded in December 2024 and comprised extensive public engagement. The consultation was very successful, with over 9,000 responses submitted. Phase two comprised the development of a Vision document that was reflective of the consultation. The Vision was approved by Cabinet with no changes on 20 May 2025. The Vision document was subsequently released alongside all written submissions on 3 June 2025. Phase three, the development of an Action Plan, is currently underway. The final phase has a greater focus on the third pillar – Administration. The Action Plan will contain strategic objectives and actions for how to realise the Vision over the long-term.

The Environment and Resources Heads of Agency act as the steering committee for the review. A Working Group was also established comprising representatives from the Wellington Park Management Trust (Trust), Local Government, State Government Agencies, Tourism Tasmania and TasWater, reflecting the collaborative approach to the review.

The Wellington Park Management Trust's Business Case

In September 2024, the Trust received budget funding to prepare a business case to review user pays funding models and to develop an infrastructure master plan. The department is working with the Department of Natural Resources and Environment Tasmania and the Trust are to ensure alignment between the review and the Business Case.

Halls Saddle

In December 2024, the department supported the City of Hobart's funding application under the Federal Government's \$150 million Urban Precinct and Partnerships Program for funding towards the Halls Saddle Mountain Gateway Precinct. The department's support was given with the caveat that it does not pre-empt any actions in the Action Plan. The Chief Executive Officer of the City of Hobart is on the review's Working Group, and the project team continues to work closely with the City of Hobart.

Key Points

- The proponents of the Launceston Private Hospital (LPH) have continued to progress the project, having recently achieved Development Approval.
- Several financial viability challenges and issues have been identified, following a review of the LPH project by advisory firm Paxon Advisory, that has undertaken a review of the viability and risks of the project for the department as well the demand for its proposed services for the Department of Health.
- The Department of Health has also identified concerns regarding the potential impact of the project on the Tasmanian health system more broadly.

Background

The key people for the LPH are Dr Jerome Muir-Wilson – General Practitioner, and Dr Gaurav Singh – Neurologist, (the proponents). The proponents have progressively developed the Launceston Health Hub since 2014.

The LPH would be located at 215 Wellington Street, Launceston. Honeywell Property Pty Ltd as Trustee for the Honeywell Unit Trust (owned by the proponents) purchased the property in February 2023 for \$2.4 million. The

proponents have also leased property situated at 217-229 Wellington Street on 49 + 49-year lease to facilitate a ground level carpark for the LPH and future expansion. Including the purchase of the property and other development costs, the proponents advise that they have spent approximately \$4 million on the project to date.

The proposed LPH is to include four theatres, two scope rooms, a six-12 chair infusion unit and 20 bed short stay.

The current total project budget for the LPH is estimated at \$65.1 million.

In 2024, the government committed a \$35 million equity investment into the LPH property and the department and the Department of Health formed a Working Group to progress the commitment. Several challenges and risks have been identified by the Working Group and advisory firm, Paxon Advisory that has undertaken analysis for both Departments.



A \$800,000 Joint Funding Arrangement has been entered into with the Proponents to assist with progressing the project as various matters are worked through by the Proponents, Health and the department. \$600,000 of this funding had been disbursed to the proponents as at 8 August 2025.

Key Points

- Bell Bay Aluminium (BBA) is the largest consumer of electricity within the state, continuously drawing around 335 megawatts and accounting for more than 25 per cent of Tasmanian grid-demand.
- BBA is currently undertaking commercial negotiations in relation to its future energy needs with Hydro Tasmania (Hydro), to secure an agreement beyond the current energy contract expiry in December 2025.
- Commercial negotiations on electricity supply and pricing are a matter between Hydro and BBA, and the Tasmanian Government has not directly been involved in discussions.
- However, whilst BBA has previously expressed to government a desire to negotiate and secure existing volume to 2035, government's position has been that it doesn't intervene in the negotiation between Hydro and BBA on the price (and other terms) in any new contract – these terms must be commercially finalised.
- Whilst this broad view has remained, in recent months, with a price gap appearing to be the likely commercial outcome, the department has increased engagement with both BBA and Hydro to understand individual positions, without entering the negotiations themselves.
- Within this engagement, the department has also been presented information (under commerciality agreements) by both parties to support each respective position. It is noted that the department has not assessed this information to form an opinion of, or provided a recommendation around, any sort of appropriate commercial outcome.
- The department has escalated its discussions with the Australian Department of Industry Science and Resources around the proposed Green Aluminium Credit Scheme, aiming to ensure that BBA receive an appropriate allocation of funding.

Background

BBA is a major export manufacturer, employer, and supporter of local business and key industries for the state, such as transport, advanced manufacturing,

resource, and energy.

Each year BBA manufactures about 190,000 tonnes of aluminium product, which is exported mainly into Asian markets.

BBA supports around 500 direct jobs, 120 permanent on-site contractors and an estimated 920 additional indirect jobs.

It directly spends annually approximately \$240 million in goods and services with about 280 Tasmanian supply businesses, which generated an estimated additional \$552 million in economic activity across the state.

The Tasmanian Government has intended to progress a long-term MOU with Rio Tinto (the owners of BBA), which expired in December 2024, once negotiations on energy finalise.

The Tasmanian Government/the department has maintained a strong and ongoing working relationship with BBA to support operations at its Bell Bay site. This is to ensure BBA maintains its highly valued role in a prosperous and thriving Tasmania.

The Office of the Coordinator-General have been working with Rio Tinto regarding the potential acquisition of land currently owned by BBA (the biggest land owner in BBAMZ) to enable preparation and utilisation for major projects and other activities. To help progress these matters with Rio/BBA, the OCG has supported a project to rezone land and to master plan additional infrastructure that may be required and where it could be best located.

In January 2025, the Australian Government announced the Green Aluminium Production Credit Scheme, a \$2 billion initiative available from 2028-29, and potentially lasting for up to 10 years.

The Scheme aims to incentivise Australia's aluminium smelters (there are four in total) to directly consume and support a greater proportion of renewable energy, by funding (or partially funding) the expected price gap between new long-term renewable energy agreements, and agreements associated with traditional base

load energy sources, which for example, do not have a requirement for costs associated with firming.

Intended by-products of the Scheme are that these smelter agreements will push forward construction of various renewable energy projects by making them commercially viable, and that by definition, a long-term energy agreement is likely to produce greater business certainty for smelters, and thus a longer-term commitment to Australia.

The department has been engaging since February with the Scheme's dedicated team within the Department of Industry, Science and Resources. The latest information around the Scheme is that:

- It is still being designed and finalised – exact mechanics and timeframes are not yet approved and released due to delays caused by the recent Federal election.
- It will not necessarily be applied uniformly across the four smelters – each business will need to individually negotiate its position and demonstrate it has agreements and/or projects linked to the increased use of renewable energy.

Bell Bay Aluminium	
Background	
Location	Bell Bay
Ownership	100 per cent ownership by Rio-Tinto since 1960
Activity	Aluminium smelter, producing Ingot, T-Bar and Block for a number of specialist uses
Production volume	Up to 190,000 tonnes annually
Operational since	1955
Market	Primarily to Asian markets
Workforce	
Employees	Approximately 500 direct and up to 120 on-site contractors
Female employees	Approximately 96
Economic contribution	
Estimated direct Tasmanian contribution (including supply chain spend)	Annual estimated direct spend of \$240 million through approximately 280 Tasmanian suppliers
Broader economic contribution	Estimated total contribution of \$552 million to Gross State Product
Indirect workforce contribution	Estimated to create approximately 920 indirect jobs within Tasmania
Support to Tasmanian industry	Major customer of Tasmania's electricity and advanced manufacturing suppliers, as well as being a major user of the Tasmanian rail and road network and Bass Strait shipping.
Energy	
Sources	Combination of electric and gas sources.
Consumption	The highest consumer of electricity in the state (approximately 355MW), using around 25 per cent of total supply.

Key Points

- Nyrstar recently advised that its parent entity Trafigura would make a decision to maintain or close Australian operations by 14 July 2025 without an urgent unilateral position from the Australian, Tasmanian and South Australian Governments.
- The immediate ask by Nyrstar to the Australian, South Australian and Tasmanian Government, was that the governments collectively contribute \$360 million to support Port Pirie and Hobart, through a circa two-year feasibility period.
- Through this period Nyrstar will pursue further project design and costing to allow it to modernise its operations in Australia and develop a new critical metals production capability.
- [REDACTED]
- On 4 August 2025, following extensive negotiations with Nyrstar, a grant deed was executed for \$42.5 million to support Nyrstar's Hobart operations, representing a \$22.5 million contribution from the Tasmanian Government and a \$20 million contribution from the Australian Government, with the Tasmanian Government administering funding on behalf of the Australian Government.
- This \$42.5 million grant supports Nyrstar undertake a variety of critical projects and asset integrity works over a nine-month period to 30 April 2026.
- Concurrently, a \$92.5 million grant was announced by the South Australian Government to support Nyrstar's Port Pirie operations, with this grant also partially funded by the Australian Government.

Background

Nyrstar operates two smelters in Australia:

- Nyrstar Hobart – zinc.
- Nyrstar Port Pirie – multi metals, including lead, silver, zinc fume, copper matte and by-products such as sulphuric acid.

Each year Nyrstar Hobart manufactures about 280,000 tonnes of zinc, along with other related by-products, for use in steel manufacturing in mainly Asian markets.

Nyrstar Hobart supports about 540 direct jobs, up to 150 contract jobs and over 1,000 indirect jobs. It spends approximately \$290 million through Tasmanian supply businesses which generates an estimated \$790 million in economic activity across Tasmania.

Nyrstar has advised that the financial performance of Nyrstar's smelters in Australia have been impacted by several factors including:

- Global softening of demand (steel manufacture) for both zinc and lead product and associated by-products – zinc produced in Hobart and lead at Port Pirie.
- Imbalances between ore supply and smelter capacity – decrease in mine supply and increase in Chinese smelter capacity.
- A collapse in the treatment charge amounts received by smelters (globally) – due to smelter capacity – tipping point was November 2024.
- Material changes in Nyrstar's traditional ore supply (mines) and pricing structures within Australia – traditional suppliers now moving into China and now operating on spot-based arrangements – decoupling of input costs and revenues.

- Furthermore, significant capital expenditure is required at both sites to ensure future operations, including a new cellhouse at Hobart and a new side blown furnace at Port Pirie.

Nyrstar Hobart	
Background	
Location	Lutana – Industrial precinct also containing BOC Gases, Incat and Impact Fertilisers
Ownership	All the Nyrstar group businesses are ultimately owned by the Trafigura Group which deals in global commodity trading markets and the provision of infrastructure, logistics and finance services to the commodity sector
Activity	One of the world's largest zinc smelters, producing high grade zinc and zinc alloys, along with by-products such as sulphuric acid and copper sulphate
Production volume	Capacity of 280,000 tpa – zinc 300,000 – 400,000 tpa – sulphuric acid
Operational since	1918
Market	Zinc - Offtake agreements to primarily Asian and Australian markets

	Sulphuric Acid – key input to fertiliser production in Aus/NZ
Workforce	
Employees	Approximately 690 – including 150 direct contractors
Female employees	Approximately 45
Indirect workforce contribution	Estimated to create an additional 1,035 indirect jobs within Tasmania through supply chain activity
Economic contribution	
Estimated direct spend (including energy and salaries)	\$356 million
Broader economic contribution	Estimated total contribution of \$789 million to Gross State Product
Support to the Tasmanian mining industry	Around 25 per cent of its raw material feed is sourced from Tasmanian mines, and a major user of the Tasmanian rail and road network and Bass Strait shipping.
Energy and environment	
Consumption	Contracted volume of 140MW (2nd largest user in Tas.) of electricity and around 100,000 GJ gas.

Key Points

- Liberty Bell Bay (LBB) is Australia's only manganese alloy smelter. Manganese forms a key component in steel manufacturing and is identified as a critical mineral within the Australian Government's Future Made in Australia National Interest framework.
- The department has been working with LBB regarding its various prolonged challenges.

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- On 6 August 2025, the former Minister for Business, Industry and Resources signed off on the terms and conditions of the LBB loan (to secure ore supply) as recommended by the Tasmanian Development Board. The former Treasurer has approved the loan pursuant to the Tasmanian Development Act. The final loan documentation would require your approval and signature.
- The department is working on a medium-term strategy for further Cabinet consideration. Negotiations with the Australian Government will be critical to inform this strategy.
- It is strongly recommended that the incoming Minister receives an in-person brief due to the changing nature of this issue.

Background

At full production, Liberty Bell Bay manufactures about 230,000 tonnes of ferro manganese and silico manganese for use in steel manufacturing in the US, Japan, Australia, and New Zealand.

Liberty Bell Bay operates as the only manganese alloy smelter in Australia.

Liberty supports around 250 direct jobs and an estimated 400 additional indirect jobs. It spends approximately \$160 million in goods and services annually with about 190 Tasmanian supply businesses, which generates an estimated \$450 million in economic activity across Tasmania.

Liberty as a Major Industrial, is one of the State's largest energy consumers, providing key investment and support toward reliable electricity generation and the maintenance of network infrastructure and overall supply - from which all Tasmanians benefit.

Liberty Bell Bay	
Background	
Location	Bell Bay
Ownership	Held within the Liberty Steel Group, with ultimate ownership through GFG Alliance, owned by Sanjeev Gupta and family.
Activity	Ferro manganese and silico manganese, being Australia's only ferro-alloy producer.
Production volume	Up to 230,000 tonnes annually
Operational since	1961
Market	US, Japan, Australia, and New Zealand
Workforce	
Employees	Approximately 250 direct and up to 100 on-site contractors – contractor numbers currently around 30
Female employees	Approximately 23
Economic contribution	
Estimated direct Tasmanian contribution (including supply chain spend)	Annual estimated direct spend of \$160 million through approximately 190 Tasmanian suppliers
Broader economic contribution	Estimated total contribution of \$450 million to Gross State Product
Indirect workforce contribution	Estimated to create approximately 400 indirect jobs within Tasmania
Support to Tasmanian industry	Major customer of Tasmania's electricity and advanced manufacturing suppliers, as well as being a major user of the Tasmanian transport network and Bass Strait shipping.
Energy	
Sources	Combination of electric and gas sources.
Consumption	The third highest consumer of electricity in the state (approximately 89MW).

Key Points

- Boyer Capital Pty Ltd, headed by David Mariner, has now finalised the purchase of The Boyer Mill from Norske Skog.
- This development secures regional employment and business activity and returns the mill to local ownership.
- The new owner plans to invest in the site to diversify both its manufacturing base and its range of industrial activities.
- The department and the Tasmanian Government maintains communication with Boyer as an important employer and infrastructure hub for Tasmania into the future.
- In 2022, the Tasmanian Government committed \$2 million to the Boyer Mill to support various projects aimed at reducing operating costs and supporting long-term sustainability at the site. This includes the development of a new photocopy paper product range.

Background

The Tasmanian Government recognises the significant long-term investment and contribution the Boyer Mill has made to the state as a major manufacturer, employer, and supporter of local business and key industries such as transport, forestry, resources and energy.

The Boyer Mill generates significant economic activity throughout Tasmania. Each year, the Mill manufactures about 260,000 tonnes of paper product, which is primarily sold within Australia and New Zealand.

The Boyer Mill is currently the only site in Australasia producing newsprint and related publishing paper grades.

The Mill supports about 310 direct jobs and an estimated 550 indirect jobs, which generates around \$400 million in economic activity each year across Tasmania.

Through its supply chains, the Mill also directly supports small, locally owned businesses along with other key Tasmanian industries such as transport, plantation forestry and energy.

The Boyer Mill as a Major Industrial, is one of the state's largest energy consumers, providing key investment and support towards reliable electricity generation and the maintenance of network infrastructure and overall supply - from which all Tasmanians benefit.

Boiler replacement project

The Boyer Mill operates a coal fired boiler which is used to dry paper on its paper machines, and heat and refine wood chips.

There has been a strong desire from the Mill to replace their boiler, which is reaching its end of life, and is also a high source of carbon emissions for the business and the state.

The Mill has explored options to replace the boiler and has indicated its preference is full electrical conversion. If that were to proceed, then the plant's overall electricity needs would increase by about 50 per cent.

Preliminary estimates undertaken indicate a full electrical conversion would result in a significant reduction in carbon dioxide equivalent and represent one of the single largest opportunities for Tasmania to reduce industrial emissions.

Boyer has noted that power availability and price will be the main factors influencing the project and it remains in ongoing conversations with Hydro Tasmania, TasNetworks and other potential renewable energy suppliers.

Coal supply

Tasmanian sourced coal supply to the Boyer Mill ceased in 2023, with a mainland source of coal supply secured to replace the Tasmanian supply. The Mill is exploring options to re-secure Tasmanian coal supply, along with future alternative fuel sources, which will reduce or potentially eliminate coal consumption into the future, such as the boiler replacement project.

Photocopy Paper Production

The Boyer Mill has identified a market opportunity to produce copy paper. Following the closure of the Opal Maryvale Mill in Victoria there is currently no Australian produced copy paper product, with all the country's requirements sourced overseas.

Trials have validated that an effective product can be produced on the Mill's existing machine lines and management believes it will be able to secure a

significant portion of current Australian volume offering a fully Australian made product.

Released under RTI

Key Points

- The Tasmanian Government purchased the My State Bank Arena (MSBA) and surrounding land at Wilkinsons Point from the city of Glenorchy in 2020
- Over the past few years, the Government has been working with the LK Group with the intention to sell surplus Crown land at Wilkinsons Point.
- The LK Group has indicated that it will invest money in the development of a multi-use retail precinct, a family resort and a hotel complex on the site.
- The details of potential land to be sold are still being finalised. The contribution that both LK Group and Crown will make towards various development costs are still being negotiated.
- The sale price is to be negotiated but it will not be less than a reserve price determination to be made by the Director-General of Lands.
- On the basis that there is no certainty of development or contribution to costs from LK Group and the potential high cost to Government of around \$100 million to activate the site, the department's current recommendation is to cease negotiations on sale of land and consider offering the surplus land to open market. A minute to this effect was submitted to the Premier.
- The land sale and development agreement is currently subject to both a Tasmania Audit office investigation and Parliamentary Public Accounts Committee.

Background

The Crown owns the land at Wilkinsons Point, including MyState Bank Arena (MSBA), between the River Derwent, Elwick Racecourse and the Brooker Highway.

The sale and development of Wilkinsons Point arose out of the government agreeing to purchase Wilkinsons Point from the Glenorchy City Council (GCC), redevelop MSBA and sponsor the establishment of a National Basketball League (NBL) franchise in Tasmania.

The LK Group is the owner of the JackJumpers, Tasmania's NBL team, with the MSBA being the home of the JackJumpers.

The Crown became the owner of Wilkinsons Point on 25 June 2019, the Tasmanian Government agreed to commence formal discussions with both the NBL and the LK Group about the establishment of a Tasmanian NBL franchise, development of the then-Derwent Entertainment Centre (DEC) and Wilkinsons Point precinct, and the establishment of a community multi-sport venue.

On 28 February 2020, the government reached an in-principle agreement of key terms with GCC to purchase the DEC and Wilkinsons Point.

Reaching the agreement of key terms with the GCC allowed the roll out of six separate, but connected, agreements between the government and the LK Group. Only one in-principle agreement is outstanding which is to sell the land to the LK Group.

The department is progressing negotiations to finalise the term sheet. Once the term sheet is finalised, it will need to be considered by government to establish whether it agrees to the terms and enter into a sale and land development agreement.

As part of developing a term sheet which may lead to a draft sale and development agreement, the department has identified land that is not to be considered for sale, and includes:

- the MSBA
- land to be used for a future ferry service, including a proposed park and ride/sail facility
- access to Wilkinsons Point, including access to the ferry terminal
- land reserved for the future widening of the Brooker Highway (long-term)
- an internal road (Lloyd Road)
- foreshore reserve land.

The department is following due process in the development of the term sheet, which includes ensuring that the land is valued by the Office of the Valuer General with the Director General of Land fixing the reserve price for the land.

The department is nearing completion of negotiations on the term sheet.

The LK Group has also proposed the expansion of the MSBA to meet community demand for NBL events by increasing seating capacity. The LK Group has prepared some early concept designs and costings.

Key Points

- The Tasmanian Government is continuing delivery of the Cradle Mountain Visitor Experience Master Plan, a major project for the state and for regional tourism.
- This includes projects which are vital for the protection and future management of the Wilderness World Heritage Area and its contribution to the Region, State and Nation.
- Projects for which important work has been progressed to realise the Master Plan vision include:
 - additional staff accommodation;
 - the improved transport solution linking the Gateway with Dove Lake; and
 - the Gateway village precinct development from the Request for Expression of Interest Process (REOI).
- The cableway transport solution is a key part of delivery of the Master Plan. Along with industry stakeholders, the Tasmanian Government has continued to advocate for Australian Government commitment to the full delivery of this project.
- The Australian Government has recently committed \$3.75 million through a 2024-25 Mid-Year Economic and Fiscal Outlook allocation for planning and concept design work for the integration of transportation options at the end of the Devonport to Cradle Mountain corridor, including planning work for the Cradle Valley cableway. The required Planning Project Proposal Report to access the committed funds has been drafted ready for submission to the Australian Government, and securing these funds will assist in maintaining project stakeholder engagement.
- The Tasmanian Government – in partnership with the Tourism Industry Council of Tasmania, West x North West regional tourism association, Cradle Coast Authority, Kentish Council and relevant Tasmanian Government agencies – is also seeking Australian Government support through its regional Precincts and Partnerships Program (rPPP) to further progress essential planning, design and survey work required for implementing important Master Plan projects. The OCG submitted this application in July 2024, but the Australian Government still has not assessed the rPPP

applications from then.

- A decision on this application is currently expected in the first quarter of the 2025-26 financial year.

Background

Request for Expression of Interest (REOI) Process

- The Tasmanian Government initiated a REOI for private investment to develop a high-quality alpine village as the next stage of the Gateway Village Precinct near Cradle Mountain.
- Up to \$5 million was committed to support the successful proponent in delivering an iconic building adjacent to the Visitors Centre to enhance the visitor precinct and capitalise on the views to Cradle Mountain.
- Cableway planning has required integration into the broader precinct due to site limitations and to ensure a world-class visitor experience.

Staff Accommodation

- Staff housing is a critical issue, with rising costs, restricted land availability and limited viability for private developers.
- The OCG is exploring relocatable and joint-delivery housing options to try to meet current and future needs.

Cableway Transport Solution

- A technical and environmental analysis identified the optimal cableway route and refined project scope and a detailed analysis projected the costs.
- Integration with Gateway Village is key to delivering a seamless transport and tourism experience.

Engagement with the Australian Government

- A draft Business Case for the proposed cableway was provided in early 2023 however a final version cannot be prepared until the full funding pathways are agreed.

- The Australian Government withdrew its \$30 million commitment after changing the terms related to timing regarding the Community Development Grant Program. The changes made it impossible for the cableway to meet the eligibility requirements and timeline restrictions.
- Despite Tasmanian Government efforts, including ministerial correspondence and briefings, that funding commitment was not preserved.
- Tasmania continues seeking alternative funding pathways and has requested renewed Australian Government support.

Cost

- The industry group who prepared the Cradle Master Plan gave an initial estimate of the cableway as \$60 million. The Tasmanian Government then undertook detailed studies, assessments and costings to determine a QS reviewed estimated total project cost, which came out at \$190 million as included in the 2023 draft Business Case.
- Australian Government commitment to the full delivery of the cableway project is sought, and to facilitate this under current funding parameters, the project has been split into phases. The immediate request is for the necessary budget allocation for the next three years that will complete the

works required to take the project through to construction readiness.

- The Tasmanian Government remains committed and is pursuing the Australian Government to progress funding.

The Draft Business Case

- This has been shared with the Australian Government to facilitate funding discussions.
- Will be updated, finalised and released once funding mechanisms are confirmed, as they affect commercial components.

Future Visitation

- Cradle Mountain welcomed over 269,000 visitors in 2024, with numbers expected to continue to rise.
- No visitor cap is planned; infrastructure is being designed to manage peaks while protecting World Heritage values.
- The scalable cableway will have much greater, safer and more efficient carrying capacity and enhance visitor flow long-term.

Key Points

The government has announced several significant red tape reforms including:

- Small Business Single Start Up Permits
 - Industry considers this nation-leading reform to be a significant to support small business sector.
 - Put on hold during caretaker mode.
 - The initial draft of the legislation has been completed by Office of Parliamentary Counsel (OPC).
 - OCG will resume working on the Bill subject to direction by incoming government.
- Revising the Red Tape Portal
 - The red tape portal has generated over 200 red tape reform suggestions from the community and small business sector.
 - Agencies have not responded positively to the reform proposing to reject over 60 suggestions and only embracing six.
 - OCG can offer some strategies to address the reforms emanating from the portal.
- Parliamentary Red Tape Repeal Days
 - OCG understands OPC is undertaking a review of legislation to determine what can be repealed.
 - This is a housekeeping exercise and is not considered red tape reform.
- Implementation of “net negative one” to reduce legislation
 - This is again a housekeeping exercise and not red tape reform.
 - To deliver on this pledge, government will need to identify what legislation will be repealed when new legislation is introduced and may be combined with the red tape repeal days.
 - An audit of all licences, permits and approvals to remove unnecessary red tape. Recommended to relevant Ministers.
- Establishment of a Red Tape Reduction Industry Taskforce
 - The first Industry Taskforce was held by Minister Barnett as Treasurer as it was agreed that the appropriate channel for dealing

with new issues arising from the taskforce is to raise these through the portal where they would be assessed and triaged as with the other red-tape issues.

- Cutting red tape for poppy growers with simpler crop approval processes.
 - Minister Howlett announced this reform on 4 April 2025 and it will be led by NRE.
- Simplified event permits processes for festivals, food and wine events with a single application permit.
 - Minister Duigan announced this reform on 18 March 2025 and it will be led by the Liquor Licensing Division of Treasury.
- New digital liquor licencing with deemed approval within 10 days.
 - Minister Howlett announced this reform on 19 March 2025 and it will be led by the Liquor Licencing Division of Treasury.
- All of the former reforms were suspended during caretaker mode and will be recommenced subject to direction from the incoming government.
- As detailed in the Red Tape Audit Report 2023-24, the Government has addressed 86 per cent of the 198 red tape issues identified by industry and the wider community since 2014.
- The Red Tape Audit Report 2023-24 also details 37 red tape priorities of which:
 - 12 were new reforms.
 - Eight were existing reforms which have been completed since the last report.
 - 17 were existing reforms which have made significant progress during the period.
- Both the Red Tape Audit Report 2023-24 and the larger Consolidated Red Tape Report 2014-24 can be found on OCG’s website.
- The 2024-25 Red Tape Audit Report and the larger Consolidated report will incorporate all of these recent initiatives and outcomes and is expected to be released in November 2025.
- The Business Council of Australia assesses all jurisdictions each year and ranks them on their ease of doing business. In 2024-25, Tasmania was ranked second in Australia for ease of doing business behind South Australia. With the suite of red-tape reduction reforms planned to implement, the OCG is working towards further improvement in Tasmania’s ranking.

- The lead for red tape reduction, the Red Tape Reduction Coordinator (RTRC), is part of the OCG and coordinates the government's red tape initiatives and also assists with approvals pathways for the OCG's strategic projects.
- The RTRC also serves as the Small Business Advocate (SBA) to assist small businesses with issues related to big business and particularly government and GBEs/SOCs.

Key Statistics

- The average time to resolve a red tape issue is approximately 18 months.
- The overall average number of new red tape issues identified per year is approximately 20.
- The number of small businesses assisted by the SBA each year is typically between 70 and 80 but has been much higher than that.

Background

- There have been many significant reforms since the last report in 2023-24 including but not limited to:
 - The assignment and publishing of processing timeframes for over 300 Tasmanian Government permits and approvals.
 - Improving the regulatory framework for workers accommodation on farms to attract and retain seasonal workers and farm hands.
 - Streamlining the dispute resolution process for residential building work through the Tasmanian Civil and Administrative Tribunal.
- The RTRC also provides small business advocacy and further support for small business.
- The SBA works directly with small businesses across the state to overcome hurdles they encounter in their daily operations.
- Each year the SBA assists around 70-80 small businesses with a range of matters from disputes with landlords, resolving connections with utilities through to liquor licensing. During 2024, the number of small businesses assisted was over 80.
- Small businesses are sometimes hamstrung by regulatory hurdles that have become slow or cumbersome, but which simply require guidance or advocacy on their behalf, and this has become an important function of the Small Business Advocate.

Optimal / Solstice

- Optimal Renewable Gas (ORG) is an Australian developer of renewable gas projects aiming to provide the Australian industry with a clean, reliable net zero CO2 choice for heat and power. ORG's renewable gas is produced using the well proven anaerobic digestion technology and organic wastes as feedstock.
- ORG has a joint venture agreement with Solstice (TasGas) to develop ORG's Westbury project. The Westbury Biomethane plant would be located adjacent to BOC's Westbury micro-LNG plant. The companies are seeking a loan towards the renewable gas plant.

Bell Bay Power Fuels (formerly ABEL Energy)

- ABEL Energy's \$1.7 billion Bell Bay Powerfuels facility will repurpose the old Bell Bay Thermal Power Station to produce 300,000 tonnes per year of green methanol, powered by green hydrogen.
- Zen Energy recently announced it was acquiring Bell Bay Powerfuels Pty Ltd (BBPF) from ABEL Energy. Zen has subsequently informed the OCG and RECFIT that it will not be completing its acquisition of BBPF.
- The department have been advised by ABEL Energy that is progressing discussions with a new investor for BBPF to fund FEED activities and targets a Final Investment Decision in 2026.

Site Acquisition and Preparation

- Hydro Tasmania has agreed to sell the former power station site to ABEL, with demolition and remediation underway since June 2024 (14-month program; 70 per cent of materials recycled).

Government Support

- Pre-feasibility work was backed by the Tasmanian Renewable Hydrogen Industry Development Fund, with a Knowledge Sharing Report published May 2022.

- BBPF's request for further financial support has been reviewed by the TDR Board; government consideration of its recommendation is ongoing (commercial-in-confidence).

Feedstock and Energy Inputs

- Biomass will come solely from certified plantation residues
- The project requires 240 megawatts of renewable electricity, driving new renewable generation capacity. BBPF has heads of agreements or memoranda of understanding with several renewable energy developers.

Tasmanian Green Hydrogen Hub Alignment

- Tasmania has secured \$70 million Australian Government funding for shared port, water and grid infrastructure for the planned Tasmanian Green Hydrogen Hub at Bell Bay.
- BBPF was selected as a Provisional Proponent for the TGHH following the open ROI and EOI processes completed by RECFIT.

Hermal Group

- Hermal Group subsidiary CLTP Panel Products Pty Ltd opened its Wynyard cross laminated timber (CLT) and glue laminated timber (GLT) products pilot plant facility in 2021, using 100 per cent Tasmanian plantation timber.
- The Tasmanian Government granted \$4.5 million in 2020 to support the opening of pilot plant; CLTP has since invested over \$50 million and employed 65 staff (2024).
- A 2018 package proposed \$12 million in grants and \$30 million in loans for a \$190 million Burnie hardwood mill, but only the \$4.5 million grant has proceeded.

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GENERAL)

Project Southgate

- Firmus is a Launceston based technology company that has develops and operates AI factory infrastructure primarily in Singapore
- Central to the zone is Firmus' Project Southgate in Launceston, a modular campus of AI Factories that use up to 60 per cent less energy and cost up to 50 per cent less to build than some traditional data centres.
- Stage 1 will deliver 90 megawatts of AI infrastructure by 2026 at Firmus' current location in Launceston (44 megawatts in Stage 1a, followed by 46 megawatts in Stage 1b), with plans for a further up to 300 megawatts in Stage 2 pending approvals and site selection.
- Southgate will support diverse AI applications, from gaming and content creation to enterprise and high-performance computing, linked via high-speed fibre nationally and globally.
- With up to \$2.1 billion in investment for Stage 1a over the next year, the project will generate up to 100 direct jobs and hundreds more across supporting industries, with further roles to follow in Stage 1b.

Beaconsfield Gold Mine

- Tamar Mining has recently acquired Tasmanian Gold Pty Ltd, the lessee of the Beaconsfield gold mine.
- As the acquisition was a direct purchase, no mining lease transfer is required. Tasmanian Gold Pty Ltd. holds the mining lease.
- The Beaconsfield Gold Mine has been closed since June 2012. The Beaconsfield Gold Mine was a major employer in the North-East and provided a significant economic contribution to the region and State.
- Tamar Mining are proposing a staged approach to reopening the mine to allow it work through legacy challenges and the associated environmental and regulatory approvals.

Group 6 Metals

Government Support and Financial Restructuring

- In April 2025, the Tasmanian Government converted a \$10 million loan into equity in Group 6 Metals (G6M) to support the Dolphin Mine's recapitalisation and business transformation plan.
- In parallel, over \$67 million in debt from various lenders was converted into equity as part of a broader recapitalisation effort.
- The plan, approved by shareholders in April 2025, was critical to avoiding administration and the almost certain loss of the Tasmanian Government loan as well as ensuring the mine's continued operation.
- The Government has also subsequently provided an additional \$7.5 million loan, matching the terms for the senior lenders' new debt support*, to fund G6M's business transformation plan.

* the senior lenders are also proposing to put some new equity into G6M

Economic and Strategic Importance

- The Dolphin Mine hosts the western world's highest-grade tungsten deposit of significant size a critical mineral vital to defence, energy, and tech sectors.
- The mine sustains 109 full-time jobs, most of which are local, contributing significantly to King Island's economy.
- Tasmania accounts for over 25 per cent of Australia's demonstrated tungsten resources.

Oversight and Governance

- Given the Minister's dual role in regulating tenements and supporting business development, a potential conflict was identified and mitigated.
- Statutory decisions for Dolphin Mine tenements are now handled independently by the Director of Mines.

Assessment Process

- The proposal regarding G6M was submitted in October 2024 and considered by the Tasmanian Development Board in November 2024. Ministerial and

GENERAL)

Treasurer approval was provided in January and February 2025

Released under RTI

Key Points

- The Tasmanian Regional Forest Agreement (RFA) provides certainty of resource access and supply to Tasmania's forestry industry and ensures Ecologically Sustainable Forest Management.
- Tasmania's RFA is currently undergoing a 5-yearly review process.
- The purpose of the five-yearly review is to assess progress and outcomes against the commitments in the Tasmanian RFA.
- The review consists of an outcomes report on the Tasmanian RFA prepared by the Tasmanian and Australian governments, a public comment period and an independent reviewer's report detailing findings and recommendations.
- The outcomes report and the public comment period have been completed, and the independent reviewer's report is currently being prepared.
- It is anticipated that the independent reviewer's report will be finalised towards the end of August 2025, at which point it will be provided to the Australian Government.
- The independent reviewer's report must be tabled in the Australian Parliament within 15 sitting days of receipt of the report, at which time it is publicly released. Anticipated to be some-time in September 2025.
- There is then a 12-month period for the preparation of a formal Joint Government Response to the Report's recommendations.
- The report will make recommendations as to areas for improvement for the State's achievement of RFA objectives. These recommendations may open the State up to criticism as to the performance of the forestry industry in the relevant areas.

- Upon receipt of the final report, the Resources Policy Branch will prepare further advice for the Minister as to the nature of these recommendations and potential impacts.

Background

- The *National Forest Policy Statement (1992)* committed State and Territory governments to achieving ecologically sustainable forest management.
- RFAs are a mechanism to implement the National Forest Policy Statement and are legislated through the *Regional Forest Agreements Act 2002*.
- RFAs are important, as they provide long-term certainty for the forest industry and balanced environmental, social and economic outcomes.
- A key achievement of RFAs is regulatory certainty, through "accrediting" the State's forest management system thereby streamlining Australian Government environmental approvals for certain forestry activities.
- The Tasmanian and Australian Governments signed the first Tasmanian RFA on 8 November 1997. It was varied on 18 August 2017 to extend its life to 8 November 2037 and establish a rolling 20-year agreement with five-yearly extensions contingent on satisfactory performance over the previous five-year review period.
- One of the key priorities of the Resources Policy Branch is to manage the RFA five-yearly review process on behalf of the State.
- RFAs have recently faced significant scrutiny, with environmental groups calling for the abolition of RFAs and environmental law reform, as well as legal challenges in NSW.
- The forestry industry is a strong supporter of the Tasmanian RFA.

Key Points

- Sustainable Timber Tasmania (STT) has long-term native sawlog contracts for wood supply with a range of Tasmanian sawmills, with current contracts expiring in mid-2027.
- Logs supplied under a wood supply agreement are subject to compensation arrangements in accordance with the *Forest Management Act 2013*.
- Sawlog availability forecasts provided through STT's Sustainable Yield Review predicted yield from eucalypt native forests will reduce significantly commencing in 2027, augmented by additional quantities of high-quality sawlog from eucalypt (hardwood) plantations.
- In early 2024, STT commenced an expression of interest (EOI) process for contracting its hardwood plantation timber resource. Concurrently, it has commenced the process for recontracting its native sawlog resource to 2040.
- STT has continued to engage with industry on the plantation EOI, with the aim of providing the best possible return to Tasmania and to Tasmanian businesses. This is a commercial process and subject to probity requirements.
- Industry participants, including both crown sawmillers and smaller sawmillers have raised concerns around STT's processes for both native sawlog contracts and the hardwood plantation sawlog EOI.
- These issues are primarily around the supply and price of native sawlogs and wishing to have contracts for native sawlog in place prior to the plantation tender process.
- The Minister for Resources wrote to STT in April 2025 enabling the resumption of the plantation EOI process, subject to the expectation of further briefings.
- STT's current timeframes indicate that the Minister will be briefed towards the end of 2025.

Background

- STT is a Government Business Enterprise that sustainably manages approximately 812,000 hectares of public production forests on Permanent Timber Production Zone (PTPZ) land and undertakes forest operations for the production and sale of forest products from these forests.
- In October 2022, STT released its sixth sustainable yield review (SY6). SY6 indicates an ongoing sustainable yield of 137,000 cubic metres or more of High-Quality Saw Logs (HQSL) per year. From 2027-28, the predicted yield from eucalypt native forests reduces to about 58,000 cubic metres per year, augmented by additional quantities of high-quality sawlog from eucalypt (hardwood) plantations.
- Stage Two of STT's hardwood plantation EOI process was put on hold, but has recently been recommenced.
- Delay with commencement of the hardwood plantation EOI process has delayed finalisation of contracts and delivery of that resource to sawmillers. STT's corporate plan had originally forecast plantation timber supply commencing January 2025.
- A recent letter from the then Minister for Resources to STT outlined expectations for the conduct of the EOI process including:
 - that the process be run in a fair and equitable manner, including support for all parties' participation in that process
 - that risk to Government be managed throughout the conduct of the process
 - that the Minister be briefed appropriately as the process reaches key milestones.
- This letter also outlined and addressed a number of specific concerns raised by industry, particularly around access to information and supply of native sawlog resource.
- STT has now commenced Stage Two of the plantation EOI process, which enables applicants to have access to details of the available plantation resource and develop business cases to seek an allocation of the resource.

- A preliminary assessment of the outcome of the EOI is expected to be ready for provision to the Minister towards the end of 2025.

-

Concurrently, the department is running the On-Island Processing Program, which will provide funding to businesses seeking to maximise the value of the timber resource to Tasmania. This round of the program provides \$8 million in funding with \$5 million of this specifically targeted to the plantation hardwood resource, to support the industry in transitioning to the use of this resource as it becomes available through the EOI.

- STT is concurrently running a process for contracting the re-contracting of available native sawlog resource, for the period from 2027 to 2040.

Released under
the
Official
Information
Act

SPECIAL LEGISLATION

Key Points

- Grange Resources Ltd (Grange) is Australia's most experienced integrated iron ore mining and pellet production company, with its headquarters located in Burnie.
- The company has informed the Tasmanian Government that it requires and is actively seeking external funding for its underground project of approximately \$27 million and is seeking private and public (Commonwealth) finance.
- Investment in the underground operation will help secure long-term employment and maintain Grange as a significant contributor to royalty receipts and the local economy.
- Grange has recently advised the government that some of its potential financial investors are viewing the fact that the Mining Lease expires prior to the loan term as an investment risk (expiration dates 2031 – loan term sought understood to be 2045).
- Under the *Mineral Resources Development Act 1995* (the Act), a company can only apply for a Mining Lease renewal no more than three months prior to, and one month after, the expiration date. This restriction is similar in all Australian jurisdictions, and the issue of mine funding within such constraints has not been raised as a significant issue prior to Grange.
- Grange is a vitally important company to the West Coast region and

Tasmania more broadly. The government is looking at all solutions to practically resolve this perception of risk by financial investors.

Background

- Grange has requested a legislative process to address this issue. However, the restriction on lease renewals is in place to protect the Crown from having Mining Leases that exist without adequate regulatory controls in place to regulate the production of minerals owned by the Crown and/or maintain adequate controls on the rehabilitation liability being managed by the mine operator.
- The department is continuing to work with Grange and its lenders to find solutions to the issues raised by Grange and consider the amendment of legislation that would put Tasmania as an outlier in the regulation of mining operations in Australian regulatory frameworks, with no adequate justification to do so other than an isolated issue being raised by Grange.
- It is unclear the extent to which Grange has investigated other options, including funding sources from international banks versus Australian banks, or funding options regarding loan terms and controls.

Key Points

- Copper Mines of Tasmania (CMT) is working to reopen the Mt Lyell copper mine.
- Any restart of Mt Lyell would be highly significant for employment and economic activity, both at a regional and state scale.
- The previous Government committed to a \$25 million assistance package and undertaking amendments to the legislative framework applying to the Mt Lyell mine to ensure they remain contemporary.
- The company's request for legislative changes centred on amendments to the *Copper Mines of Tasmania Pty. Ltd (Agreement) Act 1999*, and were made whilst undertaking due diligence into the purchase of the mine. Commensurate with that request, the Department of Natural Resources and Environment Tasmania NRE Tasmania (NRE Tas) undertook a review of the *Mt Lyell Acid Drainage Remediation Act 2003* (the Act) within this context and determined its repeal appropriate.
- Work on legislative amendments is well advanced, with an introduction in Parliament of proposed amendments, in parallel with the repeal of the Act expected once negotiations are finalised and final Cabinet approval provided.
- The department (through Commercial and Agribusiness Finance) is working with CMT and its owner, Sibanye Stillwater, in determining how the previously committed assistance package may be best delivered for maximum benefit to both the mine and Tasmania.
- The assistance package was originally provided subject to the advice of the Tasmanian Development Board and a due diligence review.
- It is anticipated that the owners of Mt Lyell will continue to seek an assistance package from the government, likely in line with the previously committed \$25 million, to support the reopening of the mine.
- The site has a long history of mining, and there is a range of legacy issues (for example, the management of sedimentation into the Queen River) that continue to be worked through between regulators and the company.

- It should be noted that there have been significant environmental improvements at the site over the last few decades, and these improvements are likely to continue if the mine returns to operation.

Background

Legislative Review

- The previous government publicly committed to presenting amendments to Parliament to establish an efficient and contemporary legislative framework that will guide the operation into its next phase of development. These amendments include:
 - Updates to the *Copper Mines of Tasmania Pty Ltd (Agreement) Act 1999* (the 1999 Act) to clarify that operators of the mine do not inherit the existing legacy of environmental issues. This is in keeping with the intent of that legislation. This is being undertaken via a variation to the Agreement with changes to that Act not required. The variation to the Agreement can be enacted via tabling.
 - Introducing a Bill to revoke the *Mt Lyell Acid Drainage Reduction Act 2003* to remove the inconsistencies that have been identified between the provisions of this Act and the 1999 Act, and as part of the reducing red tape agenda. This is the responsibility of the Minister for Environment (NRE Tas).

Mine Restart

- The Mt Lyell Copper Mine ranks as one of the most significant copper mines in Australian history.
- The Mt Lyell mine has been in care and maintenance since 2014, after the tragic deaths of three miners.
- If a restart occurs, the mine will directly employ around 100 staff, plus a further 140 full-time equivalent (FTE) contractors, with up to 120 additional contractors during the redevelopment phase.
- Sibanye Stillwater (an international mining house) purchased the Mt Lyell mine and is undertaking its final feasibility on a restart.
-

Maugean Skate

- Macquarie Harbour is the only place where the endangered Maugean skate is known to continue to exist.
- Whilst there have been historical mining legacy issues in the harbour due to mining operations at Mt Lyell, research over the past few decades shows that dissolved metals in the water column have significantly declined over the last 20 years.
- No viable or economically feasible options exist for environmental

remediation of the legacy impacts that exist because of the historic Mt Lyell operations.

- Work is underway between the Commonwealth and State Governments and associated research agencies through the Maugean Skate Recovery Team to discover more about the skate and the pressures it is facing. The focus is on the primary risk to the skate being the dissolved oxygen levels in the Harbour that are most affected by the presence of the salmon farms.

Released under RTI

Key Points

- Currently, there are approximately 500 Mining Leases (MLs) and 150 Exploration Licences (ELs), either granted or under application.
- As Minister administering the *Mineral Resources Development Act 1995* (the Act), you have statutory responsibility for various legislative functions, such as the granting, refusal, revocation, renewal and transfer of tenements and the payment of royalties and Security Deposits.
- This timeframe compares favourably with other regulators. However, MRT is actively investigating ways to improve efficiency and reduce approval times.
- Whilst the Director of Mines has continued to undertake critical or urgent decisions under delegation, during Caretaker, several time-critical tenement Minutes will come to you for decision in the immediate period.

Background

- The Statutory Officer, the Director of Mines, under the Act, is Mr Alastair Morton. It has been a longstanding practice that the Minister delegates all powers to the Director of Mines under the Act. Despite this delegation, it has been a similarly longstanding practice that the Minister makes decisions relating to the granting and refusal of tenements, whereas the Director of Mines (under said delegation) undertakes renewals and transfers, etc.
- It currently takes around six to 12 months, on average, from the receipt of an application for an exploration licence or mining lease to a decision to either grant or refuse it. The duration depends on the complexity and the detail provided by the applicant.

Released under RTI

Key Points

- §27 [REDACTED] Hellyer is currently under a payment agreement with regard to the payment of both royalties and Security Deposits.
- In the event that Hellyer fails to pay an instalment, the Director of Mines has advised Hellyer that he intends to take whatever action is deemed appropriate at the time. Such actions could include recommending to the Minister that the Mining Lease be revoked or removing the company's lawful authority to mine.
 - Hellyer also has an outstanding royalty interest debt to the Crown of \$369,155.92. This royalty interest debt was accrued due to Hellyer's significant royalty arrears for a lengthy period in 2024. The then Treasurer

made a decision in 2025 to not waive the interest and hence MRT has been seeking this royalty interest amount from Hellyer.

- Most recently MRT sent a tax invoice to Hellyer that is now overdue.
- §27 [REDACTED]
- For the previous couple of years, Hellyer has been extracting metals from the tailings. This has almost been exhausted.
- Earlier this year, the company extracted and sold its first shipment of Direct Shipping Ore (DSO) from the reopened Fossey Underground.
- This low value DSO will be extracted until such time that the company can afford to upgrade its processing facilities and produce concentrate. This would require at least a \$15 million capital investment by Hellyer and appears some way off.
- MRT is likely to query the reliance on DSO in the near future, as it is inconsistent with the approved Mining Plan for the site and not the best use of what is a high-value resource.

Key Points

- The Department of State Growth is managing the \$1.7 million grant to FermenTas to purchase equipment and complete the fit out of the Fermentation Hub, which was a 2024 state election commitment.
- The project's build, fit out and equipment purchases are fully funded by Tasmanian and Australian Government grants.
- During early discussions with FermenTas the lack of a business case for the initial operation of the Hub was raised by State Growth as a concern. FermenTas advised that the business case could not be completed until the Hub was physically complete.
- §27 [REDACTED]
- In documentation prepared by the Northern Tasmania Development Corporation for the recent federal election, one of the election funding requests listed was \$4.25 million over three years for FermenTas to cover operational costs, well beyond the \$500,000 noted above.
- §27 [REDACTED]
- [REDACTED]
- FermenTas will not start generating income until it starts leasing out the spaces/equipment in the building but is incurring operating expenses including wages for the Hub manager who started in May.
- FermenTas has noted that it has had strong interest in the Hub from potential users and tenants.

- FermenTas has scheduled the official opening of the building for Saturday, 2 August 2025 and linked it to agriCULTURED which is being held in Launceston from 31 July to 3 August 2025.

Background

FermenTas, a not-for-profit organisation established in 2016, is building a purpose-built fermentation hub in Legana. Once complete businesses will be able to lease/hire space in the Hub to undertake fermentation research and production.

The project obtained Australian Government funding of \$7.57 million via a Building Better Regions Fund grant and \$3.40 million via a Priority Community Infrastructure Program (PCIP) grant.

During the 2024 Tasmanian election campaign, the Tasmanian Liberal Party committed \$1.7 million to the project to assist with equipment purchases and the fit out of the Hub.

Construction of the Hub building is complete and a handover to FermenTas occurred on 27 June 2025.

In a conversation with FermenTas on 1 July 2025, the Advanced Manufacturing and Defence Industries unit was advised that the purchase of the remaining equipment and completion of the fit out, including commissioning of the equipment, will be covered by the balance held in the \$3.4 million PCIP grant and the \$1.7 million Tasmanian Government grant. FermenTas is yet to provide a firm completion date. It will prioritise the commissioning of the equipment based on demand. In other words, if FermenTas has a tenant willing to sign an agreement to lease space and certain equipment, commissioning of this item will be given priority.

ATTACHMENTS

The following key supporting documents are attached to this package for your information:

- State Growth Corporate Plan 2023-26
- 'A shared vision for *Our Mountain's Future*' (Vision document for the strategic review of Kunanyi/Mount Wellington and Wellington Park)
- 30-Year Greater Hobart Plan
- Northern Suburbs Transit Corridor Growth Strategy

Released under RTI

Corporate Plan 2023–26



We acknowledge the Tasmanian Aboriginal people as the original owners and continuing custodians of lutruwita (Tasmania). We pay our deepest respects to their Elders, past and present. We honour the care and connection to their land, sea, waterways and sky which was never ceded. We value the history, culture and strength of the Tasmanian Aboriginal community, and commit to listen deeply to their story and be respectful of Country in our collaborations with them.

Image credit:
Photo by Michael Gissing of Felicity Bott, as part of Deborah Wace's Arts and Screen Digital Production Fund Project.

From the Secretary



It is my pleasure to present the Department of State Growth's Corporate Plan 2023-26. I am excited to keep building on our achievements, shared capacity, values and sense of purpose.

As our organisation evolves, it is vital we work together and take advantage of the opportunity this department presents. The resilience and dedication shown by the State Growth team since the start of the COVID-19 pandemic has been amazing, and together we can carry this energy forward.

State Growth provides a broad range of services to the Tasmanian community: building and keeping us safe on our roads; working with and supporting growth in our businesses and industries; supporting our vibrant

arts, tourism, sporting and cultural communities; responsibly harnessing the natural advantages provided by our mineral resources; providing key services and infrastructure; supporting sustainable development; delivering future-focused energy policy; and facilitating the provision of targeted training and migration programs.

This spectrum of services and roles creates immense opportunity. Our response to the COVID-19 pandemic and subsequent support of our community and economy's recovery, shows we can take advantage of our collective expertise to collaborate and deliver a client-centric approach. The Corporate Plan for 2023-26 builds on this momentum and seeks to ensure we continue to perform at the high level expected of us by the government of the day and the Tasmanian community.

Our clients and their needs – be they Ministers, the community, or businesses – are the focus of our advice and we need to apply insightful and pragmatic policy analysis to reconcile differing interests. Our approach ensures we provide the information our diverse stakeholders need to make decisions and to invest in a manner that is implementable and compliant with relevant legislation.

Each of our outputs are valuable and contribute to the wellbeing of Tasmanians and the liveability of our cities and regions. Our work is aspirational and focused on delivering better outcomes for Tasmanians, harnessing the competitive advantages that set us apart from the rest of the world. We will ensure our organisation has the right culture, tools, support and technology in place to drive these results and take full advantage of new opportunities.

Being able to deliver our objectives starts with our people and ensuring we are an organisation that values and supports the individual to thrive. This means creating a workplace culture where people feel supported, valued, included and empowered to do their best work and be their best selves. Our Corporate Plan recognises the importance of working together and being united in the same goal. When we get this right, our people feel better, they perform better, and the organisation achieves great outcomes.

The Corporate Plan 2023-26 responds to key cultural, environmental and economic shifts since the last version. We have renewed our focus on sustainability and how our work supports liveability and vibrancy in our community and economy. We also turn our attention to how we can respond to and build resilience against the impacts of climate change and other emergencies and disruptions, both internally and externally across Tasmania.

I am proud of what we have achieved in the four years since the 2019-22 Corporate Plan, and how we have gone about it together. As we embark on this next chapter, I am confident we have the tools, environment and team to continue to take full advantage of the opportunity State Growth's broad range of services present.

Kim Evans
Secretary

Our role

To support diverse and sustainable economic growth and facilitate the creation of job opportunities for the benefit of our community.

Who we are

Our agency has the following core focus areas:

- **Business and Jobs** – drives industry capability and regional development for growth including small business support, workforce development, trade, science and technology, advanced manufacturing and defence, international education, business and skilled migration, and tourism and hospitality support.
- **Resources, Strategy and Policy** – provides whole-of-agency strategic policy, project and coordination functions including Antarctic science and research, population strategy, and urban renewal and growth initiatives that build on urban transformation. This area also provides strategic advice on Tasmania's mining policies and resource industries, and is responsible for the sustainable management of mineral resources in Tasmania.
- **Culture, Arts and Sport** – develops policy and programs to deliver economic and social outcomes by supporting development, delivering services, providing funding and stimulating demand for the cultural, creative and sporting sectors in Tasmania.
- **Transport and Infrastructure** – promotes and enables the safe, reliable and efficient transport of people and goods, to connect Tasmanian communities, promote freight efficiency and growth in the Tasmanian economy, and improve the visitor experience. This group also supports state-wide planning and coordination of major stadium projects and infrastructure delivery.
- **Business Services** – working with our partners, Business Services leads the development of organisational culture, business improvement and emergency management in the department through delivery of quality financial, communication, human, information, spatial, asset management and portfolio services.

Our agency also supports and works closely with the following areas:

- **The Office of the Coordinator-General** – the principal entity in Tasmania to attract and support investment in the state, facilitate major projects and reduce red tape.
- **Renewables, Climate and Future Industries Tasmania (ReCFIT)** – is responsible for providing advice on the state's strategic direction on climate change, renewable energy growth and emissions reduction to help shape Tasmania's future while maintaining a secure, sustainable and affordable energy system.
- **The Tasmanian Development Board** – the board's primary focus is the creation of investment and associated employment through working closely with State Growth to implement government policies.

Our approach

We will be guided by the following principles:

Client-centric

We will provide integrated advice and services that are informed by the full range of services our agency provides and the needs of our clients.

Collaborative and coordinated

We will work together and across portfolios to provide informed whole-of-agency advice and services. This will be supported by the strong relationships we will build and maintain with our partners across all three levels of government, business, industry and the community.

Results driven

In keeping with our purpose, we will strategically manage risks to deliver the big and small tasks that support the delivery of the government's priorities and meet the needs of the community.

Efficient

We will make the best use of available resources to give effect to our purpose.

Innovative and creative

We will support innovation and creativity in the work we do and the activities we encourage and promote.

Diverse and supportive

We will encourage and demonstrate leadership as a welcoming, supportive and inclusive organisation. We will continue our investment in driving diversity and building an inclusive workplace as well as continuing to prioritise the accessibility of our services.

Values based

We are a values-based organisation. We will live by, exemplify and demonstrate our values in the way we work with and support each other, and our clients.

Adaptable and agile

We will respond quickly and effectively to changing demands and emerging challenges and opportunities.

Our values

At State Growth, we live by the following values. **Courage** to make a difference through:

Teamwork

Our teams are diverse, caring and productive

- We listen, learn and share.
- We support each other by stepping up and sharing the load.
- We bring out the best in people through strong and supportive leadership.
- We collaborate to get the best outcome.

Integrity

We are ethical and accountable in all we do

- We are transparent and consistent in our decision making.
- We take responsibility for our actions.
- We speak up when things aren't right.
- We do what we say we are going to do.

Respect

We are fair, trusting and appreciative

- We create a diverse and inclusive workplace.
- We care for the health, safety and wellbeing of each other.
- We listen without judgement and seek to understand.
- We resolve issues constructively.

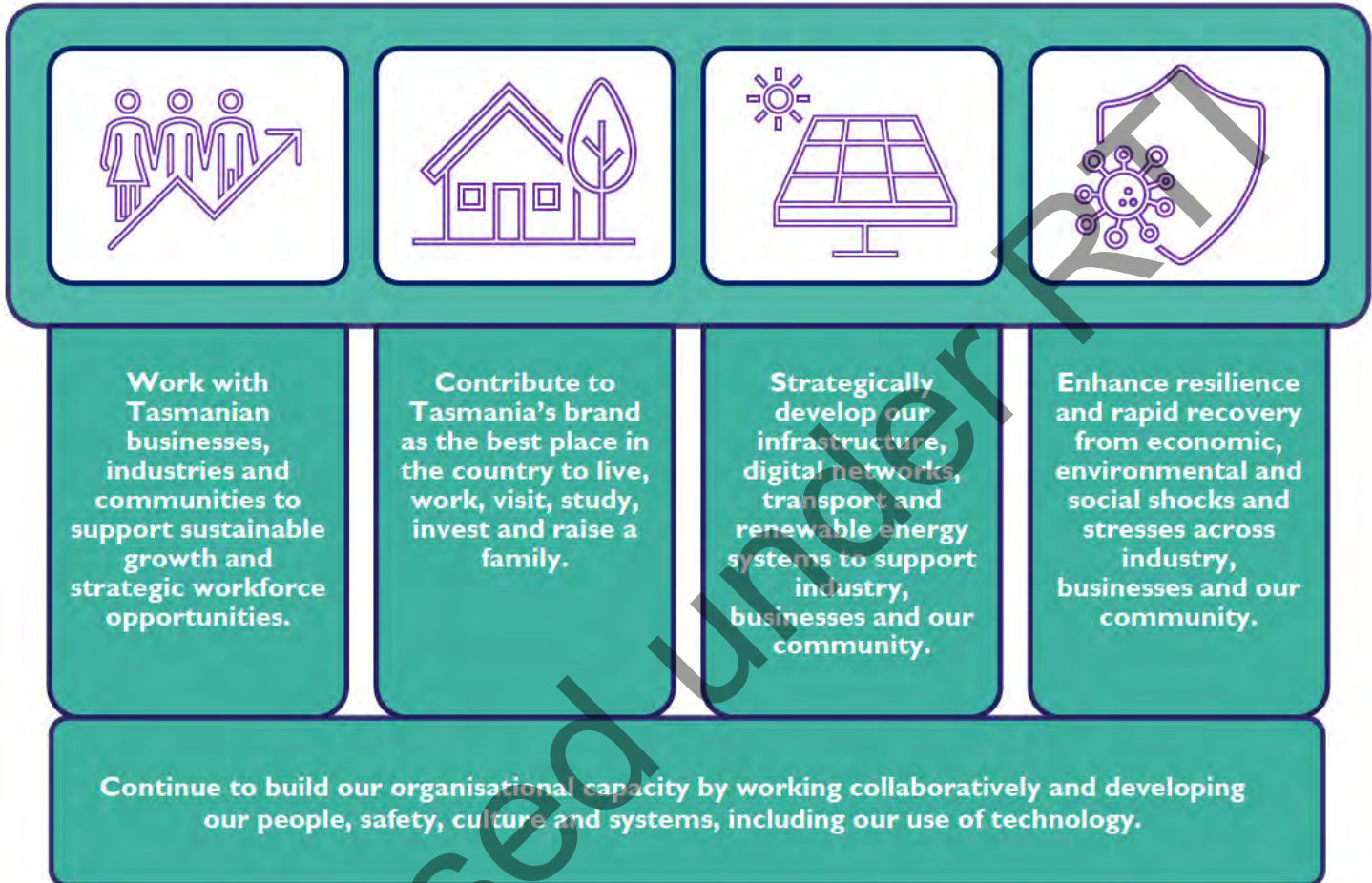
Excellence

We take pride in our work and encourage new ideas to deliver public value

- We innovate, adapt and set ambitious goals.
- We seek continuous improvement and learn from experience.
- We actively engage with our stakeholders, clients and the community.
- We promote sensible risk taking.

Our objectives

Our work will be guided by the following five objectives. In addressing these objectives, the Department will work with businesses, industries and communities to reduce Tasmania's greenhouse gas emissions and build resilience to the effects of climate change.



We will:

Work with Tasmanian businesses, industries and communities to support sustainable growth and strategic workforce opportunities

This will include:

- leveraging partnerships and engaging the community to **build the workforce of the future** by supporting training, job opportunities, pathways to employment and access to a skilled workforce.
- encouraging innovation and facilitating new opportunities in **technology use and digital transformation**.
- **attracting new businesses** to the state and **retaining and promoting investment** in Tasmania.
- **delivering targeted programs and accessible information services**, particularly for small businesses.
- exploring options to **best manage and use our mineral resources and land**.
- encouraging innovation and supporting growth in the **advanced manufacturing, defence and future industries**.

- supporting market expansion, and domestic and international trade through **coordinating Tasmania's whole-of-government Trade Strategy**.
- supporting and facilitating **Tasmania's tourism, hospitality and events industry**.
- **reducing the regulatory burden** for small business and the wider Tasmania community to **make doing business in our state easier**.
- delivering our statutory functions by **adopting best practice methodology and principles to effectively regulate** the laws we are responsible for.
- identifying opportunities to **reduce our emissions and build resilience to the impacts of climate change** in the transition to a low carbon economy.

Contribute to Tasmania's brand as the best place in the country to live, work, visit, study, invest and raise a family

This will include:

- **being recognised as a diverse, welcoming and supportive community**, focusing our population growth on addressing skills shortages and embracing opportunities in regional areas.
- developing new, enhancing existing and supporting emerging **tourism experiences and destinations** that reimagine and encourage investment, renewal and visitation to our regions.
- promoting and delivering **programs, events and activities** that celebrate our communities across all seasons, showcase our regions and **promote artistic, cultural, hospitality and sporting excellence and participation**.
- promoting and delivering support for our **creative and cultural industries** to build industry and individual capacity, and provide opportunities to **drive local investment** and to **build on our brand**.
- **promoting and growing business-related events** hosted in Tasmania.
- working with Brand Tasmania to **promote the state's strengths, brand and opportunities**.
- working in partnership with all levels of government and businesses to **maintain and enhance Tasmania's liveability**, harness opportunities and **drive strategic land use decisions** that support sustainable growth.

Strategically develop our infrastructure, digital networks, transport and renewable energy systems to support industry, businesses and our community

This will include:

- ensuring the right **infrastructure** is built at the right time, in the right place, as efficiently as possible, and with resilience to the impacts of climate change, to **support urban renewal and liveability** for our growing population.
- **managing the State Road Network** as part of an integrated transport system to serve the community, business and industry, including our tourism sector.
- **providing access to the transport system**, enabling access to employment, education, services and social participation.
- **promoting road safe behaviours and working to prevent crashes** that result in death or serious injury.
- boosting our capacity to **host international arts, entertainment, cultural and sporting events** through the development and promotion of our major stadiums.

- **harnessing our renewable energy capability and monitoring Tasmania's energy security** by providing strategic advice on energy policy, regulatory arrangements, climate change and emissions reduction.
- delivering programs that **support renewable energy related industry development** such as Battery of the Nation, Marinus Link and future industries such as green hydrogen production.
- investing in becoming the **Tasmanian Government's leading digital agency** by making strategic improvements to our digital networks and how we use them.
- **ensuring our policy and regulatory programs align** and support these outcomes, including encouraging the uptake of new technology to reduce transport emissions.

Enhance resilience and rapid recovery from economic, environmental and social shocks and stresses across industry, businesses and our community

This will include:

- identifying how short-term disruptions and long-term systemic stresses impact our ability to provide support to Tasmanians, and **proactively building resilience within businesses, the community and State Growth.**
- **building climate change adaptation and mitigation** into our long-term planning so that business, industry and our community are **prepared for the impacts of climate change.**
- **developing thorough and robust emergency management procedures** to enhance our responsiveness and coordination in times of crisis.
- incorporating our learnings from responding to the COVID-19 pandemic and other emergencies into our **business support and community assistance strategies and protocols.**

Continue to build our organisational capacity by working collaboratively and developing our people, safety, culture and systems, including our use of technology

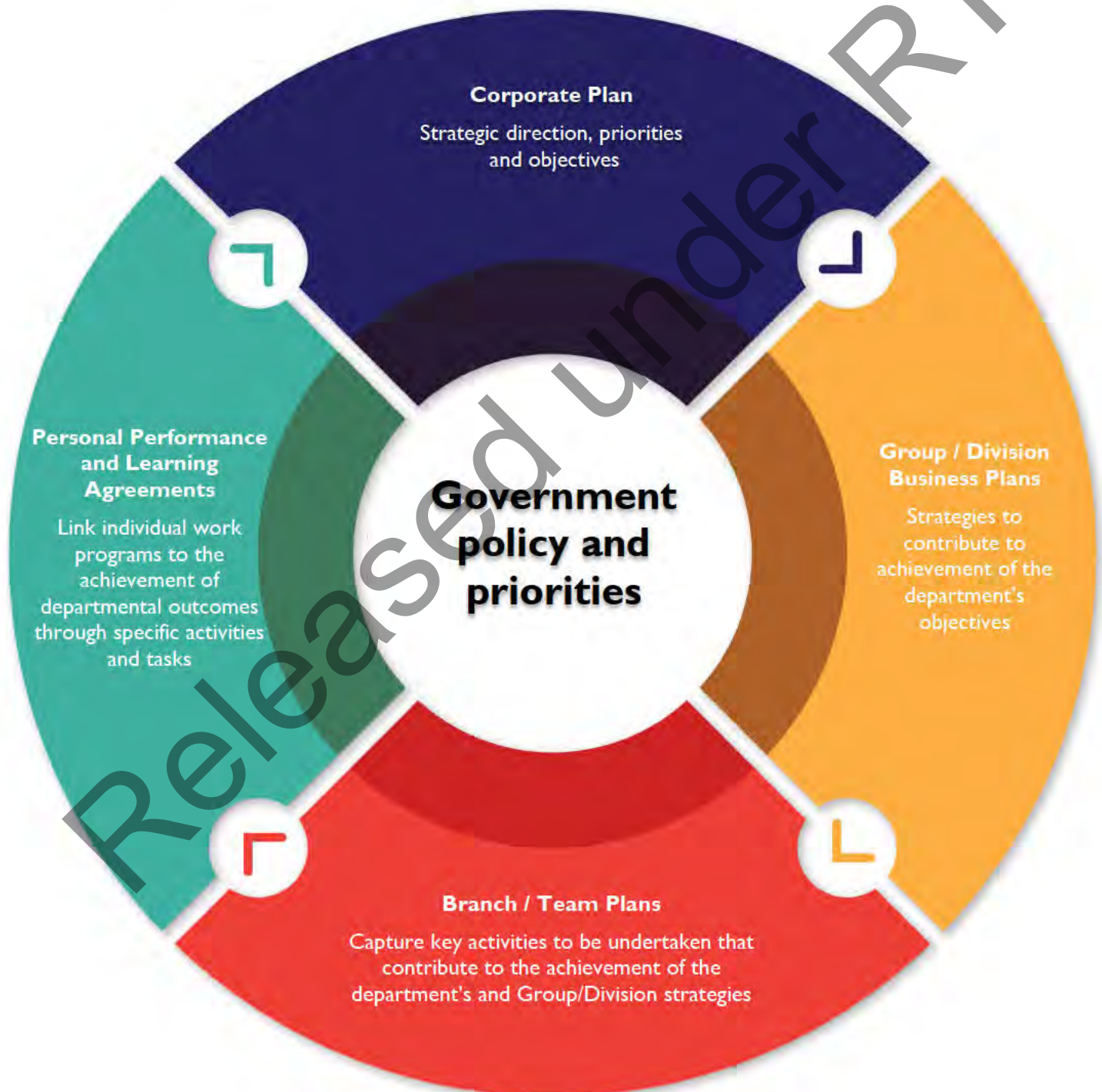
This will include:

- ensuring that the **health, safety and wellbeing of our people** is paramount in all that we do.
- making **collaboration and communication** central to how we work within the department and across government at all levels, breaking down silos to **deliver integrated outcomes.**
- investing in and supporting the **active engagement and development of our people** and building our leadership capability and agility at all levels.
- building an **inclusive workplace** that promotes and supports a **diverse workforce.**
- **strengthening our governance and accountability frameworks**, promoting leadership in good decision making and a culture of risk management.
- through **responsible and careful financial management**, supporting the delivery of priorities and programs.
- **delivering business improvement initiatives that embrace the latest technology**, enhance digital literacy and support flexible and efficient work solutions.
- **upholding a client-centric culture** by being dependable and collaborative, communicating clearly, building trust and working with pace and probity.
- **living by our shared values** to build on our strengths as a department to improve the way we work together and **drive success across all other objectives.**

Our Corporate Plan in action

Our Corporate Plan is part of our planning and strategic framework. Our purpose, objectives and approach inform our planning at a whole-of-agency level, guide our Group and Division Business Plans and inform branch, team and individual work programs.

To support this planning framework, the Executive Committee will review our Corporate Plan on an annual basis and update it as necessary. This review will be informed by our ongoing work and engagement with our people, Ministers and stakeholders and will also consider our effectiveness in delivering on our roles, responsibilities and priorities. Managers should consider the objectives of this Plan in work program discussions with their teams.





Department of State Growth

A shared vision for *Our Mountain's Future*

KUNANYI / MOUNT WELLINGTON AND WELLINGTON PARK

VISION

www.mountainreview.tas.gov.au

Credit: Tourism Tasmania & Glenn Gibson



Tasmanian
Government



Minister's foreword

Our Mountain's Future asked the community to tell us their thoughts on what is important for our most visited natural site's future, and over 9,000 Tasmanians took the time to have their say.

The large number of people who contributed to this review shows how important Wellington Park is to our community. From the results, it is clear that even within Tasmania, people have different appetite for improved facilities and infrastructure. The consultation has gathered valuable insights into what the community values, and it is clear that between local government areas, there are significant differences in how people feel about what is needed including additional facilities and infrastructure. This has led to the development of this Vision. We have heard that whilst there are many diverse views on *Our Mountain's Future*, there is also much on which the community agrees.

People value the Park for its visual amenity and as a space to enjoy nature, to play in the snow, and to enjoy recreational experiences. The community believes that facilities are essential and that upgrades are required to maintain the high expectations held by visitors to our world-class attraction.

The review has also gathered insights into how the community accesses and interacts with the Park. The community's aspirations for the precinct are a practical blend of considerations urging greater and safer accessibility for visitors of all abilities through transport options, given the growing demand while maintaining its aesthetic values.

The government remains committed to the strategic review which will help guide the development of recommendations to realise this Vision. Thank you to all who participated and provided the review with the benefit of their views. Your views will help shape the long-term future for our prominent, majestic and celebrated landmark.

A handwritten signature in black ink, appearing to read 'Eric Abetz'.

ERIC ABETZ MP
MINISTER FOR BUSINESS,
INDUSTRY AND RESOURCES

Acknowledgement of Country

We acknowledge with respect Tasmanian Aboriginal people as the traditional owners and custodians of Tasmania.

We pay respect to Elders, past and present.

Introduction

This report explores what we heard, and what the community's aspirations are for the future of Wellington Park. We have developed a Vision that reflects what we have learned.

Our Mountain's Future seeks to understand what is needed for the future of Kunanyi / Mount Wellington and the broader Wellington Park into the long-term. To do this, the first phase of the review focused on asking Tasmanians to have their say. Public consultation was open from 23 October to 4 December 2024. We asked our fellow Tasmanians how they currently interact with the Park, what they value, and what they think could be even better. We had a very strong response from the southern region, and in particular from those living in the Hobart local government area. We would like to thank everyone who participated.

This Vision is the culmination of the second phase of the review. We have considered thousands of insightful survey responses, hundreds of written submissions and dozens of focus group contributions to develop this Vision for the future of Wellington Park.

We promoted *Our Mountain's Future* through local newspapers and social media across the state, as well as letterbox drops targeted to the Greater Hobart area.

We know that tourists make up a large proportion of those who visit the mountain, and that they experience the mountain in a different way from locals who live close to the mountain and who visit frequently. We asked interstate and international tourists to have their say through a specially designed module in the Tasmanian Visitor Survey.

We are now moving into the third phase and collaborating with key stakeholders to prepare the Action Plan. The Action Plan will be informed by what we have learnt from community consultation, existing research and body of knowledge, and the long-term Vision. It will include strategic objectives and recommendations on how best to achieve the Vision. The Action Plan is expected to be delivered in late 2025.

If you would like to keep up to date with how things are going, you can check the website:

www.mountainreview.tas.gov.au



Credit: Tourism Tasmania & Glenn Gibson

Developing this Vision

We have created a Vision for Kunanyi / Mount Wellington and Wellington Park through a broad and inclusive consultation process.

We asked thousands of Tasmanians to have their say. 8,560 people did an online survey and 566 people and organisations provided written submissions with a particularly strong response from those living in the southern region, and from Hobart. To make sure a wide range of views were heard, we also held focus groups with community members, including young people, tourism representatives, Aboriginal people, local businesses, and recreational users. Tourists make up a large portion of the mountain's visitors, and their perspective is essential in how we think about *Our Mountain's Future* as our most visited natural asset. We asked interstate and international visitors about their experience through the Tasmanian Visitor Survey, and 529 responses were captured.

Where are we now?

This extensive input has helped shape a Vision that reflects the community's aspirations for the future of Kunanyi / Mount Wellington and the broader Wellington Park. It considers how we experience and interact with the mountain and Park now, and how we see ourselves doing so in the future.

The purpose of this Vision is to think about how we can make sure that we can continue to enjoy the Park in the ways that we most value into the long-term. The Vision is supported by analysis of what we heard from the community about usage and values, facilities and infrastructure, and access and visitation.



Where to from here?

We now have a clear indication of which aspects of the Park can be improved and that this is different depending on how frequently people visit, how close they live, and what kind of experience they are looking for. It is clear that much of the existing infrastructure will not meet the needs of the increasing numbers of visitors from both Greater Hobart, and beyond.

Now that we have developed a Vision and we understand the community's views, we will develop an Action Plan for *Our Mountain's Future*. This Action Plan will focus on the long-term and will include strategic objectives and recommendations for how to put this Vision into action. We expect to release this Action Plan in late 2025.

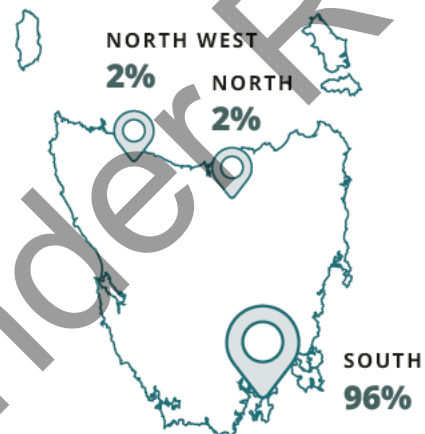
If you would like to keep up to date with progress on *Our Mountain's Future*, you can visit www.mountainreview.tas.gov.au

Survey Demographics

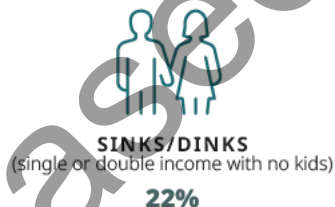
Regions

The survey was open to residents of Tasmania. Most of the feedback came from people in southern Tasmania (96%), especially Hobart which had the highest response rate. Some Greater Hobart council areas, including Kingborough and Clarence were well represented, while others including Glenorchy, Sorell, Brighton and Derwent Valley had lower response rates.

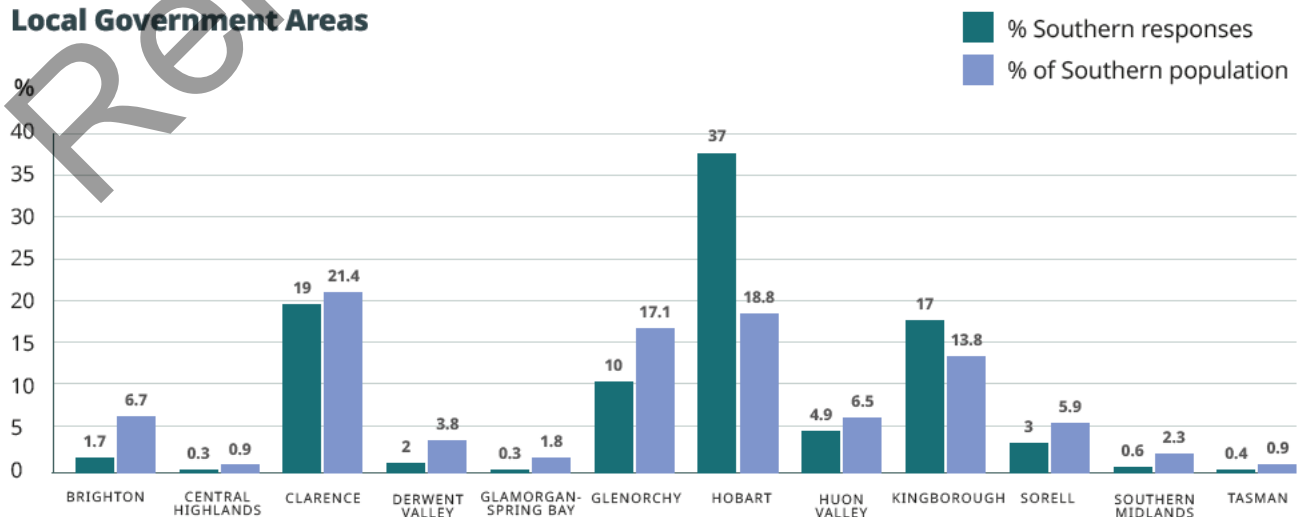
Our Mountain's Future is intended to be based on a vision which reflects the views of the whole community. We have kept the difference in response rates in mind while developing the Vision.



Household type



Local Government Areas



What did local government areas tell us?

What people told us tended to vary depending on where they live. This is important because people visit the mountain and Park for a wide range of reasons and have different needs and expectations for their visits.

The local government areas (LGAs) that are closer to the mountain had a much higher response rates than others. The Hobart LGA was by far the greatest represented as a proportion of population, followed by Clarence and Kingborough. We have taken these differences into account as we develop a Vision that reflects these diverse experiences.

There was generally a clear pattern that people from the Hobart LGA were the most likely to visit the Park frequently, to find it easy to do so, and to want minimal

change. There is a clear difference in satisfaction with existing facilities, and support for possible infrastructure across all areas of the Park, between Hobart, and all other Greater Hobart LGAs. People from Brighton, Derwent Valley and Sorell were more likely to report difficulty accessing the Park and to be supportive of things like sustainable improved facilities, and increasing visitation. Clarence, Glenorchy, Kingborough and Huon Valley tended to fall somewhere in between those sentiments.

Some of the key messages have been summarised by LGA across Greater Hobart to show how people's experiences compare.

Brighton

People from Brighton find it harder than others to get to Wellington Park. Of all areas, they are the most interested in doing snow-related activities in the future and are supportive of sustainable tourism and attracting more visitors.

Overall, people from Brighton tend to want better access and more things to do, with a strong interest in tourism and experiences, but less emphasis on conservation.

Derwent Valley

People from Derwent Valley are the most interested in tours, sightseeing, or picnicking. They are also supportive of sustainable tourism and recreation and are less concerned about protecting views of the mountain or doing more to promote the Park's heritage and cultural significance, compared to other LGAs.

Hobart

Residents of Hobart find access to the Park the easiest of all LGAs, and many do so by bike or foot. They are the strongest supporters of protecting the Park's natural values, views of the mountain, and cultural and heritage values. They are also the least supportive of encouraging more visitors or sustainable tourism.

Kingborough

People from Kingborough find it relatively easy to access the Park and often go by bike or foot as well as by car. They value protecting the views of the mountain and the Park's heritage and cultural values and are less focused on growing tourism or recreational use.

Clarence

People from Clarence often access the Park by bike or e-bike but are generally less likely to access by bus or foot. Compared to other urban LGAs, they find access harder and are more likely to be supportive of sustainable tourism.

Glenorchy

Glenorchy residents want people to be encouraged to use Wellington Park to be more active. They are also the most likely to report going to the mountain for snow activities, and for cultural experiences. Their views on issues such as providing for more recreation, increasing visitor numbers, and protecting the views of the mountain were moderate compared to other LGAs.

Huon Valley

Huon Valley residents generally find access to the Park easy. They strongly support conserving the Park's natural values and have relatively lower levels of support for increasing visitation or recreational offerings, particularly compared to other outer-suburban and regional LGAs.

Sorell

People from Sorell tend to find access to the Park more difficult. They are the most likely to use motorbikes to get to the Park and less likely to go by foot or bike. Their views on whether more should be done to recognise the Park's heritage and cultural values, and to support increased recreational opportunities, fall somewhere in the middle of the Greater Hobart LGAs.

Who is using the Park?

People visit Wellington Park for lots of different reasons and activities, and everyone's experience is unique and personal. We heard from people who visit as often as every day and others who come just once a year. Whether it is for a quiet moment to enjoy the view or an adventurous trail run, the Park offers something special for each visitor.

We have grouped people into categories to help us explore the ways they connect with the Park and what they hope for its future. Those who live in Hobart, are far more likely to be **frequent** users than any other LGA due to the fact that these people live closest to the Park and the mountain's access points.

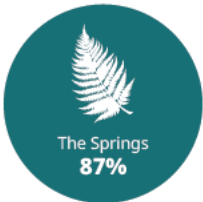
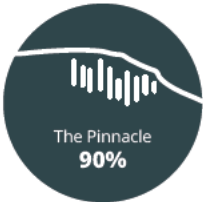
LOCALS				TOURISTS
	FREQUENT 38%	OCCASIONAL 62%	PINNACLE ONLY 7%	Tourists are visitors who do not live in Tasmania.
ACTIVE 83%	People who visit the Park daily, weekly or monthly to participate in active activities. They make up about half of all active visitors.	People who visit the Park several times a year, less than once a year, or never to participate in active activities. They make up about half of all active visitors.	People who have only visited the Pinnacle, and no other parts of the Park in the last three years.	Tourists make up a significant portion of visitation to the Park. These views have been captured through the Tasmanian Visitor Survey (TVS). 529 tourists completed the TVS from December 2024 to February 2025.
PASSIVE 17%	People who visit the Park daily, weekly or monthly to participate in passive activities.	People who visit the Park several times a year or less to participate in passive activities. They make up an overwhelming majority of passive visitors.		This category is not broken down into 'active' and 'passive', but the TVS shows about 16% of tourists visit for active experiences.

Where do people use the Park?

With its sweeping views and snow experience, the Pinnacle is the most popular destination for all visitors to Wellington Park, followed closely by The Springs. **Tourists** and **passive** visitors are more likely to just visit the Pinnacle, while **active** visitors are more likely to explore other areas of the Park in addition to the Pinnacle, including the Organ Pipes, Collins Cap and Wellington Falls.

Visitors with disability, children and young people, and families with children are more likely to visit the Pinnacle and The Springs, as these areas have better overall accessibility by car and bus and amenity compared with other areas in the Park.

MOST VISITED AREAS IN THE PAST THREE YEARS



Other parts of Wellington Park includes areas like walking trails.

Vision

Wellington Park is a place where visitors can find adventure, solitude, and wellbeing. A place where the stories of our ancestors are shared, and which we must look after so future generations can continue to explore and enjoy its offerings.

We respect Wellington Park for its cultural significance, natural values, and captivating landscapes. Together, we will foster sustainable practices that preserve what makes the Park special.

We recognise the uniqueness of all visitors' experiences and expectations. We aim to be inclusive and welcoming of all who wish to visit. As a community, we are committed to developing sustainable solutions for future improvement as visitation grows.

By collaborating with the local community, including Tasmanian Aboriginal people, and those who look after Wellington Park, we aim to honour its rich heritage while promoting thoughtful stewardship and shared responsibility.

PURPOSE

For many Tasmanians, Kunanyi / Mount Wellington and the broader Wellington Park is special – a place where people can experience a sense of wilderness in close proximity to the city. It offers enriching experiences, breathtaking landscapes and a deep sense of connection for all those who visit.

Our Mountain's Future has asked the community about how we want to experience the Park now, what we would like more or less of, as well as our aspirations for the long-term future.

Standing tall above Hobart, the mountain is a constant reminder of just how fortunate we are to have such a natural treasure right at our doorstep. Whilst we all have individual perspectives and experiences, for many of us it evokes an intangible sense of place.

The Vision has grown from the voices of all those who are passionate about Wellington Park. It is not intended to propose solutions, but it is an aspirational statement that articulates the kind of future the community wants for Kunanyi / Mount Wellington and the Park.

We know there are challenges from increasing visitation, the quality of significant infrastructure and facilities, and expectations of visitors, and that these will only become more pronounced with time. As our most visited natural site, we must consider the Park's future as a Tasmanian asset, as well as a landmark loved by those who live close to it. For this reason, the Vision will form the guiding principles to build actions and recommendations in the next phase of *Our Mountain's Future*, and beyond. With that in mind, the Vision will guide future planning and decision making.

This unique Park deserves to be well looked after and to do that, we must think long-term.

Community aspirations

Usage and values

We want to be able to continue the activities that we enjoy, and encourage those who are interested to explore.

We want to do more to protect the Park's flora and fauna to conserve the Park's natural values for generations to come.

We are curious about the Park's cultural and historical significance and want to learn more about what makes it unique.

We support Tasmanian Aboriginal people to connect with Country.

The Park offers a wide range of activities and we should use it to encourage people to be more active and enjoy its vistas.

Access and visitation

We recognise that being able to appreciate and experience nature so close to home is part of what makes Tasmania great, and we commit to caring for it.

We understand that the Park's proximity to the city is part of Hobart's appeal. We want tourists to enjoy all that the Park has to offer in an accessible and sustainable way that is in keeping with its values.

We want to be able to access the mountain all year round in a way that is safe and environmentally responsible.

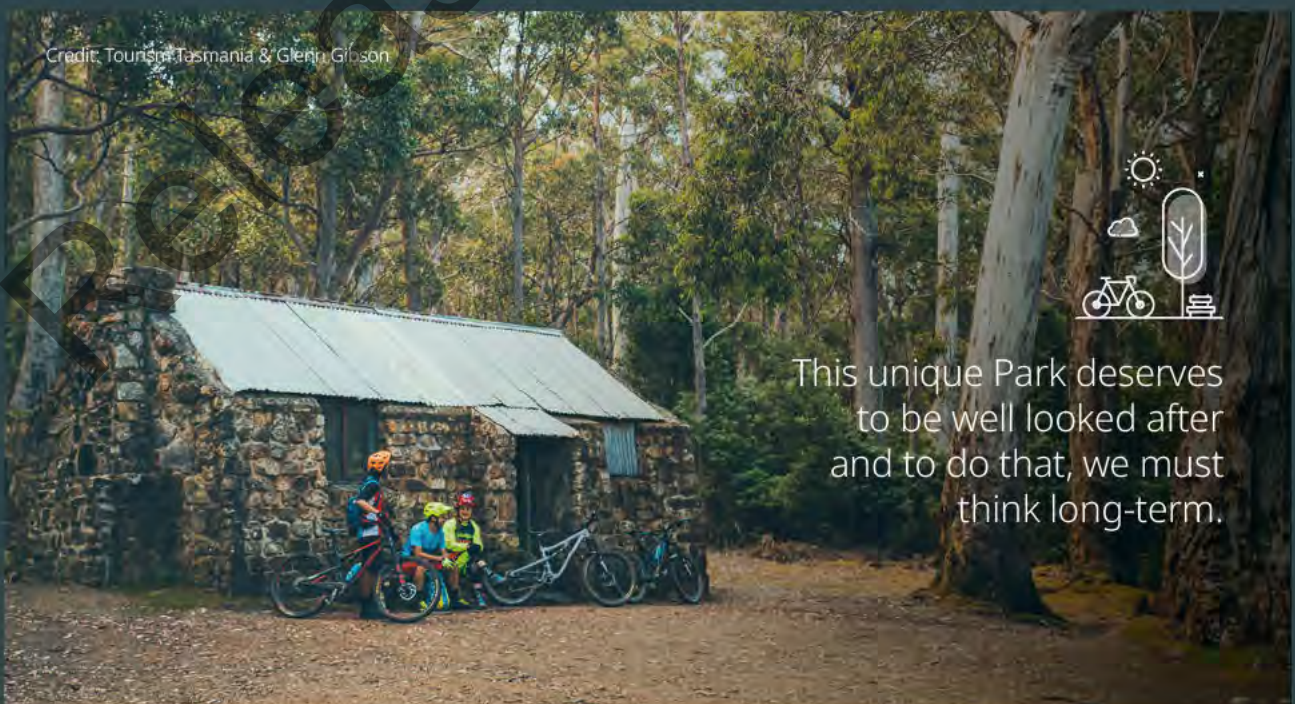
Facilities and infrastructure

We agree that commercial activities in the Park must be balanced with the conservation of the Park's natural values.

We know that visitors to this iconic attraction expect facilities and amenities that support a high-quality visitor experience.

We need to make sure that the Park is set up to cope with the increasing visitor numbers, variable weather conditions and bushfire risk.

We recognise that the needs of people with disability should be considered as we plan for Wellington Park's future.



Credit: Tourism Tasmania & Glenn Gibson



This unique Park deserves to be well looked after and to do that, we must think long-term.

Usage and values

Wellington Park provides an opportunity for us to experience nature on Hobart's doorstep. Kunanyi / Mount Wellington is iconic for Tasmanians and **tourists**, with almost everyone agreeing that having a natural asset like Wellington Park and the mountain so close is important to Hobart's appeal. People feel fortunate to have easy access to it and feel strongly that we need to look after the environmental values of the Park and mountain.

We asked people what activities they currently do in the Park. Walking, hiking and running were the most popular, across all LGAs, followed by nature observation or wildlife viewing. Others told us how much they enjoy tours, picnics and going to the snow.



FREQUENT AND ACTIVE VISITORS

Frequent and active visitors are drawn to the Park for its proximity to Hobart, natural beauty, and the physical and social benefits it provides. Residents from Hobart are by far the most likely to be frequent visitors of any local government area (52%) compared with Clarence (15%) and Kingborough (16%).



OCCASIONAL VISITORS

Occasional and passive visitors visit the Park for a particular experience, including to show visiting friends or to experience snow. Occasional visitors expressed being attracted to the Park for its views, accessibility, and social outings, often enjoying short walks and Lost Freight café.



TOURISTS

Tourists visit the mountain as it is an iconic Hobart day trip offering panoramic views of Hobart. Visiting the mountain offers tourists the opportunity to connect with nature and experience an alpine environment.

We also asked what activities people would like to do in the future. Every activity saw an increased level of interest compared to how many people currently participate, particularly rock climbing and cultural activities. Cycling, mountain biking and snow experiences also had significantly higher interest.

CULTURAL ACTIVITIES

One of the activities with the highest level of interest for the future was cultural activities. This was particularly popular with SINKs and DINKs, with interest in the future more than double current levels from 15% to 34%.

The focus groups expanded on this topic, with respondents (including those identifying as Aboriginal and others) expressing an interest in more representation of Aboriginal culture in the Park.

Activities

% DOING NOW | % INTERESTED IN FUTURE



WALKING, HIKING AND RUNNING
80% | 82%



MOUNTAIN BIKING
19% | 29%



ROAD CYCLING
8% | 13%



ROCK CLIMBING
7% | 17%



SNOW EXPERIENCES
42% | 56%



NATURE OBSERVATION AND WILDLIFE VIEWING
60% | 69%



TOURS, SIGHTSEEING AND PICNICKING
46% | 49%



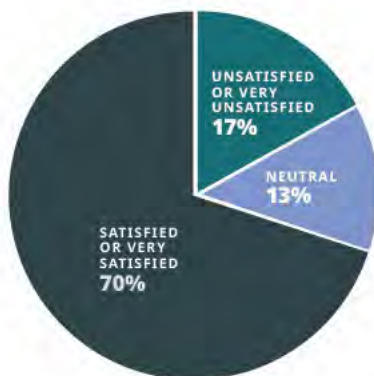
CULTURAL ACTIVITIES
11% | 25%



Credit: Luke Tscharke

The difference between what activities people are doing now and what activities they would like to do in the future is bigger for people living further from the main access points to the Park, such as in Brighton or Derwent Valley. People living further from the Park, such as Brighton (61%), Clarence (49%), Derwent Valley (55%), and Sorell (49%), are also more likely to believe we should do more to provide for recreational activities compared with people from Hobart (31%) and Kingborough (36%). This suggests there is something stopping people outside of central Hobart from getting involved in the activities they want to do – a clear area for improvement.

SATISFACTION WITH ACTIVITIES



The benefits of exercise, cultural experiences and being in nature are well understood. Almost 6000 people want to do more about protecting the flora and fauna of the Park, but a lot of people also want to do more activities – highlighting that the Park should allow everyone to do the things they enjoy while protecting what makes the Park special.

Satisfaction with activities on the mountain is fairly high among those from the South (70%). However, those visiting from the North and North West have lower levels of satisfaction. Given Kunanyi / Mount Wellington's iconic status, there is an opportunity to aim for satisfaction of 90% or higher for all visitors.

Most **active** visitors appreciate the Park's natural environment for providing opportunities to engage in physical activity. Their experience is less dependent on the available facilities, so they are overall more satisfied with how they enjoy the Park. **Active** visitors are more resistant to development that could change certain aspects of the Park.

In contrast, **Pinnacle-only** and **passive** visitors are significantly less satisfied with their activities in the Park. **Occasional** visitors are somewhat less satisfied. All of these visitors also agree that it would be better if there were more things to do in Wellington Park. These visitors, and **tourists**, are likely to seek a more curated experience, with higher expectations possibly because of limited time and transport options.

Passive visitors are more likely to support development. They told us that the limited facilities at the Pinnacle and road closures during snowy weather were reasons for their lower satisfaction. Many **tourists** commented on how windy it is at the Pinnacle, indicating that improved shelter may make their experience better.

Snow experiences

Experiencing snow is a major draw for **locals** and **tourists** alike, offering a rare, shared, and memorable experience.



People clearly love being able to experience the snow. Many already go, and 34% more people told us they want to do snow activities compared to the number of people currently doing them.

However, snow and ice lead to road closures, creating a key barrier to access. People who go to the mountain to experience snow were also significantly more likely to report dissatisfaction, second only to 'tours, sightseeing or picnicking'. There is a clear opportunity to improve the experience for people who want to enjoy the snow on Kunanyi / Mount Wellington.

Facilities and infrastructure

The infrastructure and facilities in the Park will face new and increasing challenges from changing weather conditions, higher bushfire risk and increasing visitor numbers. We need to consider how the Park not only meets the needs of those visiting now, but also make sure it is set up to cope with future demands.

We know Tasmanians and **tourists** visit Wellington Park for a variety of reasons, each with different requirements and expectations when it comes to facilities and infrastructure. Most visitors shared that they are generally happy with the existing facilities and infrastructure in Wellington Park with some distinctions depending on the area, particularly between the Pinnacle, The Springs, and the Park's access points.

Visitors to the Pinnacle are largely happy with the existing boardwalks, tracks, and lookouts. A similar sentiment was shared about The Springs, where people appreciate the well maintained boardwalks, tracks, seating, and picnic areas.

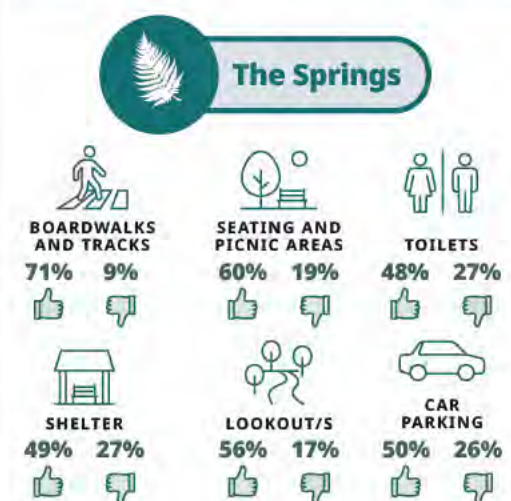
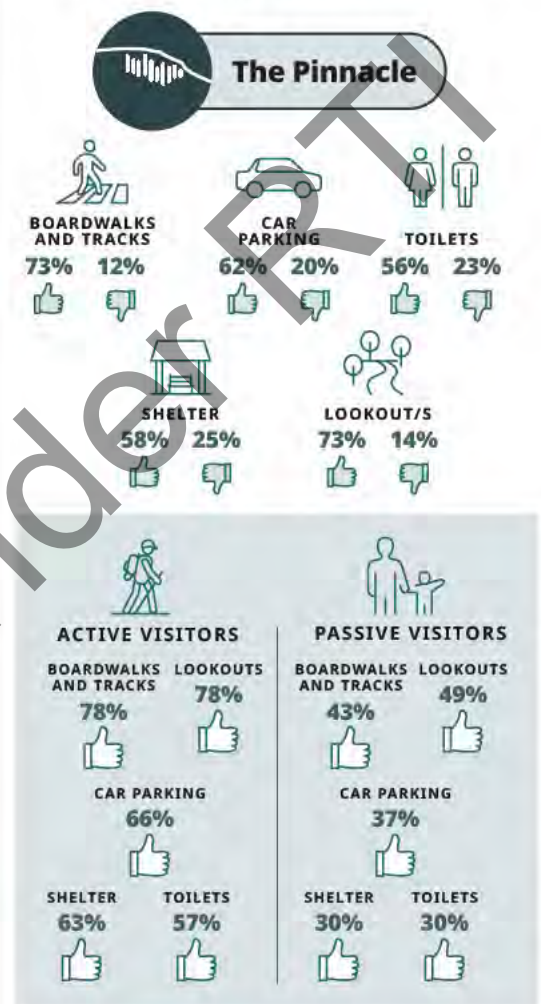
While most visitors are happy with the car parking at the Pinnacle and The Springs, about 1 in 5 felt there is room for improvement. We also heard that around 1 in 4 visitors would like to see better toilets and shelters in these areas, highlighting opportunities to enhance the experience for everyone.

Frequent and **active** visitors are most satisfied with the Park's existing facilities and infrastructure, as well as those living in Hobart. For these visitors, Wellington Park's proximity to home and easy access, the activities they love – like walking, hiking, and running – and recent trail improvements, all contribute to their high levels of satisfaction and enjoyment of the Park.

Occasional, passive, and Pinnacle-only visitors tend to see each area of the Park as a destination rather than part of a larger experience. These visitors, as well as those living outside of Hobart LGA often feel that the existing facilities and infrastructure in Wellington Park do not meet their needs. For example, **passive** visitors reported lower satisfaction with amenities at the Pinnacle, with only about 1 in 3 feeling positive about the toilets, shelter, and car parking. Similarly, **occasional** visitors expressed lower satisfaction across all categories at the Pinnacle compared to those who visit more frequently or participate in active experiences indicating that there is room to improve accessibility for all users. Many **tourists** have also commented on the need for better shelter at the Pinnacle.

When asked about possible facilities and infrastructure at the Pinnacle, The Springs, and the Park's access points, we heard stronger concerns about development at the Pinnacle. However, seating and picnic areas and cultural and/or educational facilities received strong support.

Satisfaction with the existing facilities and infrastructure



Most people are satisfied with the infrastructure on the mountain, but improvements to amenities are needed to meet standards expected by all visitors. We also need to make sure the Park is set up to deal with future challenges.

In recent years, Wellington Park has been at the centre of a number of tourism-related infrastructure proposals. Through the survey, we explored public sentiment on possible infrastructure at the Pinnacle, The Springs and the Park's access points to gauge the level of comfort with such developments.

People from Hobart LGA had the lowest level of support for possible infrastructure of any LGA. This difference was most pronounced at the Pinnacle. Conversely, those living in Brighton and Derwent Valley were far more supportive of possible facilities. These sentiments are also reflected by other Greater Hobart LGAs reporting more support for encouraging visitation (39%) and providing for recreational activities (45%) than those living in Hobart (25% and 13% respectively).

At the Pinnacle, overall support for a **visitor information centre** is moderate at 44% compared to 38% opposed. Support varied widely between different LGAs, with 35% of Hobart residents supportive compared with 48% of those from all other Greater Hobart LGAs. Derwent Valley (72%) and Brighton (62%) were particularly supportive.

Overall support increased to 53% at The Springs – a clear majority, and more than double the negative response. At the access points (such as Fern Tree and Tolosa Park), 58% were supportive and just 18% of people were opposed.

Similarly, people's support for **food service venues** increased significantly from 39% at the Pinnacle, to 52% at the access points.

Support for tourism infrastructure was tested in various places in the survey. Nearly half of all people have told us that we should do more to support sustainable tourism within Wellington Park.

The level of support for **adventure tourism infrastructure** varied significantly depending on location and what LGA people reside in. People from Greater Hobart LGAs other than Hobart were twice as likely to support such infrastructure at the Pinnacle than those from the Hobart LGA. At The Springs overall opposition was lower (43%), and it was lower still (35%) at the access points.

Support for **other tourism infrastructure** remains similar across all three locations. However, overall opposition decreased from 54% at the Pinnacle, to 39% at access points, indicating that people consider that possible infrastructure at lower points on the mountain is less of a concern. This might partially be because "tourism infrastructure" means different things to different people.

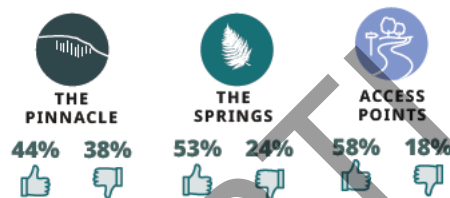
A key theme that emerged was a deep care for the environment. This concern was shared by a majority of **frequent, occasional, and active** visitors, as well as by nearly half of those who visited only the Pinnacle. **Frequent** visitors were also significantly more likely to feel that views of the mountain from Hobart and its surrounds should be protected, and that natural values should come first ahead of commercial development.

The clear finding is that there are widely divergent views on development on the mountain. Support is moderate at the Pinnacle although higher among people from outer Hobart, with support increasing at lower altitudes. Overall, there is appetite for more development that is well-placed and sensitive to natural values.

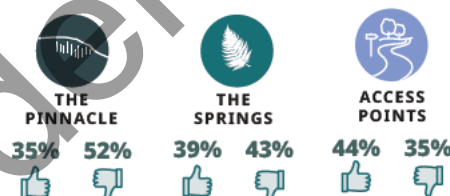
Support for possible facilities and infrastructure



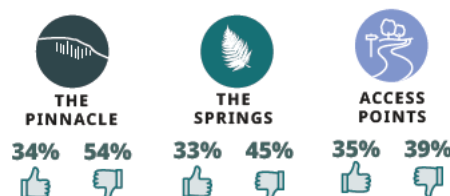
VISITOR INFORMATION CENTRE



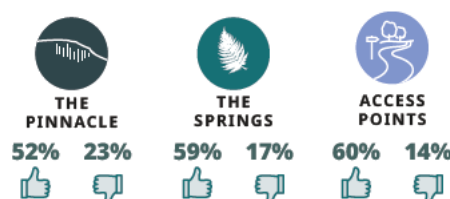
ADVENTURE TOURISM INFRASTRUCTURE



OTHER TOURISM INFRASTRUCTURE



CULTURAL/EDUCATIONAL FACILITIES



Overall, support for potential facilities and infrastructure increases, and opposition decreases, in less sensitive and less visible areas of the Park. Clearly, people believe location matters when it comes to development.

Access and visitation

Pinnacle Road is the only road up the mountain and overwhelmingly, visitors (both Tasmanians and **tourists**) use cars to access Wellington Park. Most of these people are satisfied with ease of access, but 1 in 5 people, and 1 in 4 **families with children**, feel that accessing the Park is difficult. Motorists were much more likely to report that they find it difficult to access Wellington Park, particularly those who use motorbikes.

Smaller numbers access by bicycle or foot, and are generally more satisfied, likely due to their use of trails rather than Pinnacle Road. People who live in Hobart (more often **active, frequent** visitors) are also most likely to report that they find access to be easy than all other Greater Hobart LGAs.

Pinnacle-only, occasional and **passive** visitors were less satisfied with their experience in peak times. 1 in 3 people who live further from the mountain, such as those from Brighton, Clarence, Derwent Valley and Sorell are more likely to find it difficult to access the Park.

While people overall were more likely to rate access as easy or very easy, most survey respondents reported they had been unable to visit the Park at some point due to a road or trail closure. This is likely indicative of those people who would like to visit the Park to experience snow.

The safety of the road raises concern for many, with almost all challenges raised by **tourists** being related to access. For some people, other visitors are seen as a risk, with people being worried about large vehicles, congestion, people that are unfamiliar with the road, and the impact of walking and cycling visitors sharing an already narrow and winding road.

The differences in how people view ease of access clearly points to the road being the source of many visitors' unease. The current heavy reliance on a single access road by private vehicle is the cause of difficulty for many of the issues raised including closure, congestion, and safety.

When asked about what people want for future transport options the top three priorities were environmental benefit, safety and all-weather access. Cost seems to be less of a concern for most people, with only 1 in 5 people ranking it highly as a key consideration.

While people generally consider access to be easy, there are some people who have found it difficult, particularly those living outside of Hobart LGA. Most visitors have had issues accessing the Park in the past. This will likely only get worse as more people want to visit.

By far the two most common reasons for people being unable to visit Wellington Park were:



ROAD OR TRAIL CLOSURE
51%



WEATHER CONDITIONS
65%

Snow is both a key drawcard for people to visit the mountain and the main reason for closing the road.

Future transport priorities:



ENVIRONMENTAL BENEFIT
55%



SAFETY
50%



ALL WEATHER ACCESS
35%

Top three considerations for transport options by those ranked either first or second out of six options

VISITOR NUMBERS

We have heard that most locals visit at least several times a year for a range of reasons, but the total numbers of visitors, including both Tasmanians and tourists, is difficult to determine. Existing data is focused on Kunanyi / Mount Wellington, rather than the entirety of the Park. We also know that tourists make up the vast majority of visitors to the mountain.

Visitor numbers have been modelled a few ways with different results, but all agree that more people will visit the Park over coming years, and facilities must meet the needs of future visitation.

Understanding where, when and how people visit the Park is fundamental for sustainable and informed decision making.



Views on the question of access infrastructure were reflected in several ways during the consultation. There were a wide range of views and suggestions for how best to serve the needs of those wanting to access the mountain, ranging from limiting access to significant infrastructure proposals.

Comfort with development is clearly an important consideration in planning for future access arrangements. People from Hobart particularly have stronger opinions and are more conservative about development at the Pinnacle. People are far more comfortable on average with possible infrastructure at The Springs, and even more so at the access points. People from Hobart are also considerably less supportive of additional infrastructure than all other Greater Hobart LGAs.

While not explicitly specified in the discussion paper, the debate on a cable car or similar for Kunanyi / Mount Wellington was mentioned by many people.

Many survey respondents mentioned the cable car in free text fields throughout the survey, including specifically in the context of the Pinnacle and The Springs, or in the open question about their vision for the future of Wellington Park. About 31% of respondents specifically noted their support, and around 27% noted their opposition. Others did not specifically mention a cable car, but provided comments or responses which indicated they were generally for (approximately 26%) or against (approximately 14%) additional development. About 1% of responses were considered neutral or unable to say.

There was a substantial difference in sentiment towards a cable car (and development generally) between different Greater Hobart LGAs. 20% of Hobart residents noted their support for a cable car or similar, and a further 26% were silent on the cable car but were generally supportive of some level of additional development. Support for both was somewhat higher in Kingborough and higher still in Glenorchy and Clarence. The highest support was in Brighton and Derwent Valley, with 62% and 55% respectively in favour of a cable car or similar, and a further 16% and 25% favouring additional development generally. This difference is important given residents of Hobart were significantly overrepresented in the survey sample.

Many people also proposed alternative infrastructure-based options in their survey responses and written submissions, including shuttle buses, visitor centres, and road upgrades. For example, of the people who provided a free-text response on facilities or infrastructure at the Pinnacle, The Springs or access points, around 8% mentioned their support for a shuttle bus type solution.

Whatever access solution ends up being preferred, the community agrees on several key points. Any transport solution must be safe and sensitive to the environment, and help people access the Park at the times they most want to go. It must do these things while also accounting for increasing visitation numbers and the broader Vision for *Our Mountain's Future*.

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30-Year Greater Hobart Plan

August 2022



Greater Hobart
Committee
Four Cities. One Hobart.

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ACKNOWLEDGEMENT OF ABORIGINAL PEOPLE AND COUNTRY

The Greater Hobart Committee acknowledges Tasmanian Aboriginal people as the traditional owners of the Land on which Greater Hobart is located. We pay our respect to Elders, past and present, and to all Aboriginal people who live and work in Greater Hobart today. We particularly pay respect to the muwinina people of the South East Nation, whose country stretched through the municipalities of Glenorchy, Hobart and Kingborough, and the mumirimina people of the Oyster Bay Nation, whose country included the municipality of Clarence.

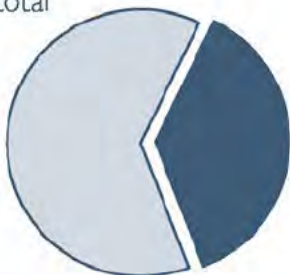
From the heights of kunanyi / Mount Wellington to the depths of the River Derwent – known as timtumili minanya in palawa kani – the Country on which Greater Hobart – nipaluna – stands is deeply embedded within the history of thousands of generations of Tasmanian Aboriginal people, and bound up inseparably with their culture and identity. We recognise this deep history, and the continuing connection of Tasmanian Aboriginal people to Land, Waterway and Sky. Through this plan, we will work with Tasmanian Aboriginal people to protect cultural heritage, maintain cultural practice, and to respect and learn from traditional owner's deep knowledge and understanding of Country

Released under RTI

Our community

210 528

Persons in total population



37%

Share of state population



55 024

Household families with children

77 306

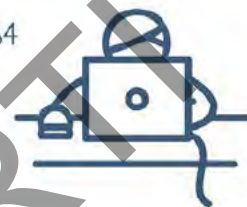
Aged 50 +. Median age is 40.

133 820

Working age is 15 – 64



Population increase in 10 years



Our housing

30 000+

Demand

695 hectares

Vacant land supply

Development

\$456 million

Residential building approvals



Diversity

85%

Single detached

7%

Semi-detached

Affordability

\$530/wk

Median rent

\$790 000

Median house price

1.1%

Vacancy rate

Population and dwelling projections – 2050

Projected

population growth

60 000 OR 30%

Projected household growth

30 000



Our infrastructure

\$5 592 billion

Estimated infrastructure pipeline to 2030



Journey to work

8.6%

Active transport

6.4%

Bus



14.2km

Average distance to work



62.6%

Single occupancy car



Our economy

44%

Greater Hobart's share of Tasmania's gross value added

\$1 610

Median household income (per week)

16 002

Number of businesses



15.1%

Employment by industry and occupation: Health care and social assistance

4.6%

Unemployment rate (12 month average)

106 900

Labour force – persons (12 month average)

Introduction

The Greater Hobart Plan has been prepared under the *Greater Hobart Act 2019*, at the request of the Greater Hobart Committee.

This Plan is the first time that transport, housing and precinct planning have been brought together in a spatially integrated manner. This will allow us to plan for business and employment growth, recreation and environmental management, protect farmland and plan for climate change. In the short term, the Plan will be used to inform an update to the Southern Tasmania Regional Land Use Strategy (STRLUS).

The Greater Hobart Plan is aligned with, and is designed to deliver, the 2050 Vision for Greater Hobart (the Vision):

We will live in the world's best small capital city, a city built for people that is connected, friendly and safe.

Greater Hobart is a thriving and inspiring place to live, where we all work together to make a positive contribution to our extraordinary environment.

The vision is underpinned by the following themes

1. **Be greater for our people** – a great place to live; safe and welcoming; better active transport; and contribute to health and wellbeing
2. **Have greater interconnection, but distinct communities** – continue to 'feel like Hobart'; connected to unique natural environment; thriving, unique neighbourhoods; and people centred, activated places
3. **Have greater resilience** – build resilience and disaster preparedness; strong local business community; adapt towards a low carbon economy; and community spirit to 'future-proof' the city
4. **Be well planned** – 'right place, right time'; collaborative approach to planning; and coordinated provision of infrastructure and services
5. **Have greater connection** – easy to get around; greater transport choice; increase co-location of jobs and housing; and smart technology to enhance useability
6. **Plan for growth and change** – greater housing choice; increase residential density in inner areas; growth will be planned and sequenced; and protect unique natural areas and biodiversity

The Greater Hobart Plan is supported by a Strategy for Growth and Change and an Implementation Plan, to make sure we have a clear pathway to deliver the outcomes set out within the Plan. These documents will continue to evolve as the city changes, and in response to new information. The Greater Hobart Plan will also establish processes for the Government, Greater Hobart councils, industry and the community to work together to ensure that our capital city grows and develops in a sustainable way.

Addressing challenges

Greater Hobart is experiencing change and the 2050 Vision for Greater Hobart (the Vision) has identified challenges to be faced over coming years.

These include an ageing population, managing our growth in a sequenced and strategic manner, having a small regional economy that provides fewer employment opportunities than other mainland capitals, limited diversity in housing options, transport and infrastructure constraints, and local responses to bushfire, climate change and the COVID-19 pandemic.

Other wider challenges like rapid technological advances, dynamic international trade corridors and demands, and the changing nature of migration are all having profound impacts globally.

These various challenges must be considered when preparing a long-term plan for Greater Hobart.

It will require collective and collaborative leadership to address these challenges, seize opportunities, and strengthen Greater Hobart's resilience to change. The Greater Hobart Committee aspires to support Greater Hobart to become "the world's best small capital city".

The Greater Hobart Plan provides clear direction on how to best respond to current and emerging challenges.

This will require access to land and opportunities for quality development, to support traditional industries and expanding sectors of the economy. Greater diversity in housing is required to provide greater choice for individuals to suit different lifestyles and different stages of life, including supporting older people to age-in-place by providing opportunities to downsize their home yet remain within their neighbourhood to maintain connections to friends and family. Housing also needs to be well-located so that people can have good access to local jobs, services and transport connections.

Greater Hobart's history of outward growth and development outside of the city, mixed with a growing and ageing population, is contributing to some growing pains, such as congestion on our roads. More people are living further away from where they work, shop and play. This outward spread increases the pressure for major road infrastructure improvements, which can add to cost-of-living pressures. A focus on providing our community with more housing options can help reduce these pressures.

Prioritising and facilitating targeted infill development in preference to greenfield expansion will see the emergence of more inner-city housing through medium density development. In delivering this, the Greater Hobart Committee is committed to maintaining local character and protecting heritage values. To implement this Greater Hobart Plan we will need design solutions to protect what people love about our capital city and its natural and built environment. Our challenge will be to encourage development to cater for current and future growth, in ways that enhance our city's liveability and attractiveness.

Finding Solutions to Challenges

- Provide development opportunities
- Greater housing diversity
- More inner city living
- More efficient transit options
- Protect local character and heritage
- Adapt to increased risks from bushfire and climate change
- Enhance liveability and attractiveness

Planning for the future

The Greater Hobart Plan seeks to guide growth over the next 30 years, in order to shape our city's future urban form. Our analysis is based on evidence including historical growth rates, expectations of future development and sound planning principles.

While projected growth may not eventuate within the timeframes considered, having a plan will ensure we are well prepared for future growth. It will also ensure that, regardless of the level of growth in the next 30 years, we will have a plan to make Hobart a safe, friendly, connected, inspiring and thriving place to live and work.

We anticipate that Greater Hobart will continue to experience population growth. Based on growth over recent years we will assume an additional 60 000 people over the next 30 years. We will also assume that each additional dwelling can accommodate an average of two people, which means that we expect to need around 30 000 new homes to be constructed during this period.

By setting these assumptions, strategic planners across the public and private sectors can prepare for growth and infrastructure upgrades in advance, and target efficiencies and productivity gains as a result.

Analysis has helped us identify locations across Greater Hobart where new residential development can be located. We have been aware of some of these locations for some time given their size and significance, but in general we see potential for increased urban renewal initiatives and more medium density development across many of our suburbs.

The purpose of urban renewal and the provision of additional housing is to ensure that residents have better access to transport options to aid movement around the city. This will require strategic long-term consideration and planning.

Importantly an Implementation Plan will be prepared to identify and progress measures to encourage the right type of development in the right places. Our analysis also confirms that the future planned growth of our city can be primarily accommodated within the current Urban Growth Boundary currently described in the STRLUS, and is best placed within densification areas along main transit corridors to better utilise our current infrastructure. In addition, we will develop a coordinated and strategic approach to growth that may result in changes to the Urban Growth Boundary to accommodate future urban development.

This Greater Hobart Plan provides a clear narrative about the future of our city, one that should foster integrated planning, encourage public and private investment, and build more coordinated and collaborative relationships. Employment and business growth will be important to provide opportunities for more residents to work near where they live.

The Greater Hobart Plan will help inform an update to the STRLUS, and the Implementation Plan will enable a coordinated approach across governments to achieve the aims and objectives of the Greater Hobart Plan.

Greater Hobart Plan assumptions for 2050

- Assume strong population growth to aid planning
- 60 000 additional people
- 30 000 additional dwellings

A compact city

Greater Hobart is shaped by its geography, flanking the Derwent River. Our natural environment is one of the most attractive characteristics of our city and defines it in the eyes of most people. In shaping the city's urban form, this natural setting is both a constraint and opportunity for development.

Our analysis indicates that at this point in time there is sufficient land within the Urban Growth Boundary to accommodate an expected additional 30 000 dwellings over the next 30 years. However, this conclusion is based on the theoretical yield of available land. The Greater Hobart Plan proposes that additional housing will be primarily delivered through urban consolidation and infill development rather than greenfield development at the urban fringe. The Greater Hobart Plan proposes a 70:30 infill/greenfield development split (21 000 infill and 9 000 greenfield dwellings) as an attainable target over the next 30 years, which is consistent with the development split achieved over the last decade. However, the Greater Hobart Plan will seek to encourage more infill development closer to transport corridors and within identified densification areas.

Infill development is proposed to be primarily low-impact medium density residential dwellings, while allowing for higher density dwellings in appropriate locations. This means encouraging more contemporary terrace and townhouse dwellings within, and surrounding, the main business districts and along corridors with high frequency public transport services.

There are advantages to infill residential development over greenfield development. Some of which are:

- **Reduced infrastructure and service provision costs** for infill development.
- **Shorter travel distances** to employment, shops, schools, health services.
- **Better access** to more frequent public transport services.
- Increased residential densities can **enhance economic viability** of existing business zones and generate more local employment.
- A compact urban footprint has a **reduced environmental impact** including lower greenhouse gas emissions.
- **More efficient use of underutilised land** – an opportunity to improve local amenity, while still protecting heritage and character.
- **Increased opportunities** for social interaction, relationship building, community connections, personal security and 'living locally'.

Although the Greater Hobart Plan will encourage more infill residential development, we also need new greenfield development to meet our expected housing demand and provide choice for our community. Importantly, the proposed 9 000 new greenfield dwellings over the next 30 years will require a faster rate of delivery than in the past.

Greater Hobart Plan targets:

- 70% infill development
- 30% greenfield development

This is similar to the development split achieved over the last 10 years within Greater Hobart.

Where and how to grow

To deliver our focus on infill development we will require concerted effort and collaboration between governments and industry if future development is to be directed into identified areas with capacity to absorb expected growth. Our analysis of land supply data has identified the following opportunities for future residential development over the next 30 years:

- Low density greenfield housing on existing residentially zoned land – 9 450 additional dwellings.
- Medium density infill housing
 - within existing inner suburban areas across Greater Hobart – 12 380 additional dwellings.
 - within existing business zoned land close to primary and principal business districts – 9 000 additional dwellings.
 - on rezoned land to enable residential use (e.g. Hobart Showgrounds) – 3 700 additional dwellings.
- Higher density infill housing in appropriate locations.

This analysis indicates that the total available land supply within the current Greater Hobart Urban Growth Boundary could potentially cater for over 34 000 additional dwellings, which is more than our anticipated demand of 30 000 dwellings by 2050. It will be important to ensure that existing land supply is used efficiently and to encourage infill development and employment and business growth close to the main activity centres and along main transit corridors. In addition, we will strategically identify areas appropriate for consideration as future growth. Changes to the Urban Growth Boundary may result based on evidence of need and the application of technical planning analysis.

The main areas identified for infill and greenfield development including future growth areas within each council are:

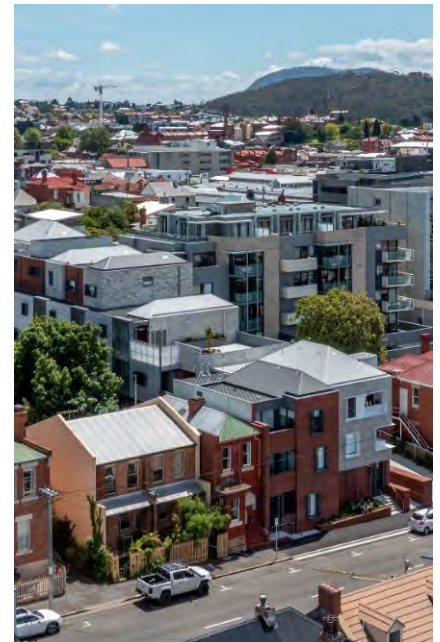
- Clarence – primarily infill, with some greenfield, including in already identified future growth areas such as Droughty Point peninsula.
- Glenorchy – primarily infill, especially in the catchment areas along the transit corridor, and greenfield at Granton and Austins Ferry
- Hobart – primarily infill within the CBD
- Kingborough – primarily infill in and around the Kingston CBD, greenfield at Huntingfield, and a mix of infill and greenfield in already identified future growth areas at Margate and Snug

Future commercial and industrial development is likely to occur within the existing zoned areas, much of which has the capacity to accommodate more intensive activity. More mixed-use developments will also be encouraged (mix of commercial and residential). Living closer to workplaces and shops will encourage healthy active transport and create a more vibrant and sustainable city.

30-year analysis conservatively suggests:

- Infill potential of over 21 000 additional dwellings
- Greenfield potential of over 9 000 additional dwellings

We will identify and prioritise potential future urban growth areas, which may result in changes to the Urban Growth Boundary.



Infrastructure to support growth

The high-level objective of the Greater Hobart Plan is to better align land use and infrastructure planning. To deliver this, land use and infrastructure strategies need to work together to support common objectives, and sequence development to support the right development in the right places. The coordinated delivery of infrastructure and associated services can help unlock both future housing supply and commercial opportunities across our city.

Strategic infrastructure planning with a whole-of-city perspective to consider expected spatial distribution of future population and dwelling growth

In the preparation of this Greater Hobart Plan, there has been close liaison with key infrastructure providers including State Roads, TasWater, TasNetworks and NBN providers. Coordinated forward planning will be critical to ensure medium and long-term forecasting aligns with proposed future land use and development changes. A focus on prioritising infill development will support the more efficient use of existing infrastructure and provides more opportunities for our transport system (road, parking, public and active transport) to improve public safety and reduce traffic congestion.

Work to deliver on a Greater Hobart Transport Vision is underway through the Hobart City Deal, and the Tasmanian Government and Greater Hobart Councils continue to collaborate closely with the Australian Government to deliver on that Vision. Significant policy decisions will be required as our cities grow, to support an uplift in public and active transport services, balance parking demand with the amenity of local activity hubs, improve the efficient transport of freight and to embrace emerging technology. This includes the adoption and use of electric vehicles and e-scooters.

We will also need to carefully plan for growth to ensure we can continue to provide both public infrastructure and green open spaces to enhance liveability, appeal and encourage community connectedness. This also extends to long term planning across all areas of responsibility. For example, the provision of health and education services as populations increase in targeted areas, and the provision of waste collection services that reflect changing attitudes towards greater recycling of waste and a reduced environmental impact.

Protect and promote what is valuable

Greater Hobart's existing character, natural assets, built heritage and relaxed lifestyle, are part of what people love about our city. These valuable attributes are some of Greater Hobart's most important competitive strengths. Future urban development within and around Greater Hobart should be managed to protect these aspects.

If Greater Hobart is to be *"the world's best small capital city"*, we will need to protect what already makes it special, as well as innovate to provide the services and amenity expected by our city's residents and visitors. The Greater Hobart Plan provides a pathway to create a city that balances the retention of Greater Hobart's natural and homegrown attributes with being a leader in collaborative governance, applying new technology, successfully adapting to a changing climate and generating new job opportunities with a more dynamic and entrepreneurial focus.

As a small city, Greater Hobart has opportunities to focus on the creation of healthy neighbourhoods to support residents of all ages and backgrounds. The ability to move easily within and through our city is also highly valued, so further growth needs to improve personal mobility and discourage isolation and other inequitable outcomes.

Greater Hobart has a striking natural setting dominated by the Derwent River, with many local foreshores and bushland reserves. The public open spaces within and surrounding the city are well-protected and are less likely to be impacted if future urban growth is primarily consolidated within existing built-up areas. Infrastructure improvements will be required within those areas (shared pathways, playgrounds, streetscapes, pocket parks, playing fields etc) to support increased future use and demand.

Precinct structure planning and the development of urban design guidelines will encourage the type of urban renewal we want to see in identified growth areas, with the aim of improving local amenity and promoting diverse and quality housing development.

The focus of the Greater Hobart Plan is to encourage more medium density dwellings throughout our city, especially within identified growth and targeted infill areas along the main transit corridors and close to the main activity hubs.

The Greater Hobart Plan will establish a land use planning framework with the capacity to be responsive and relevant, and unique to the needs of Greater Hobart. It will enable the creation of liveable and vibrant communities, suburbs and spaces where people want to live, work, shop and socialise. The economic benefits of population growth will be spread across the whole city. A 'live local' ethos will be encouraged, where we can have employment options close to where we live, where we can send our children to school close to home, where we can easily visit a local park, where we can shop locally, and where other essential services are relatively close by.

Protect heritage and natural environment

Protect lifestyle and health outcomes

Promote compact city and urban design

Promote liveability and vibrant communities

Implementation

In the short term, the Greater Hobart Plan will inform an update to the Southern Tasmania Regional Land Use Strategy. The Greater Hobart Plan will be supported by an Implementation Plan that will set out agreed policy directions and actions, with responsibility for delivering these actions documented and tracked. Some committed actions may be easily incorporated within existing programs. However, it is likely that both the Tasmanian Government and the Greater Hobart Councils will need to consider new policy or investment decisions to support implementation of the Greater Hobart Plan.

It is anticipated that the implementation measures will cover a range of solutions and initiatives, with varying levels of complexity and will need to be delivered across the short, medium and long term. This will allow all parties to consider the sequencing and delivery of related actions. While it is likely that certain actions may take some time to achieve, identifying and tracking these actions overtime will provide a valuable starting point for collaboration and discussion. The actions to be identified within the Implementation Plan will include:

Implementation will include the development of:

- Policy directions
- Actions for implementation
- Roles and responsibilities
- Sequencing and action priority

- continued collaboration between the Government and Greater Hobart Councils
- precinct structure planning of growth and densification areas to balance growth and amenity
- maintaining an Urban Growth Boundary that prioritises urban consolidation over urban sprawl, while developing an agreed approach to growth that may include changes to the Boundary based on evidence of need and technical planning analysis, as well as addressing any identified anomalies
- urban renewal through a focus on medium density residential development and higher density dwellings where appropriate within the existing urban footprint
- a coordinated transport plan that encourages increased public transport use and active transport
- provision of public infrastructure to facilitate desired future residential and/or commercial development, where appropriate
- continued delivery of affordable and social housing close to local jobs and services
- consideration of incentives to encourage development in identified growth and targeted infill areas
- clear public messaging of future development expectations throughout Greater Hobart and additional public engagement and partnership arrangements

The successful implementation of this Greater Hobart Plan will result in:

- improved liveability and accessibility for our people
- protection of our city's natural features, character and heritage
- improved community resilience in the face of natural hazards
- more social and affordable housing closer to city centres and along transit corridors
- much greater housing choice – both in terms of type and location
- more people able to live closer to where they work, shop and access services
- increased uptake of public transport and more active transport opportunities
- reducing travel distances/times and fuel costs
- more opportunities for social interaction in improved public spaces
- increased activation and economic viability of central and local business districts
- more mixed-use opportunities to encourage business investment
- a city that is highly valued for its amenity, attractions and lifestyle
- alignment with council precinct structure planning and the development of the Tasmanian Housing Strategy

The Implementation Plan to be developed to accompany the Greater Hobart Plan will outline the processes required to achieve the measures and indicators above.

A coordinated planning framework will be required and will allow public and private investments to be sequenced and approved. This will provide the basis for long-term cooperation across government, industry and the community.

A well implemented Greater Hobart Plan will provide certainty and confidence for the Government, Greater Hobart Councils and business so that financial investment and jobs growth can be directed towards the most beneficial growth of our city. Greater community certainty should also create greater confidence in the long-term outcomes and less concern about potential adverse impacts.

The implementation of the Greater Hobart Plan will be designed to manage, adapt to and harness change for the social, economic and environmental benefit of the Greater Hobart community, now and into the future.

Review and reporting

This inaugural Greater Hobart Plan provides an overall framework for spatially managing the growth that is likely to occur within Greater Hobart. It begins a city-wide planning process that will evolve over time and require updated information, revision of past assumptions, and further analysis to continually build on our evidence base.

External factors including social, technological, economic and environmental trends will all have implications for Greater Hobart's future development and will need to be monitored including access to services and facilities. There is much to be learnt from similar jurisdictions elsewhere and how they have responded to these issues. Implementing the Greater Hobart Plan will also be an iterative process that will require flexibility and a collective willingness to adapt.

The Greater Hobart Plan will be monitored against the listed actions and relevant key performance indicators (KPIs). This will enable adjustments to be made while also providing public transparency.

In addition to this, a review of the Greater Hobart Plan and its supporting documents will occur in four years, allowing it to evolve with emerging trends captured and explained.

Effective community engagement is a critical part of this ongoing review and reporting process. Public engagement and a good appreciation of community needs and desires will be encouraged to feed into the Greater Hobart Plan development. A well-informed community is essential for effective implementation of the Greater Hobart Plan via appropriate forums and other public communication opportunities.

- Greater Hobart Plan will be reviewed in four years
- Key performance indicators (KPIs) will be developed
- Annual performance reporting



Policy directions

The Greater Hobart Plan provides a list of policy directions under sixteen different headings to help responsible parties to focus their energies. Under the Implementation Plan, actions will seek to accomplish the policy directions, and each action will have responsible parties identified to deliver and implement the Greater Hobart Plan. The Implementation Plan will also provide an indication on the priority and sequencing of actions to help refine future work programs.

The current policy directions for the Greater Hobart Plan are listed below.

No.	POLICY DIRECTIONS
1 Alignment with Natural Setting	
1.1	Ensure the city's growth and development is balanced appropriately with existing significant or prioritised natural values.
1.2	Consider Greater Hobart's natural setting in shaping the future growth of the city.
1.3	Ensure the city's important natural values are identified, considered and monitored as part of the ongoing development and growth of the city.
2 Meeting Future Housing Needs	
2.1	Ensure there is sufficient land available for housing development, including social and affordable housing, throughout the 30-year life of the Greater Hobart Plan.
2.2	Provide greater housing diversity within Greater Hobart, particularly within various medium density typologies.
2.3	Promote a planning system that encourages housing supply, including social and affordable housing, in line with demand data.
2.4	Provide social and affordable housing as close as possible to key activity centres and transit corridors.
2.5	Ensure infill housing is supported by new and upgraded infrastructure and facilities, including parks, local road improvements and streetscaping.
2.6	Encourage housing designs that provide for an ageing population and are sufficiently flexible to cope with other demographic changes and community needs.
2.7	Create more opportunities for people to live within their existing local area throughout their various life stages.
2.8	Where possible, encourage suitably zoned land to be developed as intended to its optimum extent.
2.9	Encourage development on strategically identified key sites to drive the ' <i>right development in the right places</i> '.
2.10	Identify areas for future urban growth, based on projected population growth, demand and supply analysis, and infrastructure and service networks.
3 Urban Consolidation	
3.1	Understand how demographic change will impact on city growth, housing demand and employment.
3.2	Apply targets for infill and greenfield development to ensure there is sufficient housing, including social and affordable dwellings to meet future demand.
3.3	Encourage urban renewal and medium density infill development along transit corridors or close to or within key activity hubs.
3.4	Ensure new housing development areas are supported by more local employment opportunities.
3.5	Improve the overall quality of medium density residential development to encourage greater public acceptance and interest.
3.6	Support planning scheme provisions that facilitate increased residential densities within identified growth areas.
3.7	Ensure Greater Hobart remains a compact city with less reliance on outward expansion.
3.8	Ensure the Greater Hobart Plan and associated urban planning processes remain current and able to evolve as further information becomes available and community needs change.

No.	POLICY DIRECTIONS
4 Liveable Walkable Communities	
4.1	Maximise opportunities for local neighbourhoods to be as liveable and walkable as possible.
4.2	Ensure new subdivision designs create future neighbourhoods that are liveable and walkable.
4.3	Increase transport mode choice for communities in Greater Hobart to better access employment, essential services and community participation.
4.4	Recognised high frequency transit corridors will provide opportunities for improved public transport and mobility.
4.5	Areas that contain social and affordable housing will often require enhanced access and mobility infrastructure.
5 Respecting Local Character	
5.1	Ensure increased residential density in local areas does not unduly impact on local neighbourhood character and heritage.
5.2	Encourage local area and precinct structure planning processes to give due regard to local community values and the protection/enhancement of local character.
5.3	Protect places and buildings that have heritage value.
5.4	Ensure local Indigenous values inform the spatial development of Greater Hobart.
5.5	Provide public information and engagement activities that explain how local character will be protected while also enabling more infill development.
6 Integration of Land Use and Infrastructure Planning	
6.1	Coordinate and integrate future planning for land use, public infrastructure and services provision.
6.2	Recognise that comprehensive integrated transport planning is required for Greater Hobart.
6.3	Develop a sound evidence-based understanding of how future city land use changes will both impact on, and be impacted by, transport infrastructure and services, and traffic management decisions.
6.4	Future urban growth will be consistent with long term infrastructure provision and strategic land release considerations.
6.5	Focus new public infrastructure and service provision in areas identified for growth.
6.6	Identify and protect future infrastructure corridors.
7 Optimise the Most Efficient Use of Infrastructure and Services	
7.1	Maintain existing infrastructure and services as necessary, and upgrade in response to future needs, as required.
7.2	Maximise the use of existing infrastructure and services when considering development opportunities.
7.3	A whole-of-Greater Hobart approach is to be adopted when considering future infrastructure needs.
7.4	Built infrastructure should be capable of adapting to new or multiple uses and different community needs.
8 Optimise Public Accessibility	
8.1	Promote active (walking and cycling) transport as the most healthy and sustainable mode of local travel throughout Greater Hobart.
8.2	Increase public mobility options and reduce the reliance on private motor vehicles.
8.3	Encourage activity hubs to be walkable to enable greater personal convenience and to benefit local businesses.
8.4	Transport routes and walking/cycling paths are to be upgraded and well maintained to ensure public safety and amenity and to provide all-abilities access.
8.5	Improve public transport infrastructure and services to increase patronage and be a "mode of choice".
8.6	Promote the availability and benefits of active and public transport.
8.7	Increase residential densities and mixed use development adjacent to, or close to high frequency transit corridors.
8.8	Encourage appropriate measures at both local and regional levels to improve travel time reliability for all road users.
8.9	Provide public car parking for activity centres that balances access through public and active transport.
8.10	Locate industrial activities close to existing freight corridors.
8.11	Protect key regional, urban and local freight routes from encroachment by incompatible development.
9 Identify and Attribute True Infrastructure Costs	
9.1	New infrastructure costs should be appropriately and proportionally attributed across the beneficiaries of that infrastructure to assist in more efficient, cost-effective and equitable development.
9.2	Consider opportunities to manage consumer demand in order to reduce the need to install new public infrastructure.

No.	POLICY DIRECTIONS
10 Ensure Infrastructure and Services Meet Future Needs	
10.1	Undertake community engagement when planning for future infrastructure upgrades.
10.2	Design public infrastructure to activate public spaces and address public safety/security needs.
10.3	Ensure infrastructure design considers the potential impact of future natural hazard events or climate change.
10.4	Provide improved internet and telecommunication services to adequately service businesses and public demand.
10.5	Apply best practice waste management processes that are both environmentally and economically sustainable.
10.6	Improve energy efficiency within the urban environment and transition towards a low carbon future.
11 Provide for Open Space and Recreation Needs	
11.1	Promote a coordinated approach to the provision and management of recreation and sporting facilities across Greater Hobart.
11.2	Ensure local neighbourhoods have adequate public open space.
11.3	Maintain public open space and recreational infrastructure to support increased use over the long term.
12 Employment Growth	
12.1	Ensure future employment opportunities meet the needs generated by demographic change.
12.2	Identify additional employment opportunities as the city's population increases.
12.3	Provide employment opportunities across Greater Hobart so that more people can live closer to where they work.
12.4	Provide sufficient commercial and industrial zoned land to allow for future jobs growth.
13 Activate Central and Local Business Centres	
13.1	Reinforce the future social and economic viability of larger activity hubs across Greater Hobart.
13.2	Recognise that local activity hubs will continue to best meet local community and convenience needs.
13.3	Increase the viability and amenity of all activity centres through enhanced active and public transport access.
13.4	Use the unique attributes or points of difference of each activity hub for their economic benefit.
13.5	Develop activity hubs more intensively in order to optimise their social and economic functions.
14 Collaboration	
14.1	Facilitate greater collaboration across State and local governments, the community and industry to achieve more efficient and consensual development outcomes.
14.2	Recognise that delivering a focus on infill development and activating land supply will require the support of all stakeholders.
14.3	Productive partnerships between government and industry will be necessary to meet the most pressing needs of Greater Hobart.
14.4	State and local government collaboration will be enhanced to ensure public infrastructure and services are delivered in ways that best support the city's sustainable growth.
15 Competitive Advantages	
15.1	Give priority to strategically identifying, supporting and attracting those industries that complement Greater Hobart's unique attributes.
15.2	Promote the particular attributes of local areas and neighbourhoods within the city to attract further business growth.
15.3	Acknowledge the city's existing character, heritage and landscape economic values, so they are protected and enhanced.
15.4	Optimise the visitor attractions and tourism potential of the Greater Hobart area.

No.	POLICY DIRECTIONS
16 A Diverse and Resilient Economy	
16.1	Ensure strategic planning frameworks and planning schemes support a diversity of residential, commercial and industrial opportunities.
16.2	Encourage mixed use developments to increase both housing and commercial opportunities.
16.3	Protect key commercial and industrial land from encroachment by incompatible uses
16.4	Increase residential densities close to key metropolitan and local employment precincts.
16.5	Promote well-designed public places that assist in providing increased community interaction and support during periods of prolonged social change and disruption.
16.6	Encourage ongoing urban renewal and building re-use to meet changing land use demands.
16.7	Ensure future public infrastructure investments anticipate changing social and economic pressures and the need for 'future proofing'.
16.8	Encourage greater community adaptation and engagement in the development of climate resilience.



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Greater Hobart
Committee
Four Cities. One Hobart.

Northern Suburbs Transit Corridor Growth Strategy

July 2024



We acknowledge the muwinina people as the first inhabitants and traditional owners of nipaluna/Hobart. We acknowledge the enduring spirit of Country—the knowledges, languages, stories, songlines, land, skies, waterways, and Spirit systems. We pay our respects to the many Indigenous peoples who know this place as their home.

Northern Suburbs Transit Corridor Growth Strategy

Prepared for the Tasmanian Department of State Growth



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Introduction

Purpose of the Growth Strategy

The Hobart City Deal, signed by the Australian and Tasmanian Governments and the Clarence, Glenorchy, Hobart and Kingborough councils in 2019, included a key commitment to activate the Northern Suburbs Transit Corridor (NSTC). Activation of the existing rail corridor presents a once-in-a-generation opportunity to accelerate growth and shape the long term direction of Greater Hobart.

The Northern Suburbs Transit Corridor Growth Strategy (the Growth Strategy) has been prepared to establish a vision for the corridor and sets short, medium and long term recommendations and actions to maximise the benefits of this game-changing transit investment. The strategy has been informed by engagement with the property and development sector.

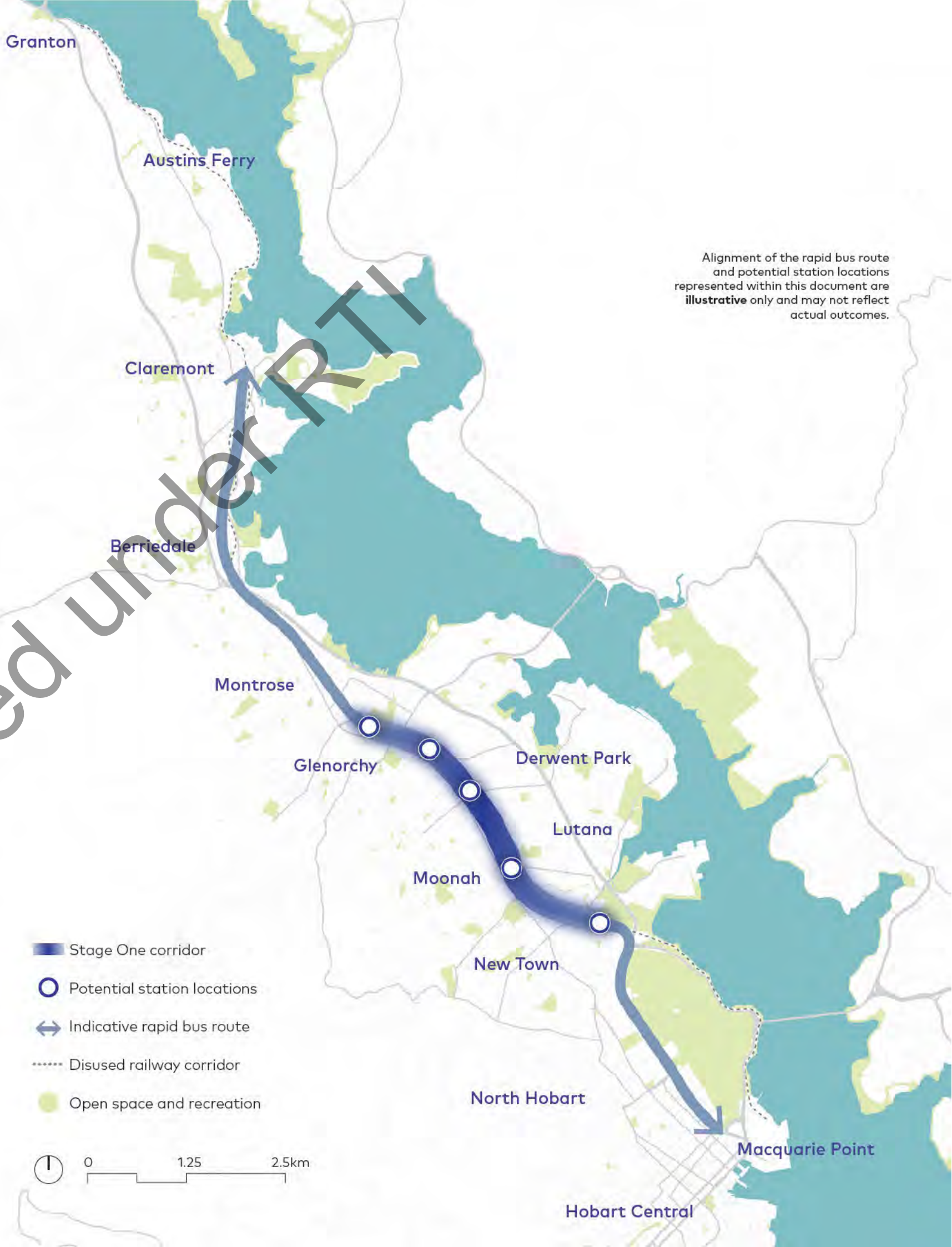
The Growth Strategy can set an enduring legacy of urban change through land use planning and policy responses, anchored by a faster and more direct public transport system. The Growth Strategy can help achieve significant city-shaping aspirations to increase use of public transport across the community, and deliver transit-oriented urban renewal to improve housing supply, affordability, and diversity.

The opportunities presented by the NSTC are substantial, and realising its potential will require commitment over coming decades. The corridor's success will rely on collaboration and support across government, the business and development sectors, and most importantly the community.

Stage One of the corridor activation will focus on the four kilometre stretch between Glenorchy and New Town.

Alignment of the rapid bus route and potential station locations represented within this document are **illustrative** only and may not reflect actual outcomes.

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Stage One focus area

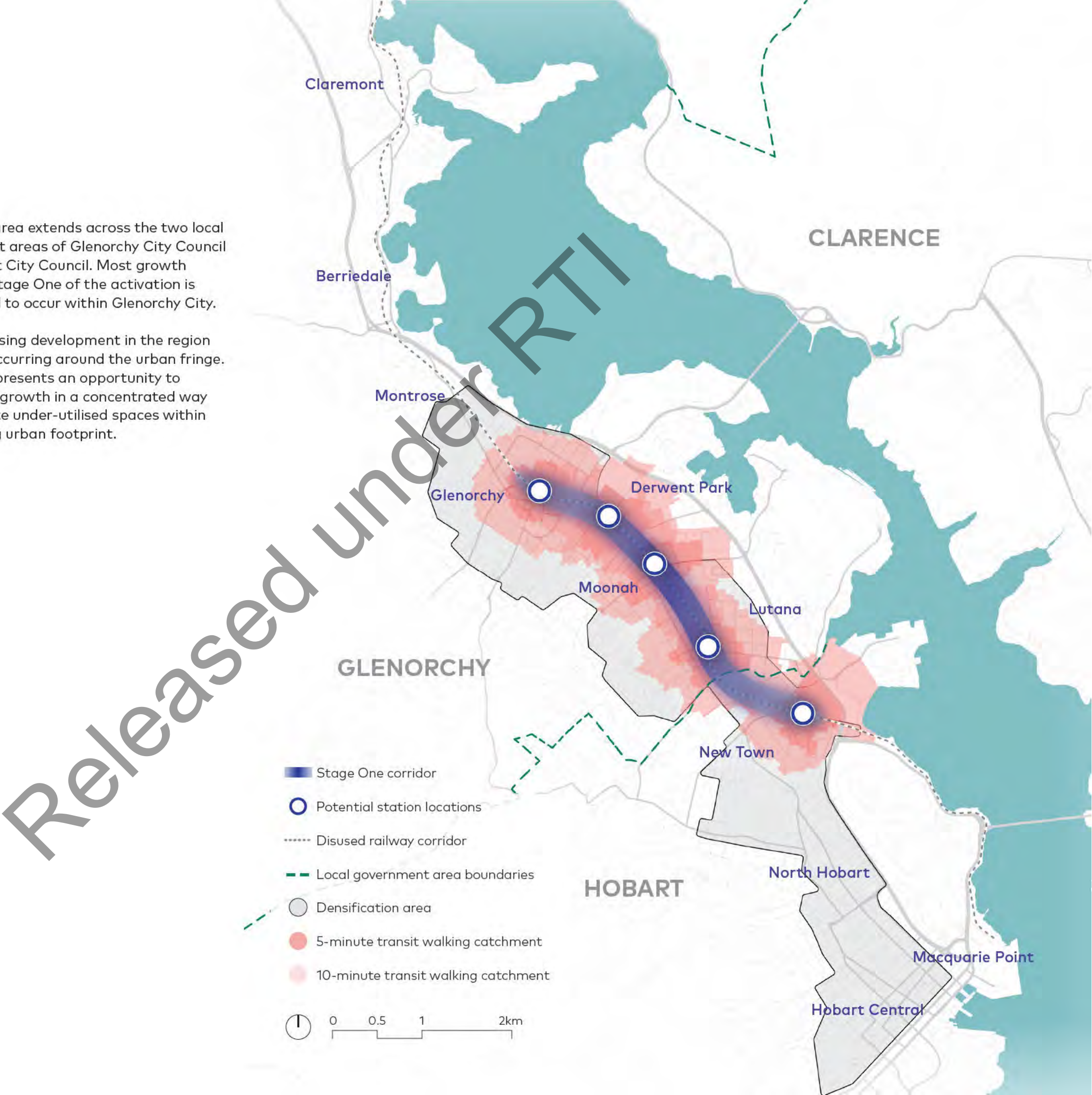
The focus area for this Growth Strategy is the four kilometre stretch between Glenorchy and New Town within the densification area identified in the Southern Tasmania Regional Land Use Strategy.

This is consistent with the 30-Year Greater Hobart Plan. This densification area is poised to play a leading role in the development of Greater Hobart and is projected to absorb a large proportion of the region's new dwellings and population over coming decades.

The corridor is anchored by the 10-minute walking catchments from the transit corridor as indicated in the graphic.

The study area extends across the two local government areas of Glenorchy City Council and Hobart City Council. Most growth driven by Stage One of the activation is anticipated to occur within Glenorchy City.

Recent housing development in the region has been occurring around the urban fringe. The NSTC presents an opportunity to coordinate growth in a concentrated way and activate under-utilised spaces within the existing urban footprint.



Context of the corridor

An analysis of existing context and conditions has been undertaken to ensure the Growth Strategy is informed by a detailed understanding of the corridor.

Activation will lead the corridor into a period of growth and change, with a transition in its housing profile, transport network and development pattern.

Understanding what makes this corridor special can help make sure future planning retains and reinforces its strengths of community, character, and economy.



Housing

Housing market movements in recent years are expected to create issues relating to gentrification and housing affordability. The corridor's existing residential profile is strongly dominated by detached houses, and the new greenfield housing being delivered on the urban fringe adds further to this trend.

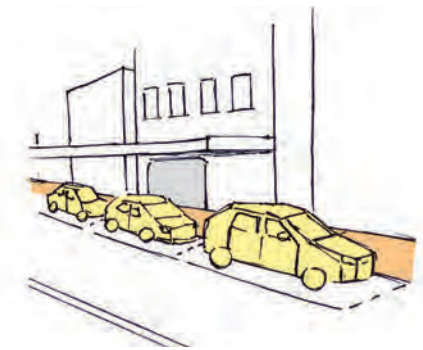
As community demographics change, this lack of housing diversity is driving a mismatch between existing residential stock and the types of homes required to meet the needs of current and future communities. The Government is committed to addressing housing supply constraints and support the growing demand for compact medium density residential accommodation in locations with access to employment, services, education, and recreation for a diversity of needs.



Community

The corridor is made up of a mix of established and emerging communities. It is known as a welcoming place that benefits from a great diversity of cultures. Stretching through Moonah, Derwent Park and Glenorchy, the corridor encompasses many of the most diverse communities in Tasmania with a high number of overseas migrants newly settled in the corridor.

The corridor is home to a high share of single-person households, typically aged between 50 and 79, seeking housing that suits their changing needs as they age. The corridor is also home to a significant student population, residing in Hobart for tertiary education.

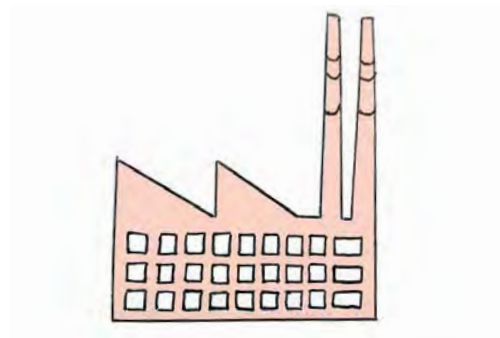


Transport

The region is serviced by a bus network along Main Road and the Brooker Highway, as well as major arterial roads. There is no fast, direct and high-capacity public transit option and the region is characterised by a dispersed, low density suburban development pattern. These factors drive high levels of car usage, with traffic congestion placing significant pressure on arterial roads and creating network pinch points. For many residents, widely available low-cost parking makes private car travel a convenient option.

Existing bus services on Main Road have high patronage and high levels of service, but have low travel time reliability. Activation of the transit corridor can provide improved mobility choice, and presents an opportunity to reduce the number of cars on the road network and drive behaviour shifts towards public transport use.

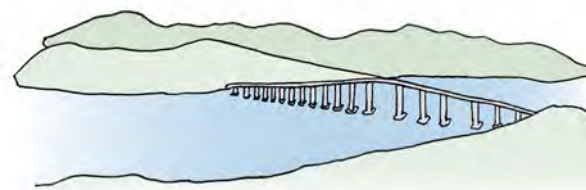
The percentage of people in Greater Hobart who walk or cycle to work is currently higher than the national average. The Growth Strategy will help unlock more compact development, which will enable a further increase in people using active forms of transport to get to work, shopping or public transport.



Economy

The corridor has a long history as a hub of industry and manufacturing. This is visible today in the significant employment precincts characterised by warehouses, wholesalers and shopfronts preserved across the study area. While Hobart CBD functions as the major employment and service centre for the region, the corridor has retained a concentration of local jobs and maintains a high level of self-containment.

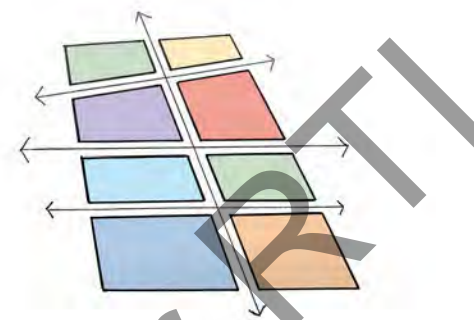
Glenorchy CBD currently has a retail trade and civic focus, but is expected to shift towards other population-serving functions, accommodation and food, education and health care. Moonah and Derwent Park are currently focused on industrial and manufacturing activities, but are projected to transition with diversified employment opportunities, specialised health and education, and population-serving uses.



Character

The corridor holds history and culture stretching back for tens of thousands of years. Its distinctive landscape is made up of significant sites and places of the muwinina people, from kunanyi / Mount Wellington to the River Derwent. The corridor's unique topography defines the landscape, and its urban centres are oriented to the surrounding scenic views.

The corridor also has character embedded at the street level, particularly in Moonah with its unique laneway culture, boutique retailers, converted warehouses, and multicultural eateries. The corridor has a vibrant creative sector, and is home to major tourism, arts and cultural venues.



Planning and development

A range of projects and strategies are currently being planned and delivered for the corridor. Glenorchy City Council has completed the Greater Glenorchy Plan, which includes precinct plans that connect Glenorchy, Moonah and Claremont. Hobart City Council is undertaking precinct structure planning across the city and is developing 20-year future land use visions for the CBD through the Central Hobart Plan and for North Hobart through the North Hobart Neighbourhood Plan.

Initiatives led by Councils, the Tasmanian Government, and the private sector are in the pipeline and aim to revitalise public spaces, redevelop major recreation and entertainment precincts, and deliver new open spaces. There are significant aspirations and a real appetite for growth in the corridor, along with broad community support for compact development that is tailored to local characteristics and context. The Growth Strategy's vision is to encourage meaningful development activity that drives infill medium density residential and mixed use uplift within the study area.

Vision for the corridor

Vision statement

The Northern Suburbs Transit Corridor will offer a great lifestyle, housing choice, fast and direct public transport, and a sustainable vibrant economy, nestled between the mountains and river.



A vision for the corridor has been developed with the aim of informing and shaping every element of the Growth Strategy, setting an overarching message about how to approach future planning of the corridor.

The vision statement sets a foundation for the strategy and aims to sum up the major aspirations of the corridor. A series of growth principles has also been established, built under four key pillars:

- Housing choice and lifestyle options
- A connected place
- Community at the heart
- A centre of opportunity

Stretching along a scenic landscape between the mountains and river, the NSTC links a series of distinct places and communities. Activation of the corridor presents an ideal opportunity to unlock transit-oriented renewal. Revitalisation will build upon the established urban structure, laneways and industrial bones to emerge as a more connected, green and vibrant place.

This transition will encourage quality housing options and services for a diverse and changing community across all stages of life, supporting the needs of everyone from students to families and retirees. The corridor will grow in a way that celebrates its natural and cultural assets, honouring what makes this place special.

The NSTC will be a centre of opportunity, with enhanced access to culture and education, and strengthened clusters of industry, enterprise and innovation. The corridor will be known for its great lifestyle, with housing choice, fast and direct transit, active and sustainable economy, and iconic natural landscape. Locals will stay and enjoy a bright future here, and new people will be welcomed to live, work and visit.



Growth principles



Housing choice and lifestyle options

A new way of living

Activation of the corridor will support the creation of compact and well-designed precincts around transit stations. These transit-oriented communities will offer a new way of living in Greater Hobart with more connected, active and sustainable lifestyles.

Walkable precincts will enable easy access to jobs, schools, shopping and green space, with everything all in one place. More compact densities can re-imagine places with human scale development, and make it convenient and attractive for people to walk, cycle or use public transport to get around.

Mixed use cores around stations will provide essential local services and vibrant streets, supported by medium density housing that gradually transitions outwards to integrate with surroundings.

The introduction of apartment living into the mix of housing options will provide for increased housing choice and a range of lifestyles.

A diverse supply of homes

The corridor will transition into a place of housing choice with a diverse supply of homes in the right places. A range of housing types and densities will be provided, from standalone houses to townhouses, terraces, duplexes, and low- to medium-rise apartments. Increased choice will provide the long term housing growth needed in the corridor while still retaining its character.

Dwellings will be provided with a mix of tenures, including rental, affordable and social housing, so a wide mix of people can call the corridor home. A greater diversity of choice will help housing affordability through more dwellings with different sizes and price points.

Housing will cater to the needs of existing and future residents, providing for a diverse and growing community. Homes will support all stages of life, from student accommodation and family homes to ageing in place. Larger dwellings with more bedrooms will suit family households. The right amenities will help create inclusive neighbourhoods.



A connected place

An integrated movement network

Distinct centres and places will be linked through an enhanced and interconnected transport network. The corridor will be an accessible environment for people of all ages, backgrounds and levels of mobility.

Beyond offering a linear passage from the Northern Suburbs to Hobart CBD, the network can also weave connections within, along and out of the corridor.

A rapid bus network will support a shift towards public transport use and reduce reliance on private car travel. Areas surrounding the corridor will transition into a walkable urban environment, catering for increased walking and cycling through safe and comfortable active transport connections. Encouraging greater uptake of active transit will promote movement between urban areas, natural places and open spaces.

A linked series of distinct centres

Stretching from Hobart CBD through the heart of Glenorchy, the corridor connects a sequence of centres with distinct roles. Each centre will play a vital role within the activated corridor, with transit helping to create connections and enhanced integration between places.

Each of these centres are destinations in their own right, offering varied functions and supporting diverse communities. Activation of the corridor will transform these centres in a way that maintains their unique qualities as individual places to live, work and play.

Communities love their unique centres, from the boutique and creative Moonah to the relaxed, family friendly atmosphere of Glenorchy.



Community at the heart

A welcoming and inclusive place

The corridor will be a place that encourages strong community pride, social connections and an appreciation of Hobart's natural beauty. This will build on the community's existing diversity and multicultural strengths, with a mix of established and emerging communities.

Social infrastructure, including quality recreation and public spaces, will foster a sense of community. A network of welcoming places will provide opportunities for people to socialise, connect and create. This will ensure the corridor remains a place that people love and can feel a sense of belonging.

Activation of the corridor will catalyse renewal and can unlock social transformation for disadvantaged community members. Transit will provide access to education and employment opportunities, and a diverse mix of affordable housing types and tenures can allow people to remain in the area they call home.

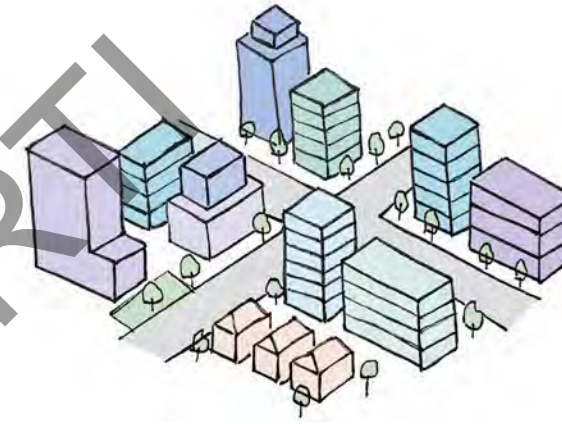
Celebration of natural and cultural assets

Urban renewal of the corridor will reinforce its attractive and distinctive environment. By retaining and celebrating the things that make it special, the corridor will deliver engaging, inviting and attractive spaces that are contextual and local.

The corridor is rich with significant Aboriginal places, European heritage, and the diverse backgrounds of its community today. Cultural landscapes, buildings and significant places will be celebrated through public domain enhancements.

The corridor will continue to celebrate innovation, the arts and creative industries through cultural infrastructure of temporary spaces, arts centres, galleries and museums.

One of the corridor's greatest assets is its environmental character, with the River Derwent and kunanyi / Mount Wellington defining a sense of place and scenic identity. Environmental assets will be celebrated, with generous recreational spaces forming an expansive green network of walking links and cycling trails.



A centre of opportunity

Build upon economic assets

The corridor will be a place of ambition and opportunity, with transit providing connections between clusters of activity to increase productivity and support a diversity of employment. The corridor will evolve its competitive economy and continue to build upon existing economic assets.

The corridor will support the creation of new employment hubs with a population-serving focus for emerging compact communities. Revitalisation will create a more vibrant and attractive place with an active night time economy, laneway culture, and unique dining and retail experiences. Transit will also strengthen the corridor's significant entertainment and tourism focus.

As parts of the corridor undergo urban renewal, it will be important to manage the evolution of employment land. Significant industrial precincts across the Northern Suburbs offer a centrally located supply of local jobs. The corridor will be supported by economic hubs that will continue to see the area be a key service centre for Greater Hobart.

Opportunities close to home

Activation of the corridor will provide a convenient link between significant centres and amenities, supporting easy access to employment, education, culture and entertainment, shopping, services, recreation, and open space. The NSTC will support the creation of a 15-minute city with great places to live, work and play all within close reach.

Residents, workers, students and visitors will enjoy access to everything they need within a short walk, bike ride or transit trip. Businesses and employers will have unprecedented access to customers, collaborators, and skilled workers. A diverse range of jobs will be in reach, including Hobart CBD and industrial enterprise corridors of the Northern Suburbs.

The activated corridor will bring beauty, learning and culture closer to home. The NSTC will be a short journey to regionally significant open spaces and recreation. Culture and amenity will be within close reach, including MONA, Moonah Arts Centre, MyState Bank Arena, and Glenorchy Art and Sculpture Park.

Recommendations

Purpose of the recommendations

A series of recommendations and actions have been developed to help realise and implement the vision for the corridor. Unlocking growth along the corridor will be a large-scale and long-term initiative. This will require a layered planning and policy response as the transit alone will not be a silver bullet for the corridor’s complex challenges.

The recommendations identify critical levers that can facilitate the growth opportunity and help generate urban change and renewal. This includes measures to facilitate compact urban infill development and drive residential and mixed use development.

The actions are not solely focused on unlocking growth, but also ensuring it is the right kind of growth, aligning with the corridor vision, aspirations, and community expectations.

The recommendations have been shaped by the visioning phase and industry engagement process, and can be summed up in four overarching steps:

- Begin a transition in character
- Prime the corridor for growth
- Provide the right kind of growth
- Deliver on the corridor’s potential

These recommendations can be measured over time and are intended to guide future growth and decision-making. The intention of these recommendations is to start an open discussion. This Growth Strategy does not seek to identify a lead or allocate responsibility for specific actions at this stage.

This Growth Strategy does not seek to identify a lead or allocate responsibility for specific actions at this stage.

Begin a transition in character

- Put early amenity enhancements in place
- Provide amenity to drive and support growth

Prime the corridor for growth

- Develop a corridor plan
- Realise the opportunity
- Provide supporting infrastructure

Provide the right kind of growth

- Ensure quality outcomes
- Support affordable housing

Deliver on the corridor’s potential

- Support development feasibility
- Streamline the delivery process
- Set the standard through catalyst sites

Begin a transition in character

The corridor's original freight function has influenced the development of its surrounds, with parts of the study area today retaining heavy industrial character. To support more housing and urban growth, amenity enhancements are needed to transition and renew these places. Public realm and urban design interventions can increase desirability and change market perception of the corridor.

As the transit corridor is a long term strategic project, amenity enhancements also represent potential early actions that can begin to catalyse the desired change. The preparation of a corridor-wide urban amenity improvement plan would identify

projects and interventions across the corridor. This could identify opportunities to provide new and enhanced parks and community spaces, invest in active transport links to support a more pedestrian friendly and walkable environment, and activate blank walls facing the corridor

As the corridor grows, the provision of open space, recreation, education, and cultural facilities should grow to match. High quality public assets will enhance the corridor's lifestyle appeal, attracting people to live, work and visit. Long term initiatives can retain and reinforce the corridor's unique elements, providing upgraded corridors of open space, new public spaces and linkages.

Put early amenity enhancements in place

- 1 Prepare an urban amenity improvement plan to identify and deliver projects to improve public amenity in the corridor
- 2 Provide new and enhanced parks and community spaces
- 3 Invest in new and enhance existing active transport links to create a walking and cycling friendly environment
- 4 Activate blank walls facing the corridor

Provide amenity to drive and support growth

- 5 Audit the social and recreational infrastructure needs of the corridor
- 6 Coordinate delivery of needed services and amenities, and long term public realm initiatives

Case study:

Parramatta Road Amenity Improvement Plan

The Parramatta Road Urban Amenity Improvement Program (PRUAIP) is a \$198 million initiative by the NSW Government to improve open space and active transport links along the Parramatta Road corridor. The program brings State agencies and local councils together to collaborate on projects that will improve public amenity in the corridor. Six local councils have been provided funding under the program to deliver 32 projects across three categories:

- Streetscape upgrades including tree planting, multi-purpose lighting, new pavements, pedestrian and cycle pathways and safer crossings
- Creation of new and improved open spaces including a new urban plaza, which are important to support communities in a high density environment
- New walking and cycleways which link to key transport locations and open spaces

The PRUAIP also contains a public art framework as a curatorial guide to the creating and commissioning of public artworks along the corridor.



Landcom NSW

Prime the corridor for growth

A coordinated plan for the corridor can integrate the transport investment and land use aspirations. This can define extents to growth across the broader corridor and articulate the development potential and vision. Updated land use planning can identify appropriate development controls that are tailored to context, constraints and local characteristics.

Development of an employment lands study can help inform the identification of industrial pockets with potential to convert to residential and mixed uses, key employment precincts to retain and reinforce, and transition sites to manage interfaces between uses.

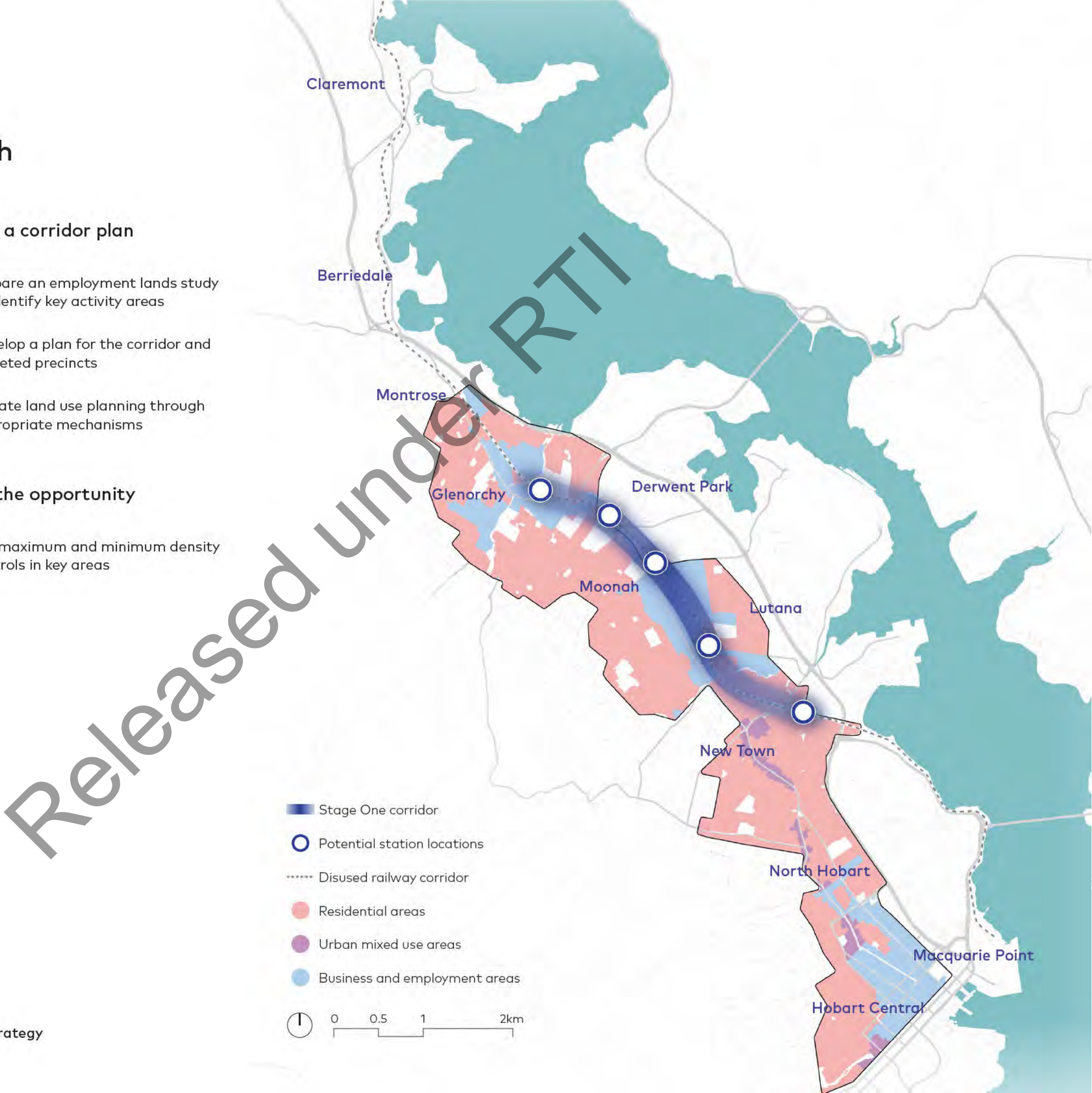
The transit project itself is a story of corridor preservation. It is important that opportunity sites around the corridor are similarly preserved to avoid squandering the growth opportunity with new development that does not align with the long term vision. To achieve this, land use planning of the corridor should stipulate both maximum and minimum density controls.

Develop a corridor plan

- 1 Prepare an employment lands study to identify key activity areas
- 2 Develop a plan for the corridor and targeted precincts
- 3 Update land use planning through appropriate mechanisms

Realise the opportunity

- 4 Set maximum and minimum density controls in key areas



To support renewal and growing demand, the study area must be equipped with the necessary urban infrastructure. Addressing latent infrastructure needs across the broader corridor can help avoid piecemeal upgrades and reduce feasibility concerns about developer contributions.

As some areas transition from industrial uses, it will also be important to understand any major land remediation needs. A coordinated approach can help prepare for the future by directing the needed interventions and investments. This should occur parallel to the corridor planning process.

Provide supporting infrastructure

- 5 Assess the capacity of supporting urban infrastructure around the corridor to understand current and future requirements
- 6 Assess land contamination and remediation risks across the corridor
- 7 Coordinate delivery of recommended infrastructure upgrades and investments

Corridor plan

The preparation of a comprehensive plan would provide an opportunity to analyse and propose appropriate land use changes across the corridor.

Best-practice corridor planning would be informed by a detailed understanding of existing activity centres, landscape assets, view corridors, cultural and recreational attractors, tourist destinations, and areas of distinctive character. An overlay of built and natural constraints, such as flood prone land, heritage considerations and strata-titled properties would help identify the sites with potential to accommodate growth or renewal driven by the Project.

The corridor plan should crucially be informed by a market take-up and feasibility overlay to understand the realistic take-up and quantum of development. Future land use typologies can be prepared that are tailored to the corridor's context, character and market. Land use, built form, density and height controls can be expressed through custom development typologies that offer a way to plan for communities across large precincts and corridors.

A successful corridor plan should be prepared in line with locally relevant design principles and parameters, such as:

- Respond to existing urban form
- Orient residential density towards high value amenity including views and open space
- Consider interfaces with sensitive uses and users
- Provide a buffer between residential development and major roads or industrial uses
- Ensure adequate solar access to public open spaces, areas of environmental value and amenity, and existing private open space
- Provide a gradual transition in building height and density as the distance from transport is increased
- Major road corridors through centres to be reinforced with ground-floor retail activity to create mixed-use medium density corridors that enable a better interface between habitable rooms and busy roads



Provide the right kind of growth

The corridor's urban environment is entering a state of transition, with potential to transform in a high quality, sustainable and innovative way. A whole-of-government collaborative approach would provide an opportunity to feasibly implement best practices in sustainable development and design excellence at a corridor-wide scale. Building design and materials can be optimised to reduce energy use, heat, household bills and greenhouse gases.

The development of design guidelines for medium density developments will showcase the kind of development we'd like to encourage. These guidelines will include a

range of dwellings sizes and bedroom mixes, encouraging developments that provide housing diversity and greater choice for the community.

Provisions to incentivise affordable housing can help prevent the corridor's growth from driving a social divide. Mechanisms and incentives could offer a density bonus or discount on infrastructure contributions in exchange for providing affordable housing. Government owned sites can more feasibly deliver affordable and social housing, and public-private partnership opportunities can be explored to provide diverse housing types, tenures, and prices.

Ensure quality outcomes

- 1 Develop design guidelines for medium density housing typologies and standards
- 2 Incentivise sustainable building design, materials and energy/water efficiency

Support affordable housing

- 3 Provide incentives to encourage affordable housing
- 4 Deliver affordable and social housing on government owned sites
- 5 Explore public-private partnerships to deliver affordable housing

Case study:

The 30-Year Plan for Greater Adelaide

South Australia aims to 'lead the nation in the proportion of homes sold or built that are affordable by low and moderate-income households' and to have the lowest proportion of groups in housing stress.

These targets were reinforced by The 30-Year Plan for Greater Adelaide (2010, updated in 2017) which specifies that 15 per cent of homes in all new significant developments should be affordable.

Applicable developments include surplus and residential government land projects, declared major developments and projects, and rezoned land that increases dwelling yield, including all new growth areas.

THE 30-YEAR PLAN FOR GREATER ADELAIDE



SA Department of Planning, Transport and Infrastructure

Case study:

NSW Low Rise Medium Density Design Guide

The NSW Low Rise Medium Density Design Guide (2020) aims to encourage more variety in the form of housing and improve design by addressing key considerations, including layout, building envelopes, public domain, visual appearance and architectural form, landscaping, private open space, height, access, light, natural ventilation and privacy.

The guide provides design criteria to help streamline the delivery of medium density housing as 'complying development'. Complying development is a fast track approval process for straightforward development that combines the planning and building approval into one application.



NSW Department of Planning and Environment

Deliver on the corridor's potential

There is no shortage of ambition for the corridor, and the right levers can help turn this potential into feasible outcomes.

A range of elements pose a challenge to urban renewal, including high commercial and industrial land values and low employment land vacancy. Aspects of the development approvals process can be perceived as barriers to growth, including car parking requirements.

Given the scale and significance of the project, it warrants dedicated approval and delivery pathways. The development sector have identified lengthy timeframes

for approvals as an impediment to feasible urban renewal. Streamlined approvals pathways or a well resourced authority at the State Government level could be implemented to more efficiently coordinate and deliver the infrastructure, planning, approvals and delivery process.

Early catalyst sites offer an opportunity to set a benchmark standard of design and density, and to reinforce the desired future vision of the corridor. Sites owned by the State Government and Local Government can be harnessed to facilitate early delivery of transit-oriented development.

Support development feasibility

- 1 Undertake a traffic and parking strategy for the corridor to investigate opportunities to adjust traffic impact assessments and ease car parking requirements in key areas
- 2 Informed by employment land study, identify opportunities to consolidate and co-locate key city-building uses

Streamline the delivery process

- 3 Investigate opportunities to streamline the planning and delivery process, such as a dedicated authority or approvals pathways

Set the standard through catalyst sites

- 4 Deliver early stage development on government owned sites
- 5 Provide incentives to encourage the delivery of early catalyst developments in line with desired outcomes

Benchmark development:

The Element (Canberra)

Element is a mixed use development on the harbour at Kingston Foreshore of Canberra.

The philosophy behind Element has been to create a carefully designed building which expresses an imaginative modularity, offering proof that inner urban spaces can not only be attractive and liveable places but also cost effective to construct and efficiently serviced.

The development incorporates retail space, apartments and three-bedroom 'sky homes', most of which have elevated views over the harbour.



Cox Architecture for Chase Building Group
Photography by Rodrigo Vargas

Benchmark development:

21 Peter Doherty Street (Brisbane)

The 21 Peter Doherty Street multi-residential project is part of the Boggo Rd Urban Village master planned precinct in Dutton Park.

It contains 64 apartments in a variety of formats and sizes. Car spaces are concealed within basements and a private roof terrace provides views over surrounding heritage and the city skyline.

The buildings range from five to four storeys and respond to the site's sloping topography, maintaining a human scale.



Cox Architecture for Leighton Properties
Photography by Christopher Frederick Jones

Next steps

Staging of the corridor

To help achieve a successful NSTC Growth Strategy, a plan for staging and implementation is crucial to set clear priorities and timelines for change, and identify opportunities to drive both short-term and long-term growth.

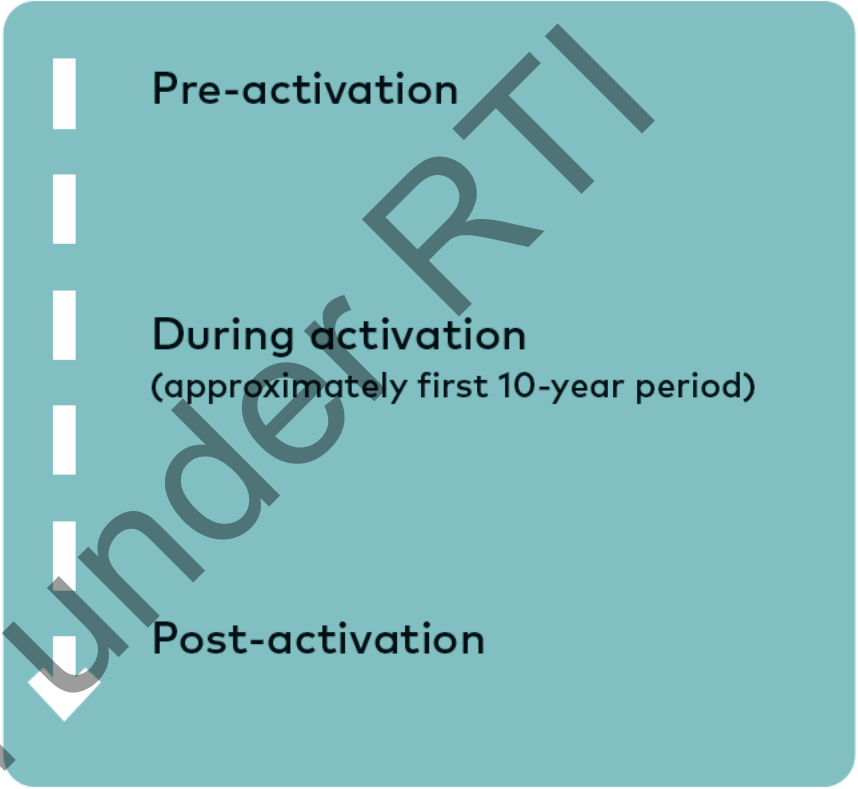
The following pages have broken down the ultimate future vision into stages with priorities, directions, and actions for each timeframe. This can help inform the provision of services, resources, and responsibilities to ensure that growth occurs in line with necessary supporting actions and upgrades.

Next steps have been outlined that are based on activating the corridor across three stages, aligning with timeframes developed across previous NSTC investigations:

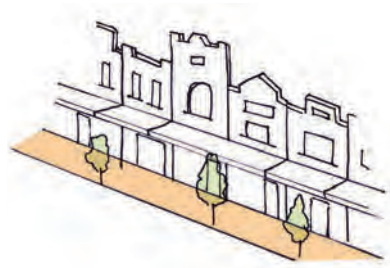
1. Pre-activation
2. During activation (approximately first 10-year period)
3. Post-activation

A series of implementation and staging principles have been prepared to inform the plan, and help ensure the desired strategic outcomes are achieved and can provide the greatest net benefit. A high level potential logical phasing of development has been outlined to align with the identified principles and drivers.

The next steps and staging plan have also taken into account 'base case' developments, initiatives and upgrades that are not directly linked to the NSTC but have an impact and influence on the corridor's development and profile.



Implementation and staging principles



Put amenity in place before growth

Amenity drivers are essential to driving growth in the corridor. While some places in the corridor already have significant existing character and amenity to leverage, other parts are in poor condition and will rely on amenity enhancements to drive feasible renewal.

Each stage should deliver new amenity and facilities to enhance the corridor's lifestyle appeal and support a growing community.



Transit-oriented growth

It is important to ensure that development across the study area is oriented to the transit stations and corridor. Development should occur at a density commensurate with the future rapid bus network.

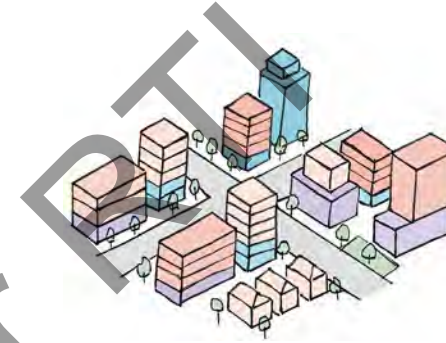
The transport investment is the single biggest driver of development and the most significant growth will occur following the corridor's activation.



Encourage early movers

Deliver early stage development on Local and State government owned sites. Government-owned land offers an opportunity to set a benchmark standard of design and density, and to reinforce the future vision of the corridor.

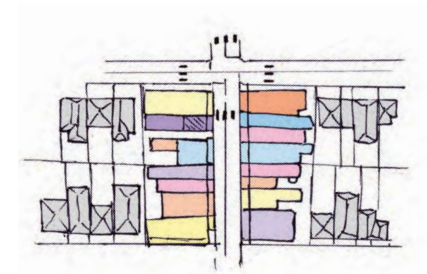
Large, consolidated and potentially underutilised sites in private ownership are also suited to early stage development.



New housing and jobs at every stage

Each stage should enable the delivery of growth in housing and jobs. While some employment land transitions in use, growth in dwellings will drive demand for population-serving industries and a net increase in jobs.

Across the three stages, sites with high levels of transit connectivity can support compact residential communities, while key employment precincts can be retained, reinforced and consolidated.



Manage phasing between uses

As growth and change occurs, it will be important to prevent ad hoc development that creates undesirable interfaces and conflicts between incompatible uses.

Careful staging and delivery will be crucial if key sites are identified to undergo urban renewal from industrial to mixed and residential uses.

Pre-activation stage

At the pre-activation stage, the planning and policy setting of the corridor will take shape to help support its vision. Updated land use planning, design standards and policy adjustments can be made at this stage to help unlock and incentivise growth. This early stage can also be used to preserve opportunity sites across the corridor through minimum density controls.

A series of investigations can be undertaken at this stage to understand the unique employment precincts along the corridor, identify opportunities to streamline development approvals and delivery, and determine infrastructure and remediation needs across the corridor.

During this stage, amenity enhancements across the corridor can be introduced to improve its profile and development feasibility. Early stage development interventions across the corridor will

begin to emerge around the future transit stations. This may include development of government owned sites, and potentially well-positioned catalyst sites in private ownership.

Throughout this stage, a range of 'base case' plans and developments will occur that are separate to the NSTC but can influence the study area's profile, amenity and growth. The Greater Glenorchy Plan will continue delivering new open spaces and public domain interventions.

Across the broader corridor, other 'base case' interventions occurring at this stage will include the New Bridgewater Bridge, greenfield land release in Granton, Central Hobart Plan, and Macquarie Point redevelopment.

Actions

- | | |
|--|--|
| 1. In parallel to inform the corridor plan, prepare an employment land study to encourage consolidation and co-location of uses | 7. Put early amenity enhancements in place across the corridor, including new and enhanced parks, community spaces, and active transport |
| 2. Develop a corridor plan and targeted precincts | 8. Activate blank walls facing the corridor |
| 3. In parallel to inform the corridor plan, assess the capacity of urban infrastructure in the corridor, and assess land contamination and remediation risks | 9. Investigate opportunities to ease car parking requirements in key areas |
| 4. Update land use planning across the corridor through appropriate mechanisms, including maximum and minimum density controls | 10. Investigate opportunities to streamline the planning and delivery process |
| 5. Prepare an urban amenity improvement plan for the corridor | 11. Develop incentives to encourage early catalyst developments, sustainable design, and affordable housing |
| 6. Prepare design guidelines for medium density housing typologies and standards | 12. Deliver affordable and social housing on government owned sites |

During-activation stage

(approximately first 10-year period)

Under the during-activation stage, urban renewal will occur on key sites that are well-located and ripe for turnover. Residential and mixed use development will begin to emerge on opportunity sites.

The transit activation will improve transport accessibility to employment centres. These connections will encourage economic growth along the corridor and drive urban renewal.

Continued amenity and public domain enhancements will help sustain a steady pace of development. Ongoing investment in social and recreational infrastructure will support the needs of a growing resident and worker base in the corridor.

The growing residential population base will strengthen the well-established local retail, commercial and hospitality businesses along Main Road from Moonah to Glenorchy Central.

Informed and identified by an employment land study, key city-building economic hubs will be retained, reinforced and consolidated where appropriate. Many strong and well-located service-based industrial occupiers like auto trades, breweries, home renovation suppliers, and other small distributors will remain in their existing locations. Opportunities for co-location of compatible employment uses will be identified and encouraged.

Throughout this stage, a range of 'base case' plans and developments will continue to occur separately, but can influence the broader corridor's profile, amenity and growth.

Actions

1. Coordinate delivery of urban infrastructure and land remediation in the corridor

2. Retain, reinforce and consolidate key employment hubs

3. Audit the ongoing social and recreational infrastructure needs of the corridor, and provide continual amenity interventions to drive and support growth

4. Explore public-private partnerships to deliver affordable and social housing
5. Continually preserve opportunity areas of the corridor with minimum and maximum density controls

6. Continually incentivise affordable housing and sustainable building design and materials

7. Continually implement design guidelines for medium density housing typologies and standards

Post-activation stage

In the post-activation stage, the corridor will continue to take shape in line with its vision, emerging as a series of vibrant and compact centres oriented to the transit connection. Major centres along the corridor will develop and strengthen in line with their hierarchical roles. Hobart CBD will continue to benefit through enhanced accessibility and broadened worker base. Glenorchy CBD will be reinforced as the strategic commercial and civic heart of the corridor. Long term amenity efforts can further enhance Glenorchy CBD during this stage.

The broader Main Road corridor will be primed to undergo renewal at the post-activation stage. Higher quality urban development, mixed uses and strengthened high street characteristics can transform this key spine through the study area.

The corridor will continue to develop in a way that strikes a balance between compact urban communities and crucial employment precincts. The corridor's strong key employment hubs will continue to be reinforced and consolidated where appropriate.

Urban renewal of appropriate remaining underutilised employment sites will occur post-activation.

Actions

- | | |
|--|---|
| 1. Retain, reinforce and consolidate key employment hubs | 5. Encourage consolidation and co-location of unique employment uses and industries in the corridor |
| 2. Encourage renewal of broader Main Road corridor as a high street environment with mixed use developments | 6. Continually incentivise affordable housing and sustainable building design and materials |
| 3. Deliver further amenity interventions to Glenorchy CBD | 7. Continually implement design guidelines for medium density housing typologies and standards |
| 4. Audit the ongoing social and recreational infrastructure needs of the corridor, and provide continual amenity interventions to drive and support growth | |

Released under RTI

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Released under RTI

Incoming Government Package

The Hon Guy Barnett MP

SMALL BUSINESS, TRADE AND CONSUMER AFFAIRS

Department of State Growth

August 2025

Released under RTI

Contents

The following package has been prepared as an Incoming Government Brief for your information.

In addition to this initial package the department, through the Secretary, will provide regular briefings, ongoing information, and advice to support decision making and the implementation of your Ministerial responsibilities.

This package includes:

Agency Overview

Information on the department and its roles and responsibilities.

Portfolio Overview

For each of your portfolios, an overview is provided, which includes key context and organisational support, information on relevant Boards and Committees, legislative responsibilities, and a list of Question Time Briefs (QTBs) that will be regularly updated and provided to your office.

Key Issues

An initial overview of critical issues for the portfolio.

Agency Overview

The department's role is to support diverse and sustainable economic growth and facilitate the creation of job opportunities for the benefit of our community.

The Secretary, Craig Limkin, is supported by the following senior executives: Angela Conway, Vanessa Pinto, Jenna Cairney, Cynthia Heydon Brett Stewart and Denise McIntyre.

State Growth's Corporate Plan 2023-26 (the Corporate Plan)

The Corporate Plan identifies five key objectives. These are to:

- work with Tasmanian businesses, industries and communities to support sustainable growth and strategic workforce opportunities
- contribute to Tasmania's brand as the best place in the country to live, work, visit, study, invest and raise a family
- strategically develop our infrastructure, digital networks, transport and renewable

energy systems to support industry, businesses and our community

- enhance resilience and rapid recovery from economic, environmental and social shocks and stresses across industry, businesses and our community
- continue to build our organisational capacity by working collaboratively and developing our people, safety, culture and systems, including our use of technology.

A key focus of the Corporate Plan is to drive a collaborative, coordinated and client-centric approach across the agency's broad range of services, programs, and portfolio areas, supported by an agile and flexible workforce.

The department had commenced work on a new Corporate Plan however this was paused early in 2025.

The department is a values-based organisation and seeks to undertake its roles and responsibilities with the **courage** to make a difference through **teamwork, respect, excellence, and integrity**.

Organisational Structure

The department has five business areas:

- **Economic Development** (Acting Deputy Secretary – Jenna Cairney) – Provides advice and assistance to businesses to aid economic growth and partners with communities to remove barriers to employment, training, and workforce participation.
- **Strategy, Housing, Infrastructure and Planning** (Acting Deputy Secretary – Denise McIntyre) – Provides an integrated and strategic approach to planning, infrastructure and projects throughout the regions. Brings together the economic levers that will shape our state's future.
- **Creative Industries, Sport and Visitor Economy** (Deputy Secretary – Brett Stewart) – The principal advisory, development and funding body in Tasmania for the cultural and creative industries, sport and the visitor economy by supporting sector development, delivery of services, stimulation of demand and provision of funding.
- **Transport** (Deputy Secretary – Cynthia Heydon) – Delivers a strategic, coordinated and state-wide approach to the policy, planning and delivery of the state's transport system and transport infrastructure.
- **Renewables, Climate and Future Industries Tasmania (ReCFIT) and Resources** (Acting Chief Executive Officer – Vanessa Pinto) – Provides strategic advice on energy, climate change, mining and forest policy through key strategies, plans and projects, and supports new and emerging industries, with an emphasis on growing Tasmania's renewable energy and resource industries.
- **Business Services** (Deputy Secretary – Angela Conway) – Leads the development of organisational culture, business improvement and emergency management in the department through delivery of quality financial, communication, human, information, spatial, asset management and portfolio services.

A number of Deputy Secretary positions were in active recruitment and have been paused due to the 2025 election. It is the intention of the Secretary is to finalise recruitment as quickly as possible to ensure stability for the organisation.

The department also supports and works closely with the following area.

- **The Office of the Coordinator-General** (Coordinator-General – John Perry)
The principal entity in Tasmania to attract and support investment in the state, facilitate major projects and reduce red tape.

Working with Ministerial Offices

The department has a protocol in place for engagement with ministerial and political offices. In general, all contact between Ministerial Offices and the department is facilitated via the Office of the Secretary (OTS), relevant Deputy Secretaries or the Communications team.

There will be some instances where a Ministerial Office will work with a Deputy Secretary to agree an officer contact for quick clarification or factual information that can be given over the phone or via email.

This ensures that the department provides accurate advice, in a consistent format, and that any issues which cross portfolios or other business areas are taken into account.

Workforce Profile

As at 30 June 2025, the department had an employee headcount of 1,118 employees (964.59 paid Full Time Equivalents (FTE)). A summary of this information by business area is provided in the below table.

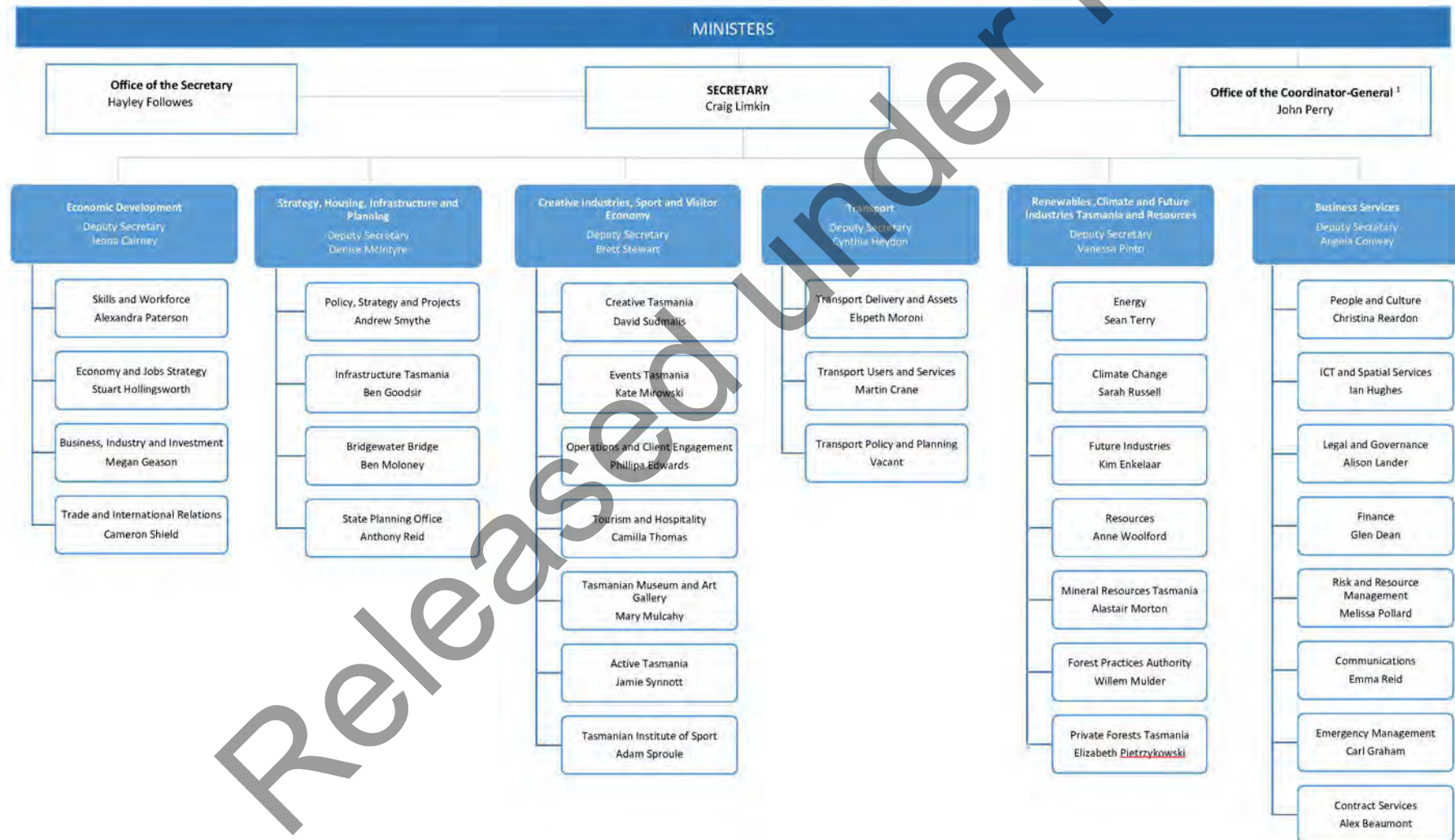
As at 30 June 2025, the workforce demographic for the department remains relatively constant, with an average age of 46.90 years and an average length of employment in the Tasmanian State Service of 7.93 years.

The department's gender profile is 56.03 per cent female, 43.62 per cent male and 0.27 per cent not specified. The gender profile for the department's senior roles - Senior Executives, Equivalent Specialists and General Stream Band 9's is 44 per cent female and 56 per cent male.

	Headcount	Paid FTE
Business Services Numbers include 45 staff who have relinquished roles and are held against Business Services so could return to Agency.	158	140.05
Office of the Coordinator General	16	14.60
Creative Industries, Sport and Visitor Economy	3	1.9
• Active Tasmania	19	18.71
• Arts Tasmania	10	8.20
• Events Tasmania	8	7.80
• Operations & Client Engagement	5	3.80
• Screen Tasmania	6	5.02
• Tasmanian Institute of Sport	25	22.14
• Tasmanian Museum and Art Gallery (TMAG)	85	73.67
	4	3

• Tourism and Hospitality		
Economic Development	4	3.9
• Business, Industry and Investment	50	46.25
• Jobs Tasmania	12	11.4
• Skills and Workforce	74	67.2
• Trade	21	17.94
Office of the Secretary	5	3.8
• Secretariat	9	9.29
ReCFIT and Resources	6	5
• Climate Change	15	12.27
• Energy	40	38.74
• Mineral Resources Tasmania	46	44.49
• Mining Policy	1	0.8
• Forest Policy	8	7.7
• Forest Practices Authority	18	16.12
• Private Forests Tasmania	10	8.31
Strategy, Housing, Infrastructure and Planning	2	2
• Infrastructure Tasmania	29	26.23
• New Bridgewater Bridge	7	6.89
• Policy, Strategy and Projects	25	23.47
• State Planning Office	13	9.78
Transport	5	4
• Road User Services	220	146.55
• State Roads	156	147.53
• Transport Systems and Policy	7	6.04
TOTALS	1122	964.59

Department of State Growth Organisational Structure as at 30 June 2025



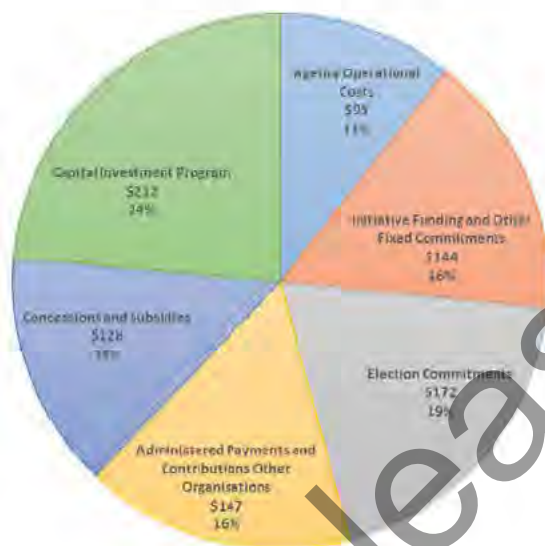
¹ The Coordinator-General reports directly to the relevant Minister

DEPARTMENT OVERVIEW

Budget Information

The department's total Appropriation (Final) in 2024-25 was \$897.9 million, as shown in the table below.

DEPARTMENT OF STATE GROWTH
2024-25 BUDGET SPLIT (\$ M)



2024-25 Budget

Forward Estimate Appropriation allocations included in the 2024-25 Budget Papers for the department are as follows:

2025-26 - \$849.3 million

2026-27 - \$714.7 million

2027-28 - \$634.1 million

These figures include the Capital Investment Program.

2025-26 Budget

A total of \$663.2 million has been allocated to the department through the *Supply Act (No. 1) 2025* which allows for the interim provision of appropriation from the Public Account to enable the provision of Government Services until the 2025-26 Budget Appropriation Acts are in place. The amount of appropriation provided reflects funding to continue the normal services of Government for a period of up to six months from 1 July 2025 to 31 December 2025.

In addition to the amount allocated through the *Supply Act (No. 1) 2025*, the department has approved Budget Rollovers of \$48.1 million (as per Section 23 of *Financial Management Act 2016*).

PORTFOLIO OVERVIEW

Within the department, the Small Business, Trade and Consumer Affairs Portfolio is supported by the following Business Groups:

- Economic Development, led by Acting Deputy Secretary, Jenna Cairney.
- Strategy, Housing, Infrastructure and Planning, led by Deputy Secretary, Denise McIntyre.

Economic Development supports the portfolio through its Trade and International Relations division, and its Business, Industry and Investment division, which includes Small Business (including Business Tasmania), the Antarctic, Science and Technology and the Advanced Manufacturing and Defence Industries Business Units.

Strategy, Housing, Infrastructure and Planning Group's Policy, Strategy and Projects division supports the portfolio through its administration of the Farm Debt Mediation Scheme through the Policy, Strategy and Projects Unit.

Small Business

Small business trends:

- As of June 2024, there were 44,033 businesses operating in the Tasmanian economy, a 1.4 per cent increase or a total increase of 606 businesses compared to the year before.
- Tasmanian businesses are the most resilient in Australia with Tasmania having the highest business survival rate compared to other states and territories. 66.6 per cent of the businesses operating in June 2020 were still operating in June 2024.
- As of June 2024, small businesses (with 19 or fewer employees) accounted for 97 per cent of all businesses in Tasmania. 42,648 small businesses were operating in Tasmania, 1.7 per cent more than the year before. Small businesses in construction, agriculture, forestry and fishing, and the rental, hiring and real estate services industries were the most prevalent, closely followed by professional, scientific and technical services.

Small Business Growth Strategy 2026

- Launched on 26 February 2023, the Strategy was developed following an extensive public consultation process and was endorsed by Cabinet in December 2022. It identifies the priorities to build the foundation for a thriving business sector going forward and was developed in partnership with the Tasmanian Chamber of Commerce and Industry (TCCI), and the Tasmanian Small Business Council (TSBC).
- The Strategy centres around four themes:
 - People and connections
 - Place
 - Enabling business
 - Technology.
- The Strategy is supported by an Implementation Plan that outlines the actions to deliver on the identified themes and associated objectives, across various organisations and government agencies.
- The governance processes established to develop the Strategy have been extended to oversee its implementation, with the Governance Committee monitoring the progress achieved.
- Following the review undertaken in August 2024, a further 17 activities were added to the Implementation Plan, and of the 131 activities, all but nine had either commenced or been completed. The Small Business Unit is responsible for the delivery of 31 of the 131 activities. The next review will occur in late 2025.

National Small Business Strategy and Small Business Ministers' Meeting Forum

- A National Small Business Strategy was launched in February 2025, following a collaborative approach undertaken between the Commonwealth and all jurisdictions, stemming from the Small Business Ministers' Meeting (SBMM) forum that convenes approximately every six months.
- A working group of officials, that includes the Department's Director Small Business, meets regularly to progress identified priorities and the forward work plan under the national strategy, with consideration currently being given to Digital and Cyber Security, and Red Tape.

PORTFOLIO OVERVIEW

- The recently announced Commonwealth Productivity Inquiries and associated 15 priority reform areas will likely inform ongoing work plans with an Economic Reform Roundtable scheduled for 19-21 August 2025.

Business Tasmania Service

- The Business Tasmania service, operated by the Small Business Unit, is the Tasmanian Government's 'front door' for businesses seeking information and support across the Department relating to all aspects of starting and running a business. An interpretation service is available for clients if English is not the individual's first language.
- Business Tasmania uses a range of communication channels including a 1800 number, email, social media, regular newsletter and website to offer a personalised, consultative, first contact resolution customer service. The service is also the central point of contact for small businesses seeking support when there is an emergency event or disruption to industry.
- The Business Tasmania website is currently being upgraded to improve its content, functionality, and useability to ensure ongoing relevance and optimisation for search engines (which ensures the website and its content will be found easily). It is expected the upgrade will be completed in late 2025.

Tasmanian Business Advice Service

- For approximately 30 years, the Tasmanian Government has supported the small business sector with free, independent advisory services.
- On 8 February 2023, the then Minister for Small Business approved a phased rollout of an updated business advice service model, following an independent review of the Enterprise Centres Tasmania (ECT) Program in 2022.
- The new service – the Tasmanian Business Advice Service (TBAS) - responds directly to findings from the review and launched on 2 October 2023, replacing the previous ECT model.
- TBAS has been developed to meet the current and emerging needs of small businesses and provides greater choice on who businesses receive their advice from and how they access it, delivered as a fee-for-service model that provides greater value for money.
- TBAS offers up to five hours of free advice to established businesses per financial year, with detailed information about the business advisors available on the businessadvice.tas.gov.au website.

PORTFOLIO OVERVIEW

New Business Support Pilot Program

- Separating start-ups from existing businesses was a key recommendation from the 2022 ECT review, and to implement this the New Business Support Pilot Program (NBS) was developed to provide support and advice to people thinking about starting a business, and new small businesses that have held an ABN for less than 12 months.
- The NBS also commenced operation on 2 October 2023 and provides up to two hours of free advice to eligible clients, as well as access to a range of tools and information on the Business Tasmania website.
- Initially funded as a nine-month pilot program, it became apparent that more time was required to measure the success and learnings of the service.
- An evaluation framework was developed and data including results from client satisfaction surveys, feedback from advisors, and program uptake data has been analysed while the service was extended through to 30 September 2025, using the Small Business Unit's operational budget.
- The early state election, and the subsequent delayed State Budget process, has resulted in uncertainty regarding ongoing funding for the NBS, and continuity of service delivery for both TBAS and NBS beyond 30 September 2025 when the current service provider deeds expire.
- To maintain temporary service continuity, provide the incoming government with sufficient time to undertake the 2025-26 State Budget process, and decide on the future of the government's free advisory services, the current deeds for both TBAS and NBS have been extended by three months to 31 December 2025.
- A Minute will be provided in due course in relation to the future delivery of both TBAS and NBS.

Workforce Support (Jobs Tasmania)

- The seven Jobs Hubs are governed by local advisory boards with local employers, community and service provider representatives who oversee each Hub's activity.
- Small Businesses are the biggest users of Jobs Hubs to help with their employment, training and other workforce needs.

- An independent evaluation reports that to date Hubs have supported:
 - Over 4,200 people into jobs (over 5,000 since the report was released)
 - Over 2,000 people into training courses
 - An estimated 7,000 workforce solutions developed for employers and industry.
 - 85 per cent of employers seeking an employee with the Hub were successful
 - Of these 85 per cent said the employee was sufficiently job ready for their role.
- Hubs are currently funded until September 2027
- In addition, the Employer of Choice Assist program (delivered statewide by the TCCI) supports small and micro businesses with HR advice including Industrial Relations advice.

Small Business Incubator and Accelerator Pilot Program

- The Small Business Incubator and Accelerator Pilot Program went live on 22 December 2021, and it supports the creation of new businesses and helps to support the success of existing businesses by providing specialist advice, support, and assistance to decrease risk and increase sustainable, viable business development.
- Two streams of funding were available for either incubator or accelerator programs, with grants of up to \$250,000 on offer for both streams, across two rounds of funding.
- Over five years, a total of nine programs are being funded to aid the development of emerging and innovative business ideas across a variety of sectors. Some programs are still in the delivery phase, with all programs due to be finalised by September 2026.

Multicultural Small Business Support Program

- The Multicultural Small Business Support Program provides multicultural small businesses with access to advice, coaching, training or support to deliver projects that promote their growth.

PORTFOLIO OVERVIEW

- \$400,000 was allocated to the program over two years as a March 2024 election commitment.
- Round one of the program offered one-off grants of between \$700 and \$5,000 for individual business activities. 23 multicultural small businesses received grants totalling \$81,802.
- Round two of the program takes into consideration feedback received from stakeholders, particularly around the previous requirement for a co-contribution of 30 per cent of the total grant amount, and the difficulty the sector may experience with the complexity of a government grant application process.
- Round two is being delivered by the Multicultural Council of Tasmania (MCOT) following a closed Expression of Interest process. MCOT is delivering a support program that includes information sessions, workshops, coaching, mentoring, formal training, and a small grant program. The program concludes in June 2026.

Support for Tasmanian Aboriginal businesses

- The Small Business Unit has developed a strong relationship with the Palawa Business Hub which was launched by Marrawah Law Pty Ltd on 9 August 2024.
- The intent of the Palawa Business Hub is to build the capacity of, and link Tasmanian Aboriginal businesses with, industry and government in a culturally sound way. It is Tasmania's first membership based, Aboriginal led, one stop shop for current and future Aboriginal business owners, entrepreneurs, and community leaders to connect and come together.
- In March 2024, a one-off grant of \$25,000 was provided to Marrawah Law Pty Ltd to support communications activities with the Tasmanian Aboriginal business community through the development of a new targeted and customised website. A further \$5,000 was provided to support the development of a program of networking and information sharing sessions.
- Since 2024, Business Tasmania has partnered with the Palawa Business Hub to deliver a series of statewide events, connecting Aboriginal businesses with Tasmanian Government support. A strong collaborative relationship has been developed, and an ongoing schedule of events is planned for the remainder of 2025.

- In May 2025, a funding allocation of \$200,000 was provided to Marrawah Law Pty Ltd for the purpose of employing a staff member in 2025-26 and 2026-27 to deliver targeted communications activities on behalf of the Palawa Business Hub. The funding allocation will also see engagement with and support of Tasmanian Aboriginal tourism, hospitality and manufacturing businesses that align with the 2030 Visitor Economy Strategy and the Tasmanian Advanced Manufacturing Action Plan 2024.
- Business Tasmania has a dedicated person which the Palawa Business Hub contacts to facilitate support tailored to individual business's needs.

Other small business programs and services

Additional and ongoing support is provided by the Small Business Unit through other programs and services including:

- Development and delivery of a contemporary online business advice platform available 24/7 to enable businesses to access up-to-date self-guided, on-going business planning and support, in any stage of the business life cycle. The platform is anticipated to be launched in late 2025 and addresses another recommendation of the 2022 ECT review.
- Development and delivery of an online business continuity tool that enables any small business to develop a tailored action plan to prepare for natural disasters. The tool is in the development phase and is anticipated to be ready for launch by late 2025. The tool will complement other emergency preparedness and response activities including grant programs delivered in response to emergency events (often in conjunction with the Australian Government), and the management and delivery of an Emergency Accommodation Register on behalf of the Department of Premier and Cabinet.
- The Unlocking Business Opportunities (UBO) tool was launched in February 2024 and can be accessed from the Business Tasmania website. The tool enables detailed feasibility testing of business concepts.
- The Workplace Relations Helpline, delivered by the TCCI, for small business owners and managers to access specialist advice and support services to assist with the complexities of employee management and workplace relations. This a free service that is accessed through Business Tasmania, currently funded through to 2026-27.

PORTFOLIO OVERVIEW

- A Regional Chambers of Commerce support program, delivered by the TCCI over four years, for Chamber Alliance members to undertake projects aligned to the themes and objectives of the Small Business Growth Strategy 2026.
- A significant annual program of events, information sessions, and workshops delivered face-to-face across the state, and online, often in partnership with key organisations.

Farm Debt Mediation Scheme

The Tasmanian *Farm Debt Mediation Act 2024* came into effect on 4 December 2024. This implemented a legislated Farm Debt Mediation (FDM) scheme in Tasmania in accordance with a recommendation from the Royal Commission into Misconduct in the Banking, Superannuation and Financial Services Industry.

The FDM scheme provides support to farmers in financial stress to deal with issues relating to farm debts with their creditors in a structured manner.

Two grant programs were introduced to support the introduction of the FDM scheme:

- The Farm Debt Mediation Grants Program supports farmers to access the FDM scheme by providing \$3,000 to pay for costs associated with mediation. It is open for the first 12 months of the FDM scheme and will close on 3 December 2025.
- The Farm Debt Mediator Accreditation Grant Program was established to support Tasmanian based individuals to become accredited mediators under the Farm Debt Mediation Act 2024. A total of six grants were available under the program, which closed on 20 June 2025. One applicant received a grant under this program.

Trade and International Relations (TIR)

TIR is responsible for four strategic areas in which the Tasmanian government can support trade:

¹ [1] ABS Cat. 5220.0 Australian National Accounts: State Account

- Building Tasmanian business and industry export capability and access to strengthen market entry, expansion and diversification, through programs such as the Export Essentials Program and Accelerating Trade Grant Program.
- Connecting export-ready Tasmanian businesses with opportunities through Tasmania's International Business Development Network (IBDN) of trade advocates, trade and investment missions, and targeted inbound and outbound programs.
- Promoting Tasmania's competitive trade advantages internationally, while building local engagement on Trade Tasmania's activities, services, and market updates to empower businesses.
- Advocating for Tasmania through international trade relations and obtaining market intelligence for the state to be competitive internationally, including through leveraging the state's partnerships with Fujian Province, China and the State of Washington, USA.

Tasmania's trade position remains at a high level despite the volatile global economy and geopolitical tensions. In 2023-24, the combined Tasmanian international exports of goods and services reached \$6.16 billion, the second highest value for the state in a financial year¹.

In the 12 months to May 2025 (the most recent release of Australian Bureau of Statistics state-level goods export data), Tasmania's top ten goods export destinations were China, South Korea, the USA, Indonesia, Vietnam, Taiwan, Japan, Malaysia, Thailand, and India. These markets accounted for nearly 91 per cent of total goods export value.

Trade Strategy

- The TIR unit is responsible for the implementation of the *Tasmanian Trade Strategy 2019-2025*, a whole-of-government framework for enabling export growth amidst an uncertain global economy by targeting resources towards priority areas of support and maximising return on government investment.

PORTFOLIO OVERVIEW

- The current strategy is in its final year, and a new five-year strategy is under development. The strategy refresh is being led by Tasmanian consultants Erin Buttermore (Strategy and Culture) and Brett Charlton (The Ship) and managed by the TIR unit.
- A statewide stakeholder consultation process is central to the strategy development. Public consultations were planned for up to six-weeks during July to mid-August 2025 but were paused under the caretaker conventions. This will now occur late August to mid-September 2025.
- Consultation findings will inform drafting of the *Tasmanian Trade Strategy 2030*, which will be submitted for your approval and later presented to Cabinet for endorsement.
- The current strategy is supported by annual Trade Action Plans which outline the TIR unit's key strategic actions and initiatives for each financial year. It is anticipated that a similar model will continue under the *Trade Strategy 2030*.

Key upcoming activities:

- The fifth meeting of the biannual Ministerial Council on Trade and Investment (MCTI), which brings together trade and investment ministers from all Australian jurisdictions, will be co-hosted by the Commonwealth and the Northern Territory Governments in Darwin on 12 to 13 August 2025.
 - Tasmania is the only jurisdiction to not yet be represented by a minister at any MCTI meeting since the forum was re-established in 2023. Tasmania will also be expected to co-host a MCTI meeting before the end of 2026.
- A Tasmanian Trade and Investment Mission to Japan and South Korea was planned for 1 to 5 September 2025, coinciding with Australia's National Day at World Expo 2025 in Osaka (3 September 2025). Due to caretaker conventions, the mission has been planned with the in market Tasmanian Trade Advocates, Mr Joe Gayton (Japan) and Mr Jean Ough (Korea) leading a small business delegation. It is proposed that later in the year, a Government and Investment delegation will proceed with the support of State Growth Secretary Craig Limkin and Department staff.

- Trade missions support local businesses to open doors, engage in market showcase capabilities and connect with international buyers, distributors and trading partners through leveraging government endorsement and the premium Tasmanian brand.
- The Tasmanian Export Awards program and gala dinner is delivered by the Department of State Growth and is aligned to the *Tasmanian Trade Strategy 2019-2025*. The Awards are the state's highest recognition of excellence for businesses exporting goods and services and are an important event on the Tasmanian business calendar. Winners of the national categories (and state-based categories) will be announced at the Tasmanian Export Awards gala dinner to be held in Hobart on Friday, 19 September 2025.

Antarctic, Science and Technology Unit

The Antarctic, Science and Technology unit leads various economic and industry engagement initiatives including the Antarctic Sector, representing the Tasmanian Antarctic Gateway.

The Antarctic, Science and Technology unit is responsible for delivering the Tasmanian Government's *Antarctic Gateway Strategy 2022-27* (Gateway Strategy). The Gateway Strategy sets out a vision for Tasmania to be a globally recognised hub of Antarctic capability and excellence. A current major output of the strategy is the Tasmanian Antarctic Gateway Campaign.

The Antarctic, Science and Technology unit plays a central role in all Antarctic and Southern Ocean policy and economic development matters relevant to the Tasmanian Government. This includes collaboration with stakeholders in the Antarctic and Southern Ocean sector and providing funding to key international Antarctic secretariats and project offices based in Tasmania. The unit also supports the Tasmanian Polar Network, Tasmania's peak Antarctic and Southern Ocean industry body, with funding and secretariat services.

Consistent with the Gateway Strategy, the objectives of the Antarctic, Science and Technology unit are to work with stakeholders to:

- Support investment in Tasmania's strategic Antarctic gateway infrastructure

PORTFOLIO OVERVIEW

- Build Antarctic community awareness, brand and workforce
- Grow international engagement and visitation
- Grow polar innovation, technology and expertise
- Facilitate active collaboration and partnerships.

- Defence Industry Overview – Key Activities and Outcomes (including Defence Advocate
- Incat
-

Question Time Briefs

The current index of Question Time Briefs for 2025 is provided below.

These briefs are currently being updated by the department and will be forwarded to your office before Parliament commences:

Economic Development:

- Business Advice Services and Programs
- Business Emergency Resilience and Response
- Business Tasmania Service
- General information about Small Business in Tasmania (incl latest insolvency and NAB/Deloitte survey data)
- Impact on Independent Retailers if ALDI expand operations to Tasmania
- Small Business Growth Strategy 2026 (including the Enabling Business Grant Program)
- Staff Housing Accommodation Shortage
- Antarctic Sector and Gateway Overview – Key Activities and Outcomes
- Tasmanian Trade Action Plan 2023-24
- International Trade and Investment Missions (inbound / outbound)
- Exports and Global Impacts
- Free Trade Agreements
- USA Trade and Investment Aftercare Mission
- Hong Kong and mainland China Trade and Investment Mission
- Advanced Manufacturing Action Plan – Key Activities and Outcomes
- Advanced Manufacturing Sector Overview
- Australian Army Land 400 phase 3 project status (Elphinstone Group)

PORTFOLIO OVERVIEW

Loans and Grants through Tasmania Development and Resources

Key Stakeholders

Small Business

- Tasmanian Chamber and Commerce and Industry (TCCI) led by CEO Michael Bailey
- Tasmanian Small Business Council (TSBC) led by CEO Robert Mallett
- Regional Chambers of Commerce, industry associations, and peak bodies
- Rural Business Tasmania

Local government organisations

- Local Government Association of Tasmania, led by CEO Dion Lester. The body representing Tasmanian councils.
- Northern Tasmanian Development Corporation, led by CEO Chris Griffin. The body funded by six council^[1] to facilitate improvements in the north and north-east.
- Southern Tasmanian Council Authority, chaired by Deputy Mayor Helen Burnet (Hobart City Council) – note all southern councils except Clarence, Glenorchy and Kingborough are members.

Primary representative groups

- Launceston Chamber of Commerce and Industry, Chairman Kate Daley
- Tasmanian Antarctic Gateway Advisory Committee, Chairman Dr Tony Press
- Tasmanian Chamber and Commerce and Industry, CEO Michael Bailey
- Tasmanian Development Board, Chair Mike Wallas
- Tasmanian Minerals, Manufacturing and Energy Council, CEO Ray Mostogl
- Tasmanian Polar Network, Chairman Richard Fader
- Tasmanian Small Business Council (TSBC), CEO Robert Mallett

Industry Associations

- DairyTas
- Fruit Growers Tasmania Inc., Peter Cornish, CEO
- Independent Brewers Association, Jon Burrige, CEO
- Oysters Tasmania, Duncan Spender, CEO
- TasFarmers (Formerly Tasmanian Farmers and Graziers Association), Nathan Calman, CEO
- Tasmanian Beekeepers' Association Inc., Lindsay Bourke, CEO
- Tasmanian Salmonid Growers Association Ltd, Luke Martin, CEO
- Tasmanian Seafood Industry Council, Julian Harrington, CEO
- Tasmanian Whisky & Spirits Association, Chris Condon, CEO
- Wine Tasmania, Sheralee Davies, CEO

Food and Beverage

- Abattoirs – JB Swift, Tas Quality Meats, Scottsdale Pork
- Dairy – Fonterra, Saputo, Ashgrove, Van Dairy
- Cadbury and Mondelez Australia
- Simplot Australia
- McCain
- Tas Foods
- Huon Aquaculture
- Tassal
- Petuna
- Cripps Newbake

Equipment and Machinery

- Elphinstone Pty Ltd
- Penguin Composites
- Jayben Group

Major industrials

- Nyrstar
- Norske Skog
-

PORTFOLIO OVERVIEW

Bell Bay Aluminium

- Liberty Bell Bay (formerly TEMCO)

Specialised systems and technical equipment

- Currawong Engineering
- Lightning Protection International
- Muir Engineering
- Ignite Digi
- Definium Technologies
- Pivot Maritime International
- Fortifiedge

Shipbuilding/maritime manufacturing

- Incat Tasmania
- PFG Group
- Richardson Devine Marine
- Crisp Bros Haywards
- Taylor Bros Marine

- CBG Systems
- Sentinel Boats (formally PFG Group – PFG Group retains the Seamaster brand)

Antarctic and Southern Ocean sector

- Australian Antarctic Division
- Commission for the Conservation of Antarctic Marine Living Resources (CCAMLR)
- Commonwealth Scientific and Industrial Research Organisation (CSIRO)
- Department of Foreign Affairs and Trade (DFAT), Tasmanian State Office
- Hobart Airport Corporation
- TasPorts
- Institute for Marine and Antarctic Studies (IMAS), University of Tasmania
- Integrated Marine Observing System (IMOS)

^[1] Launceston, Northern Midlands, Meander Valley, Flinders Island, Break O'Day, George Town and West Tamar.

PORTFOLIO OVERVIEW

Legislation Administered by the department

The following list identifies relevant legislation under the portfolios for which the department has responsibility.

Minister for Small Business, Trade and Consumer Affairs

- *Farm Debt Mediation Action 2024*

Portfolio Boards and Committees

Minister for Small Business, Trade and Consumer Affairs

N/A

Statutory Offices supported by the department

The following list identifies relevant Statutory Offices under the portfolios for which the department has responsibility.

Minister for Small Business, Trade and Consumer Affairs

Farm Debt Mediation Commissioner (*Farm Debt Mediation Act 2024*, s11)

Released under RTI

KEY ISSUES BRIEFS

Key Issue	Page
Tasmanian Trade Strategy 2030	17
Antarctic Sector and Gateway	18

Released under RTI

Key Points

- A new five-year Tasmanian Trade Strategy is under development with a statewide stakeholder consultation process central to producing a refreshed policy framework.
- The current strategy is in its final year and remains a whole-of-government framework that is the critical foundation for enabling export growth amidst an uncertain global economy. The strategy targets resources towards priority areas of support and maximising return on government investment.
- Development of the new strategy is fully funded under the 2024-25 Department of State Growth budget.
 - The project is being delivered by Tasmanian consultants Erin Buttermore (Strategy and Culture) and Brett Charlton (The Ship), managed by the State Growth's Trade and International Relations team.
- A Consultation Paper and Stakeholder Engagement Plan have been submitted to State Growth by the Consultants, approved by the Secretary and is submitted to you for noting.
- Public consultations were planned for up to six-weeks during July to mid-August and have been paused under the caretaker conventions.
 - The public consultation process will be promoted widely, with a dedicated webpage on the State Growth website.
 - You will be invited to open an industry roundtable, subject to your

availability.

- A Summary Report of consultation findings will inform drafting of the *Tasmanian Trade Strategy 2030*. A final draft of the Strategy will be submitted for your approval and later presented to Cabinet for endorsement.

Background

Government launched the first *Tasmanian Trade Strategy 2019–2025*, aiming to boost exports from \$5 billion to \$15 billion by 2050, with a collaborative approach across government and business to expand trade domestically and internationally.

A new trade strategy enables the Tasmanian Government to grow the economy by supporting development of the state's premium exports and providing the policy framework to guide how support is delivered to Tasmanian businesses to grow export capability, expand capacity and make informed decisions around entering or re-engaging with international markets.

The new strategy will review and identify key trade markets and sectors for the Tasmanian Government to prioritise, with a continued focus on diversification. Development of the strategy will be informed by Tasmanian Government sector specialists, international trade advocates, industry, and related stakeholders, through a consultative drafting process.

Key Points

- Tasmania's geographic location means that it is one of the few places in the world that is a natural gateway to East Antarctica, and it is visited by a number of National Antarctic Programs each year.
- The State's strong scientific, policy, logistics, advanced manufacturing and technological capabilities, together with Hobart's port and airport logistics and supply infrastructure, makes Tasmania a natural hub of Antarctic activity and international engagement.
- The Antarctic sector is a significant contributor to the Tasmanian economy. The Economic Contribution of the Antarctic Sector to the Tasmanian Economy report, released in November 2023, shows that the sector directly employs 993 FTE and contributes around \$183 million per annum to the Tasmanian economy. An updated report will be released later this year.
- Substantial economic development opportunities exist for Tasmania's Antarctic Sector due to the significant investment into expanding Antarctic capability by the Australian Government and other international Antarctic programs operating in the East Antarctic.
- In 2024, the Tasmanian Government announced a \$350,000 per year, four-year Antarctic Gateway Campaign. To date, the Antarctic Gateway Campaign has delivered:
 - Supporting Tasmanian Polar Network representation at two annual Council of Operators and Managers of National Antarctic Programs meetings
 - Supporting a delegation from the Tasmanian Polar Network to meet with three European Polar Programs who are Gateway users, to explore market options
 - Funding to the TPN to commission a market analysis report, to position them to identify and take advantage of emerging market opportunities.
 - Seeking to facilitate an increase in Antarctic expenditure in Tasmania from the French polar program.
- In August 2025 Tasmania's Antarctic Advocate, Karen Rees, will retire. Planning for a replacement advocate has commenced.

Background

Tasmanian Antarctic Gateway Strategy 2022-2027

The Tasmanian Government's *Tasmanian Antarctic Gateway Strategy 2022-2027* (the Strategy) was developed jointly with the sector and establishes a vision for Tasmania to be a globally recognised hub of excellence and destination of choice, connecting the world to Antarctica. The Strategy has five goals:

1. Invest in Tasmania's strategic Antarctic gateway infrastructure
2. Build Antarctic community awareness, brand and workforce
3. Grow international engagement and visitation
4. Grow polar innovation, technology and expertise
5. Facilitate active collaboration and partnerships.

The Tasmanian Antarctic Gateway Advisory Group, which brings together senior officers from organisations in the Antarctic and Southern Ocean sector with the Department of State Growth, provides advice and coordinates the involvement of stakeholders to deliver the Strategy's goals.

Antarctic Infrastructure

Hobart Port and Hobart International Airport provide crucial infrastructure for Tasmania's Antarctic Gateway's success.

In November 2024, Commonwealth Government awarded \$188 million over the next four years to deliver the upgrade of Macquarie Wharf 6, which will further build Tasmania's Antarctic Gateway.

As part of that agreement the Tasmanian Government agreed to find a solution for vessel fuelling in the Port of Hobart. See separate Key Issue for information relating to the Fuel Barge.

The Mac Point Draft Precinct Plan, released on 15 October 2023, includes a designated Antarctic Facilities Zone proximate to Macquarie Wharf No. 6.

Upgrades to the runway at Hobart Airport, completed in July 2025, will allow sustained use by heavier, widebody aircraft with increased take-off/landing

weights, including from international Antarctic programs.

Released under RTI

ATTACHMENTS

The following key supporting documents are attached to this package for your information:

- State Growth Corporate Plan 2023-26
- Small Business Growth Strategy 2026
- Small Business Growth Strategy Implementation Plan
- National Small Business Strategy
- Business Emergency Preparation Toolkit

Released under RTI

Corporate Plan 2023–26



We acknowledge the Tasmanian Aboriginal people as the original owners and continuing custodians of lutruwita (Tasmania). We pay our deepest respects to their Elders, past and present. We honour the care and connection to their land, sea, waterways and sky which was never ceded. We value the history, culture and strength of the Tasmanian Aboriginal community, and commit to listen deeply to their story and be respectful of Country in our collaborations with them.

Image credit:
Photo by Michael Gissing of Felicity Bott, as part of Deborah Wace's Arts and Screen Digital Production Fund Project.

From the Secretary



It is my pleasure to present the Department of State Growth's Corporate Plan 2023-26. I am excited to keep building on our achievements, shared capacity, values and sense of purpose.

As our organisation evolves, it is vital we work together and take advantage of the opportunity this department presents. The resilience and dedication shown by the State Growth team since the start of the COVID-19 pandemic has been amazing, and together we can carry this energy forward.

State Growth provides a broad range of services to the Tasmanian community: building and keeping us safe on our roads; working with and supporting growth in our businesses and industries; supporting our vibrant

arts, tourism, sporting and cultural communities; responsibly harnessing the natural advantages provided by our mineral resources; providing key services and infrastructure; supporting sustainable development; delivering future-focused energy policy; and facilitating the provision of targeted training and migration programs.

This spectrum of services and roles creates immense opportunity. Our response to the COVID-19 pandemic and subsequent support of our community and economy's recovery, shows we can take advantage of our collective expertise to collaborate and deliver a client-centric approach. The Corporate Plan for 2023-26 builds on this momentum and seeks to ensure we continue to perform at the high level expected of us by the government of the day and the Tasmanian community.

Our clients and their needs – be they Ministers, the community, or businesses – are the focus of our advice and we need to apply insightful and pragmatic policy analysis to reconcile differing interests. Our approach ensures we provide the information our diverse stakeholders need to make decisions and to invest in a manner that is implementable and compliant with relevant legislation.

Each of our outputs are valuable and contribute to the wellbeing of Tasmanians and the liveability of our cities and regions. Our work is aspirational and focused on delivering better outcomes for Tasmanians, harnessing the competitive advantages that set us apart from the rest of the world. We will ensure our organisation has the right culture, tools, support and technology in place to drive these results and take full advantage of new opportunities.

Being able to deliver our objectives starts with our people and ensuring we are an organisation that values and supports the individual to thrive. This means creating a workplace culture where people feel supported, valued, included and empowered to do their best work and be their best selves. Our Corporate Plan recognises the importance of working together and being united in the same goal. When we get this right, our people feel better, they perform better, and the organisation achieves great outcomes.

The Corporate Plan 2023-26 responds to key cultural, environmental and economic shifts since the last version. We have renewed our focus on sustainability and how our work supports liveability and vibrancy in our community and economy. We also turn our attention to how we can respond to and build resilience against the impacts of climate change and other emergencies and disruptions, both internally and externally across Tasmania.

I am proud of what we have achieved in the four years since the 2019-22 Corporate Plan, and how we have gone about it together. As we embark on this next chapter, I am confident we have the tools, environment and team to continue to take full advantage of the opportunity State Growth's broad range of services present.

Kim Evans
Secretary

Our role

To support diverse and sustainable economic growth and facilitate the creation of job opportunities for the benefit of our community.

Who we are

Our agency has the following core focus areas:

- **Business and Jobs** – drives industry capability and regional development for growth including small business support, workforce development, trade, science and technology, advanced manufacturing and defence, international education, business and skilled migration, and tourism and hospitality support.
- **Resources, Strategy and Policy** – provides whole-of-agency strategic policy, project and coordination functions including Antarctic science and research, population strategy, and urban renewal and growth initiatives that build on urban transformation. This area also provides strategic advice on Tasmania's mining policies and resource industries, and is responsible for the sustainable management of mineral resources in Tasmania.
- **Culture, Arts and Sport** – develops policy and programs to deliver economic and social outcomes by supporting development, delivering services, providing funding and stimulating demand for the cultural, creative and sporting sectors in Tasmania.
- **Transport and Infrastructure** – promotes and enables the safe, reliable and efficient transport of people and goods, to connect Tasmanian communities, promote freight efficiency and growth in the Tasmanian economy, and improve the visitor experience. This group also supports state-wide planning and coordination of major stadium projects and infrastructure delivery.
- **Business Services** – working with our partners, Business Services leads the development of organisational culture, business improvement and emergency management in the department through delivery of quality financial, communication, human, information, spatial, asset management and portfolio services.

Our agency also supports and works closely with the following areas:

- **The Office of the Coordinator-General** – the principal entity in Tasmania to attract and support investment in the state, facilitate major projects and reduce red tape.
- **Renewables, Climate and Future Industries Tasmania (ReCFIT)** – is responsible for providing advice on the state's strategic direction on climate change, renewable energy growth and emissions reduction to help shape Tasmania's future while maintaining a secure, sustainable and affordable energy system.
- **The Tasmanian Development Board** – the board's primary focus is the creation of investment and associated employment through working closely with State Growth to implement government policies.

Our approach

We will be guided by the following principles:

Client-centric

We will provide integrated advice and services that are informed by the full range of services our agency provides and the needs of our clients.

Collaborative and coordinated

We will work together and across portfolios to provide informed whole-of-agency advice and services. This will be supported by the strong relationships we will build and maintain with our partners across all three levels of government, business, industry and the community.

Results driven

In keeping with our purpose, we will strategically manage risks to deliver the big and small tasks that support the delivery of the government's priorities and meet the needs of the community.

Efficient

We will make the best use of available resources to give effect to our purpose.

Innovative and creative

We will support innovation and creativity in the work we do and the activities we encourage and promote.

Diverse and supportive

We will encourage and demonstrate leadership as a welcoming, supportive and inclusive organisation. We will continue our investment in driving diversity and building an inclusive workplace as well as continuing to prioritise the accessibility of our services.

Values based

We are a values-based organisation. We will live by, exemplify and demonstrate our values in the way we work with and support each other, and our clients.

Adaptable and agile

We will respond quickly and effectively to changing demands and emerging challenges and opportunities.

Our values

At State Growth, we live by the following values: **Courage** to make a difference through:

Teamwork

Our teams are diverse, caring and productive

- We listen, learn and share.
- We support each other by stepping up and sharing the load.
- We bring out the best in people through strong and supportive leadership.
- We collaborate to get the best outcome.

Integrity

We are ethical and accountable in all we do

- We are transparent and consistent in our decision making.
- We take responsibility for our actions.
- We speak up when things aren't right.
- We do what we say we are going to do.

Respect

We are fair, trusting and appreciative

- We create a diverse and inclusive workplace.
- We care for the health, safety and wellbeing of each other.
- We listen without judgement and seek to understand.
- We resolve issues constructively.

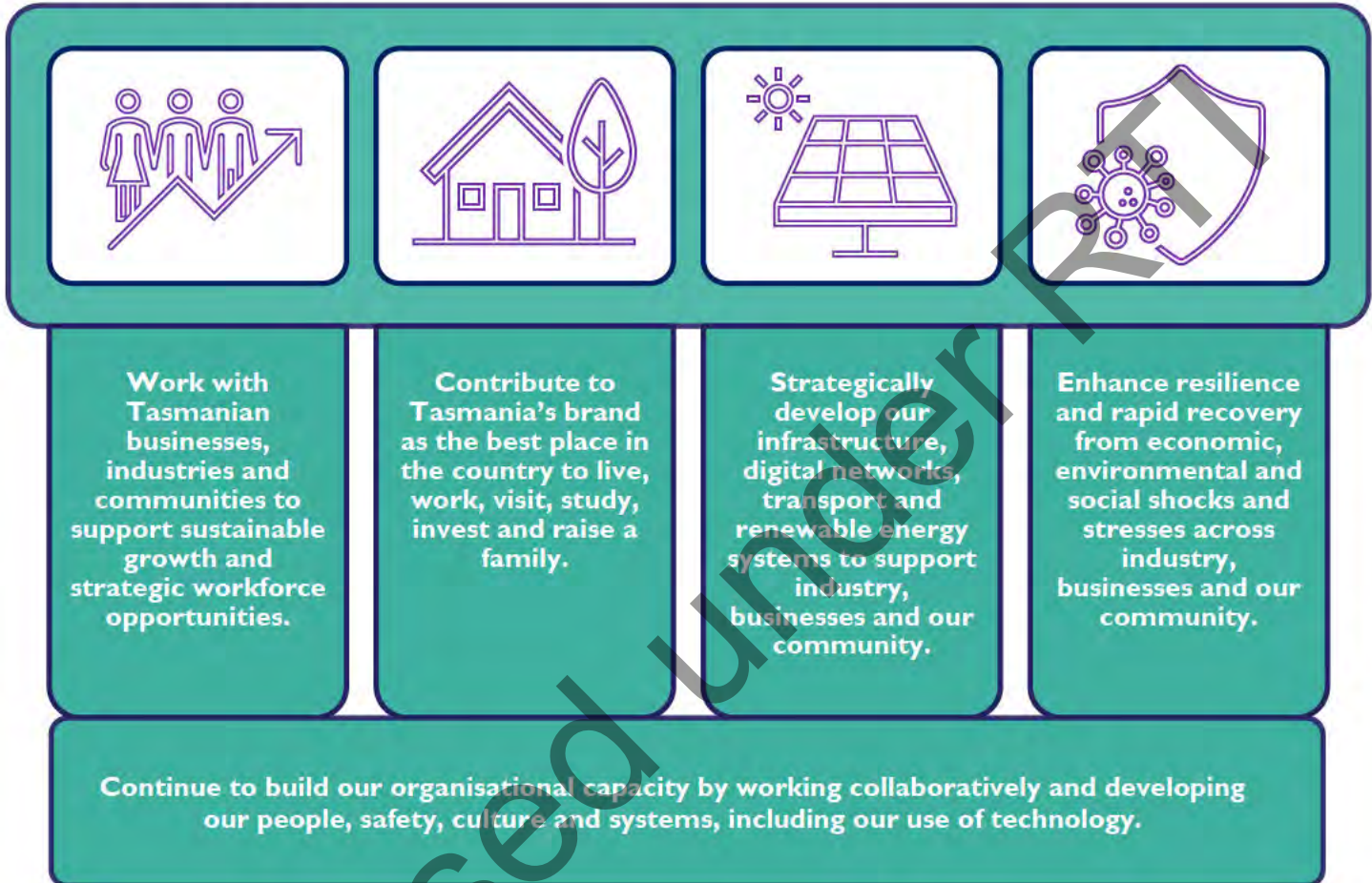
Excellence

We take pride in our work and encourage new ideas to deliver public value

- We innovate, adapt and set ambitious goals.
- We seek continuous improvement and learn from experience.
- We actively engage with our stakeholders, clients and the community.
- We promote sensible risk taking.

Our objectives

Our work will be guided by the following five objectives. In addressing these objectives, the Department will work with businesses, industries and communities to reduce Tasmania's greenhouse gas emissions and build resilience to the effects of climate change.



We will:

Work with Tasmanian businesses, industries and communities to support sustainable growth and strategic workforce opportunities

This will include:

- leveraging partnerships and engaging the community to **build the workforce of the future** by supporting training, job opportunities, pathways to employment and access to a skilled workforce.
- encouraging innovation and facilitating new opportunities in **technology use and digital transformation**.
- **attracting new businesses** to the state and **retaining and promoting investment** in Tasmania.
- **delivering targeted programs and accessible information services**, particularly for small businesses.
- exploring options to **best manage and use our mineral resources and land**.
- encouraging innovation and supporting growth in the **advanced manufacturing, defence and future industries**.

- supporting market expansion, and domestic and international trade through **coordinating Tasmania's whole-of-government Trade Strategy**.
- supporting and facilitating **Tasmania's tourism, hospitality and events industry**.
- **reducing the regulatory burden** for small business and the wider Tasmania community to **make doing business in our state easier**.
- delivering our statutory functions by **adopting best practice methodology and principles to effectively regulate** the laws we are responsible for.
- identifying opportunities to **reduce our emissions and build resilience to the impacts of climate change** in the transition to a low carbon economy.

Contribute to Tasmania's brand as the best place in the country to live, work, visit, study, invest and raise a family

This will include:

- **being recognised as a diverse, welcoming and supportive community**, focusing our population growth on addressing skills shortages and embracing opportunities in regional areas.
- developing new, enhancing existing and supporting emerging **tourism experiences and destinations** that reimagine and encourage investment, renewal and visitation to our regions.
- promoting and delivering **programs, events and activities** that celebrate our communities across all seasons, showcase our regions and **promote artistic, cultural, hospitality and sporting excellence and participation**.
- promoting and delivering support for our **creative and cultural industries** to build industry and individual capacity, and provide opportunities to **drive local investment** and to **build on our brand**.
- **promoting and growing business-related events** hosted in Tasmania.
- working with Brand Tasmania to **promote the state's strengths, brand and opportunities**.
- working in partnership with all levels of government and businesses to **maintain and enhance Tasmania's liveability**, harness opportunities and **drive strategic land use decisions** that support sustainable growth.

Strategically develop our infrastructure, digital networks, transport and renewable energy systems to support industry, businesses and our community

This will include:

- ensuring the right **infrastructure** is built at the right time, in the right place, as efficiently as possible, and with resilience to the impacts of climate change, to **support urban renewal and liveability** for our growing population.
- **managing the State Road Network** as part of an integrated transport system to serve the community, business and industry, including our tourism sector.
- **providing access to the transport system**, enabling access to employment, education, services and social participation.
- **promoting road safe behaviours and working to prevent crashes** that result in death or serious injury.
- boosting our capacity to **host international arts, entertainment, cultural and sporting events** through the development and promotion of our major stadiums.

- **harnessing our renewable energy capability and monitoring Tasmania's energy security** by providing strategic advice on energy policy, regulatory arrangements, climate change and emissions reduction.
- delivering programs that **support renewable energy related industry development** such as Battery of the Nation, Marinus Link and future industries such as green hydrogen production.
- investing in becoming the **Tasmanian Government's leading digital agency** by making strategic improvements to our digital networks and how we use them.
- **ensuring our policy and regulatory programs align** and support these outcomes, including encouraging the uptake of new technology to reduce transport emissions.

Enhance resilience and rapid recovery from economic, environmental and social shocks and stresses across industry, businesses and our community

This will include:

- identifying how short-term disruptions and long-term systemic stresses impact our ability to provide support to Tasmanians, and **proactively building resilience within businesses, the community and State Growth.**
- **building climate change adaptation and mitigation** into our long-term planning so that business, industry and our community are **prepared for the impacts of climate change.**
- **developing thorough and robust emergency management procedures** to enhance our responsiveness and coordination in times of crisis.
- incorporating our learnings from responding to the COVID-19 pandemic and other emergencies into our **business support and community assistance strategies and protocols.**

Continue to build our organisational capacity by working collaboratively and developing our people, safety, culture and systems, including our use of technology

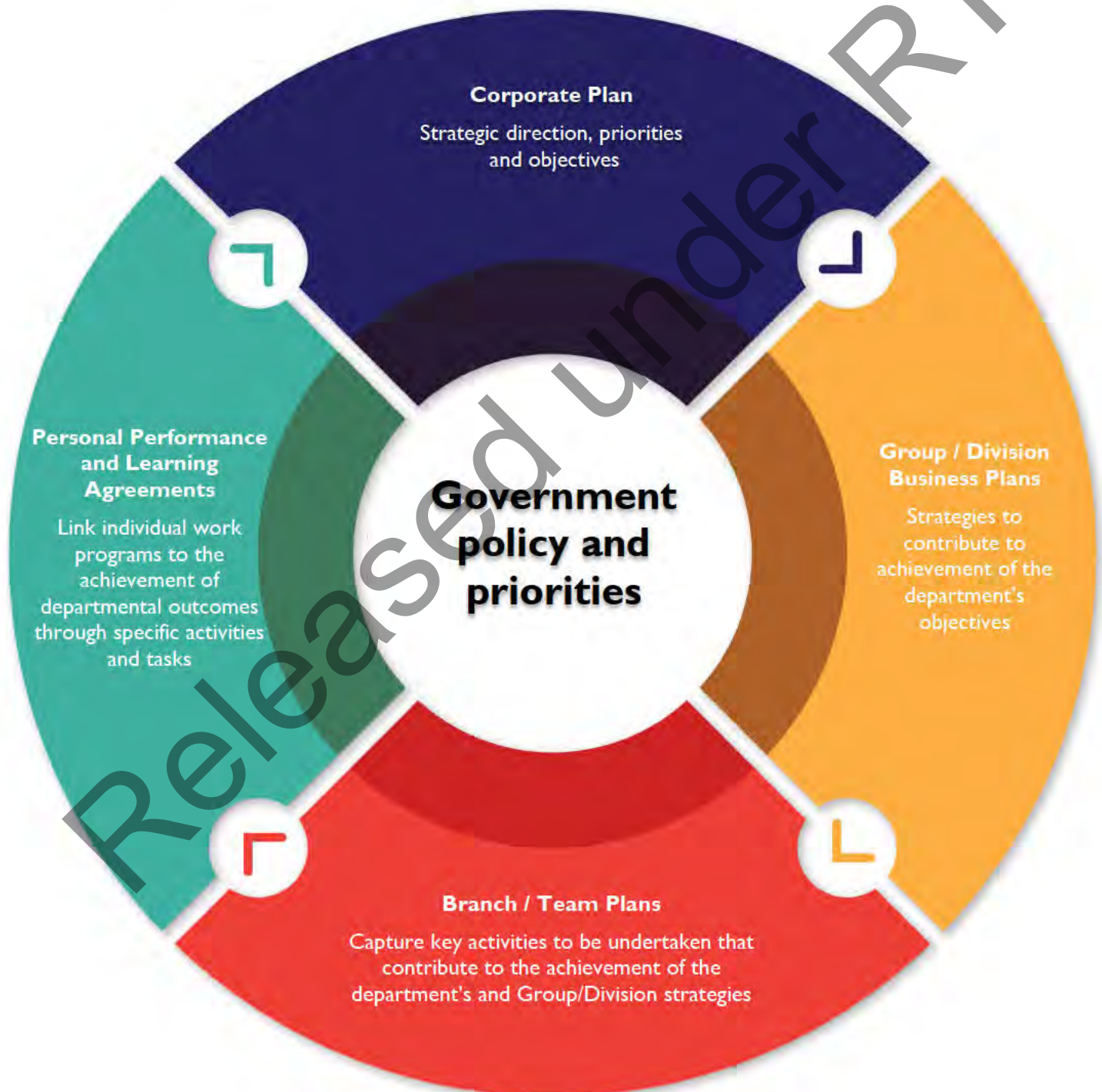
This will include:

- ensuring that the **health, safety and wellbeing of our people** is paramount in all that we do.
- making **collaboration and communication** central to how we work within the department and across government at all levels, breaking down silos to **deliver integrated outcomes.**
- investing in and supporting the **active engagement and development of our people** and building our leadership capability and agility at all levels.
- building an **inclusive workplace** that promotes and supports a **diverse workforce.**
- **strengthening our governance and accountability frameworks**, promoting leadership in good decision making and a culture of risk management.
- through **responsible and careful financial management**, supporting the delivery of priorities and programs.
- **delivering business improvement initiatives that embrace the latest technology**, enhance digital literacy and support flexible and efficient work solutions.
- **upholding a client-centric culture** by being dependable and collaborative, communicating clearly, building trust and working with pace and probity.
- **living by our shared values** to build on our strengths as a department to improve the way we work together and **drive success across all other objectives.**

Our Corporate Plan in action

Our Corporate Plan is part of our planning and strategic framework. Our purpose, objectives and approach inform our planning at a whole-of-agency level, guide our Group and Division Business Plans and inform branch, team and individual work programs.

To support this planning framework, the Executive Committee will review our Corporate Plan on an annual basis and update it as necessary. This review will be informed by our ongoing work and engagement with our people, Ministers and stakeholders and will also consider our effectiveness in delivering on our roles, responsibilities and priorities. Managers should consider the objectives of this Plan in work program discussions with their teams.





Department of State Growth

Optimism.
Resilience.
Collaboration.
Innovation.

Small Business Growth Strategy

2026

We recognise the deep culture and history of this island and acknowledge and pay respect to the Tasmanian Aboriginal people; the past and present custodians of this land.

Introduction



PHOTO Geoneon develop scalable solutions to anticipate the impact of climatic disasters. CREDIT Samuel Shelley.

“The most important voices on the future of business in Tasmania are those of Tasmanian businesses.”

This strategy aims to pursue the creation of a sophisticated, modern operating environment that supports Tasmanian businesses to be resilient, innovative, collaborative and to achieve their goals – whether they be modest or substantial.

The Tasmanian Government worked with project partners, the Tasmanian Chamber of Commerce and Industry (TCCI) and the Tasmanian Small Business Council (TSBC), to consult widely with Tasmanian businesses and produce this strategy.

We heard from 280 individual businesses, industry representative organisations and communities from across Tasmania through roundtable discussions, one-on-one interviews, a survey and email submissions. This strategy reflects what they told us about the current and future business environment, their challenges and opportunities.



PHOTO Jayben Group Industrial Manufacturing. CREDIT Natasha Mulhall.

Minister's foreword

Tasmania is a state where we value our businesses and know the positive contribution they make to our economy and communities.

The majority of Tasmanian businesses are small businesses operating in niche industries, and they provide high quality produce, services, resources and products to our state, the rest of our nation, and the world. This strategy unreservedly focuses on our intentions for the future. This includes recognising the impacts and benefits of the rapidly changing digital landscape which

will continue to impact all facets of business activity.

Tasmanian business owners feel optimistic and have been experiencing strong demand for their products and services, but despite our strong economic performance we are not immune to the economic challenges facing the world.

Guided by the information provided by our businesses, this strategy identifies challenges and opportunities, and sets out objectives for the Tasmanian

Government and the business community to join together to help our businesses to thrive.

I thank the members of Tasmania's business community that contributed to this strategy and look forward to working with you all to drive progress and continue to make Tasmania a great place to do business.

Madeleine Ogilvie
Minister for Small Business.

Growth for all Tasmanian businesses

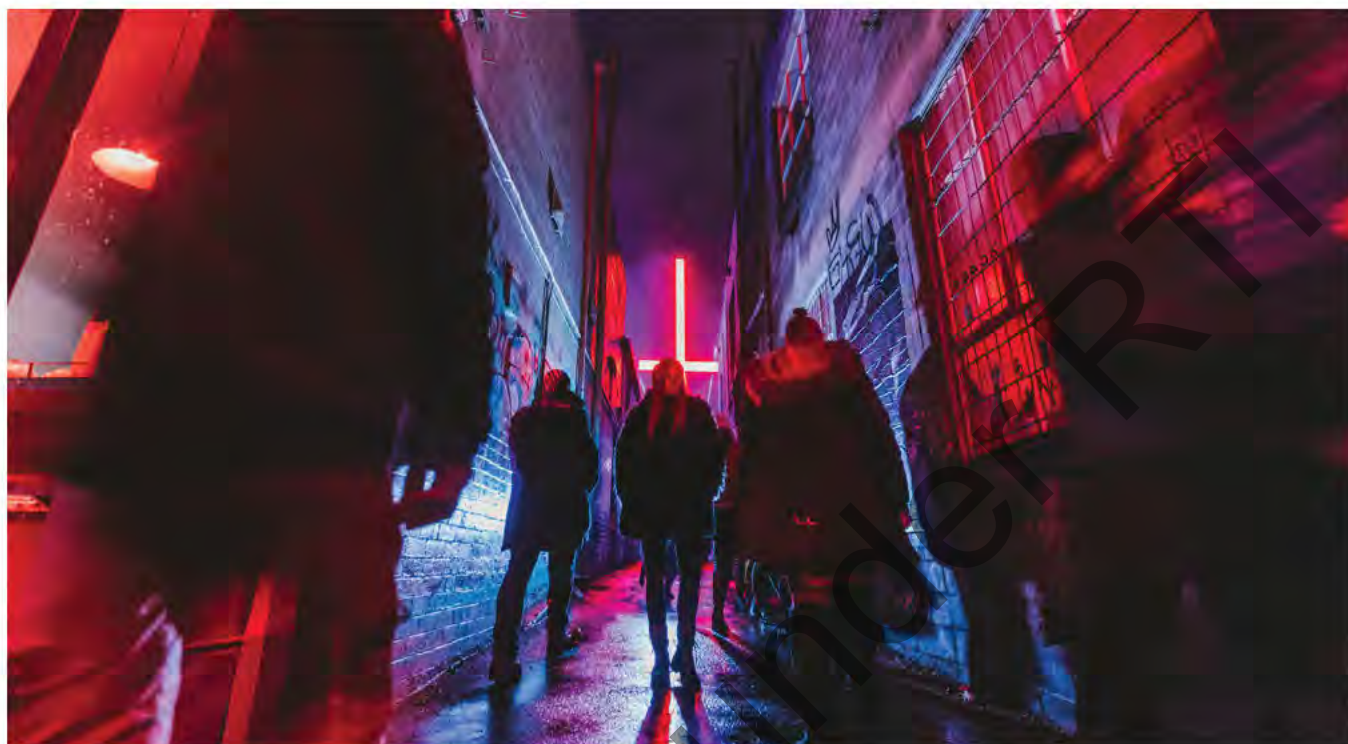


PHOTO Dark MOFO Winter Festival, Hobart. CREDIT Jarrad Seng

“When the rest of the world chases growth, we chase meaning”

This strategy presents an overview of the current state and future aspirations of Tasmania's business environment, informed by Tasmanian businesses, representative organisations, and government. It sets out the key themes that matter to Tasmanian businesses and the objectives that will guide the development of implementation plans for government and Tasmania's business community.

While this is a Small Business Growth Strategy, we do understand that the word “growth” means different things

to different people. Growth can mean starting a business, growing market share, or building resilience to maintain the Tasmanian way of life and enjoy the lifestyle benefits that Tasmania has to offer.

This strategy aims to create a productive, connected and sustainable business environment for all Tasmanian businesses, one that enables all members of Tasmania's business community to grow their business in the way they choose.

Economic overview



PHOTO Blue Hills Honey sourced from the pristine takayna / Tarkine wilderness since 1955. CREDIT Rob Burnett.

Global outlook

There are a number of challenges that are projected to have a lasting impact on the global economy, including geopolitical events, supply chain disruptions, global food and energy prices, high inflation, and rising interest rates. Tasmania, like the rest of Australia, is not immune to these factors, but we continue to perform well and act on the opportunities presented by challenging economic conditions.

Economic activity

Tasmania's economy consistently performs strongly when compared with other states and territories in Australia and regularly ranks highly in the economic indicators featured in reports such as CommSec's State of the States Report.



Tasmanian businesses

There are over 42 000 businesses operating in the Tasmanian economy, many of which are small businesses defined as having 19 or less Full-Time Equivalent (FTE) employees.

Tasmanian businesses have consistently led the nation in relation to business survival rates compared to other states and territories, and further demonstrate Tasmania's strong economic performance through a relatively low level of business related bankruptcies.

Technology

Technology is rapidly reshaping the global economy and digital technologies are becoming increasingly critical in production processes. The development and adoption of new technologies is taking place at a significantly faster pace than ever before.¹ Digital technologies have opened up significant prospects for global growth and economic success is intrinsically linked to the ability of businesses to embrace and actively

participate in the digital revolution. The rise of digital applications and enabling platforms has created an accessible marketplace, providing the foundation for a new wave of start-up success.² Tasmania's geographic, demographic and economic diversity along with its size means that it provides a robust, representative and easily accessible sample population for businesses wanting to test and adapt their products for new markets.³

¹ The 8 Major Forces Shaping the Future of the Global Economy (visualcapitalist.com)

² Tasmanian_Trade_Strategy.pdf (stategrowth.tas.gov.au)

³ Tasmania – Gateway of opportunities (cg.tas.gov.au)



PHOTO Troublesmiths Youth Social Enterprise. CREDIT Samuel Shelley.

Labour markets

Tasmania's labour market is strong, with employment at a record high and unemployment at a near historic low, although this buoyant labour market presents new challenges such as shortages in labour supply. Tasmania also needs to address factors such as an ageing labour force.

Emerging digital trends, such as cybersecurity, drone technology and robotics are all projected to have a significant impact on global economic

activity going forward, but they are also changing the nature of industrial labour. Following these trends indicates that jobs will shift away from repetitive tasks towards those requiring higher degrees of digital, social and cognitive skills. Low digital skill jobs are predicted to significantly decline over the next decade with digitally skilled jobs projected to rise sharply and eventually make up the majority of the total workforce.⁴

Population

Despite fluctuations in interstate and overseas migration, the Tasmanian population continues to grow. A strong economy and social cohesion are key to attracting and retaining Tasmanians, while also supporting business development and community wellbeing.

⁴ Modeling the global economic impact of AI | McKinsey



PHOTO Woolnorth. CREDIT Sean Scott.

Trade activity and exports

Tasmania's overseas exports overall continue to reach new milestones. The Tasmanian brand, promotion of Tasmanian products and services to key export markets, and support for industry to adapt to evolving market trends all play a significant role in this ongoing success.

Climate change and energy transition

Climate change is a critical issue that presents both challenges and opportunities for Tasmania. Globally, it is predicted that extreme climate events such as flooding, wildfires and drought will increase in frequency. These could have wide ranging impacts from a decrease in tourism, disrupted transportation networks, and challenges related to agriculture production and food security.⁵ As the world transitions to net zero emissions, Tasmania is ideally placed to provide renewable energy and low-

carbon technologies to help reach net zero and carbon neutrality. Tasmania has a natural competitive advantage with proven hydro and world class wind energy, and the government continues to invest in emerging renewable energy opportunities.⁶ Tasmanian businesses are already benefitting and will continue to do so, as Tasmania's renewable energy sources provide electricity users with market advantages in a world increasingly focused on sustainability.⁷

⁵ <https://www.brookings.edu/research/ten-facts-about-the-economics-of-climate-change-and-climate-policy/>

⁶ Climate change | Renewables, Climate and Future Industries Tasmania (<https://recfit.tas.gov.au/climate>)

⁷ Tasmania – Gateway of opportunities (cg.tas.gov.au)

Themes

The ideas, discussions and feedback gathered during the consultations have been grouped under four key themes. These themes provide an indication of what's important to Tasmanian businesses, where challenges and opportunities lie, and areas to focus on to enable growth in whatever form it may take for our businesses.



PHOTO Eatwell Tasmania, Government House.
CREDIT Samuel Shelley.



People and connections

- 1 Networking and collaboration
- 2 Local purchasing
- 3 Staff, skills and training
- 4 Population
- 5 Housing and public transport



PHOTO Wineglass Bay, Freycinet National Park.
CREDIT Luke Tschärke.



Place

- 1 Tasmanian brand
- 2 Location, size and lifestyle
- 3 Environment, climate and renewable energy



PHOTO Tasman Sea Salt, Little Swanport, East Coast Tasmania.
CREDIT Moon Cheese Studio.



Enabling business

- 1 Business advice and support
- 2 New businesses
- 3 Operating environment
- 4 Scaling up
- 5 Red tape reduction



PHOTO Jobs in information technology.



Technology

- 1 Digital connectivity
- 2 Global markets
- 3 Digital capability

People and connections

This theme encompasses the people who run our businesses, those who work in them and buy from them, and the importance and reliance of connections between these people, businesses and government.

Networking and collaboration

The connections between people, businesses, industries and suppliers are crucial to business success and growth. There is a role for government and industry representative bodies to support and encourage these connections, whether that is through facilitating introductions, or creating spaces and events where connections can naturally occur. Stronger networks will support collaboration, uncover new opportunities and foster resilience against future disruptions.

Local purchasing

Local businesses and suppliers can be prioritised when local councils and the Tasmanian Government implement purchasing and contracting arrangements. This allows local businesses to deliver goods and services that capitalise on and strengthen collaborations and networks here in the state, leading to improved local manufacturing and supplier diversity. Businesses can also prioritise local purchasing and seek opportunities to buy from other Tasmanian businesses where possible, further strengthening supply chains, networks and business resilience.

Staff, skills and training

Skills shortages restrict the growth of Tasmanian businesses, many of whom have significantly more demand for their products and services than they can fill. An ongoing focus for businesses in Tasmania, like most places, is getting the right people with the right skills, when they are needed. To meet the labour challenges businesses face, Tasmanian businesses have an opportunity to position themselves as Employers of Choice in a competitive labour market to ensure they are able to attract and retain a skilled workforce.

Population

Population growth and bringing a diverse range of skilled people to Tasmania is key to the success of our businesses. While the Tasmanian lifestyle and climate are appealing factors that can support population growth, getting our population growth settings right is essential to address workforce needs and to counter an ageing population. As the population grows, so too do local markets and the customer base, opening up new opportunities for businesses and investment.

Housing and public transport

Vital elements for population growth and attracting skilled staff, particularly in regional areas, include the availability of appropriate housing and transport to accommodate and service the people who want to live and work in those areas. Businesses, industry and government recognise the importance of these issues, particularly housing for workers.



PHOTO Carleeta Thomas, wukalina Walk. CREDIT Alastair Bett.

For the People and connections theme, the activities to be delivered under the strategy's implementation plans will focus on achieving the following objectives:

- 1 Facilitating, creating, strengthening, and participating in forums that enable networking and collaboration both within and across industries.
- 2 Building on existing purchasing and procurement policies that support local suppliers, including options that increase flexibility and collaboration opportunities.
- 3 Strengthening, prioritising and delivering needs-based programs that address staff, skills and training gaps and shortages.
- 4 Fostering targeted population growth and maximising the opportunity and availability of key population cohorts, including older people and applicable visa holders, to participate in the Tasmanian workforce.
- 5 Embracing and trialling innovative and coordinated solutions to the supply of housing for workers to ease pressure on small businesses and the communities that they operate within.

Place

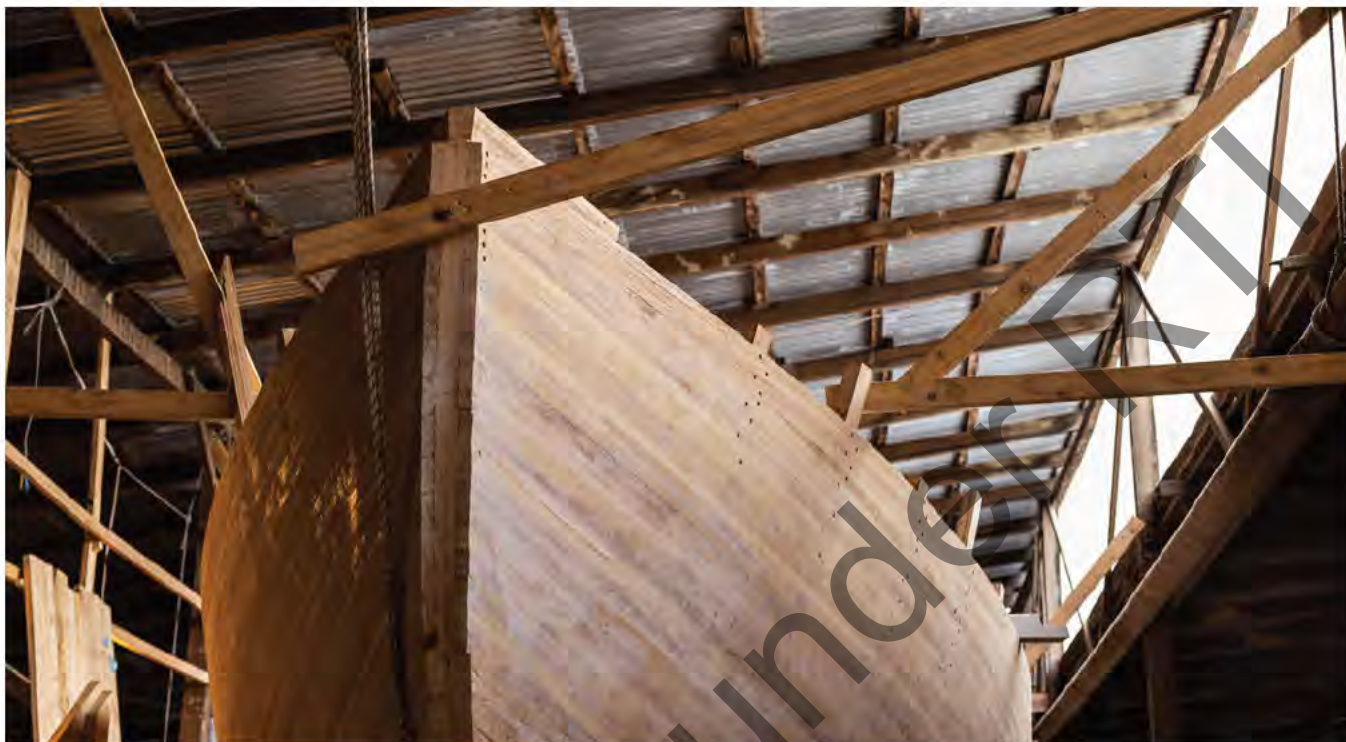


PHOTO Matt Morris & Lefke Van Gogh Wooden Boat Builders, Huon Valley. CREDIT Dearna Bond.

Tasmania has enormous appeal as a place to live, work and do business. Tasmania's drawcards are many, bringing tourists, entrepreneurs and new residents attracted by the lifestyle opportunities, natural environment and interconnected communities.

Tasmanian brand

The Tasmanian brand is recognised throughout the world and is a strong asset for Tasmanian businesses. Part of that brand is associated with niche and high-quality produce, products and experiences, and a close connection to the natural environment. Many Tasmanian businesses are small by choice, as business owners focus on the quality of what they produce, the ability to enjoy the lifestyle opportunities on offer, and participate in their community – in other words, a focus on the quiet pursuit of the extraordinary.

Location, size and lifestyle

Our communities may be smaller than those in other states, but our small size and geographical position has also generated a culture of resourcefulness and resilience, demonstrated by Tasmania's strong business survival rate. This resourcefulness and resilience enables us to confront the significant and ongoing challenges such as longer distances to key markets and higher transport and distribution costs, maintaining our competitiveness through quality, not quantity.



PHOTO Mai Thao Yang at the Launceston Harvest Market.

Environment, climate and renewable energy

Tasmania's location also provides us with clean air, and water, and a cool climate, which creates the perfect environment for our high-quality produce and experiences. These attributes form a key part of the Tasmanian brand, which is beneficial to both new and existing businesses. Our business community recognises this and places a high importance on environmental responsibility and sustainability. Tasmania's environmental credentials, 100% renewable energy and net zero emissions place it at the forefront of the world's transition to clean energy and emissions reductions. As Tasmania leads the way in the renewable energy space with a target of 200% renewable energy by 2040, and a nation-leading target of net zero emissions from 2030, these opportunities and benefits will only continue to increase.

For the Place theme, the activities to be delivered under the strategy's implementation plans will focus on achieving the following objectives:

1

Encouraging and helping businesses to align themselves to the Tasmanian brand to further enhance its strength and maximise leveraging opportunities.

2

Playing to our strengths, continuing to increase business resilience, and improving processes to address challenges relating to our location and size, while celebrating and maximising the opportunities that the Tasmanian way of life presents, including Tasmania's vibrant arts and cultural activities.

3

Continuing to be a leader in the global shift towards more sustainable practices and renewable energy by enabling, encouraging, and supporting businesses to participate in and leverage Tasmania's innovative solutions and approach.

Enabling business

Tasmania's geography, attributes and community provide a key point of difference for our products, services and experiences, but it also requires a different approach to supporting our businesses. Our businesses want flexible, innovative, and efficient policies, processes and approaches to assist them to reach their full potential and to grow in their own way.

Operating environment

The operating environment for many Tasmanian businesses is impacted by challenges experienced elsewhere. These include rising energy, transport and fuel costs, increasing cost of materials and supply chain disruptions, all compounded by labour and skills shortages. Lack of certainty is one of the biggest challenges many businesses face and this is a key constraint in enabling businesses to grow and thrive.

Business advice and support

Many business owners seek ongoing support with business skills and knowledge, including in areas such as marketing, risk management, and financial and strategic planning. These skills boost resilience and the ability to adapt in a dynamic and changing environment and complement our strong entrepreneurial nature. Access to reliable, trusted, and specialised guidance, knowing where and how to get help, and finding the right information at the right time enables businesses to get on with doing what they do best and maximises use of their time and resources.

Scaling up

Businesses wanting to scale-up are also managing a range of challenges that constrain their ability to grow. Various factors can inhibit the ability to expand operations and meet increasing demand, including access to finance, understanding how to enter export markets, putting in place the required human resource and industrial relations planning, roles and structures, and access to current and relevant research.

New businesses

Creating and supporting an environment to facilitate innovation is crucial to Tasmania's attractiveness to business intenders and start-ups. Tasmanian businesses are unique and distinctive, they are niche, and they consistently punch above their weight at both a national and global level. Harnessing innovation is the Tasmanian way, and all levels of government, the business community and representative organisations work together to ensure entrepreneurial spirit is nurtured and supported so that our business offering contributes to our brand, reputation, and appeal.

Red tape reduction

Unsurprisingly, red tape and bureaucracy is a key issue for businesses. The complexity of regulations, the number of different systems in place and stakeholders involved in various processes, and delays in responses from various levels of government are all barriers to efficient business operations. A commitment to customer service and timely and accurate responses relating to business submissions and enquiries are vital to supporting Tasmanian businesses.



PHOTO Terrapin Puppet Theatre's characters from King Ubu with maker Bryony Anderson. CREDIT Alastair Bett.

For the Enabling business theme, the activities to be delivered under the strategy's implementation plans will focus on achieving the following objectives:

- 1 Modernising, revitalising and upgrading the business advice and support services that are available to new and existing Tasmanian businesses to ensure that they are accessible, fit for purpose and relevant to current and emerging business needs.
- 2 Collaborating to ensure the Tasmanian entrepreneurial spirit is nurtured and new businesses that contribute to our brand, reputation, and appeal are supported.
- 3 Working with various levels of government and key stakeholders to provide businesses with as much certainty as possible to meet the ongoing challenges that exist with the current and future operating environment.
- 4 Supporting businesses to meet increasing demand by working with the business community and representative organisations to address the barriers to scaling-up operations.
- 5 Taking a holistic approach to red tape reduction, and continuing to streamline government processes to reduce and minimise bureaucracy and unnecessary barriers to business growth.

Technology

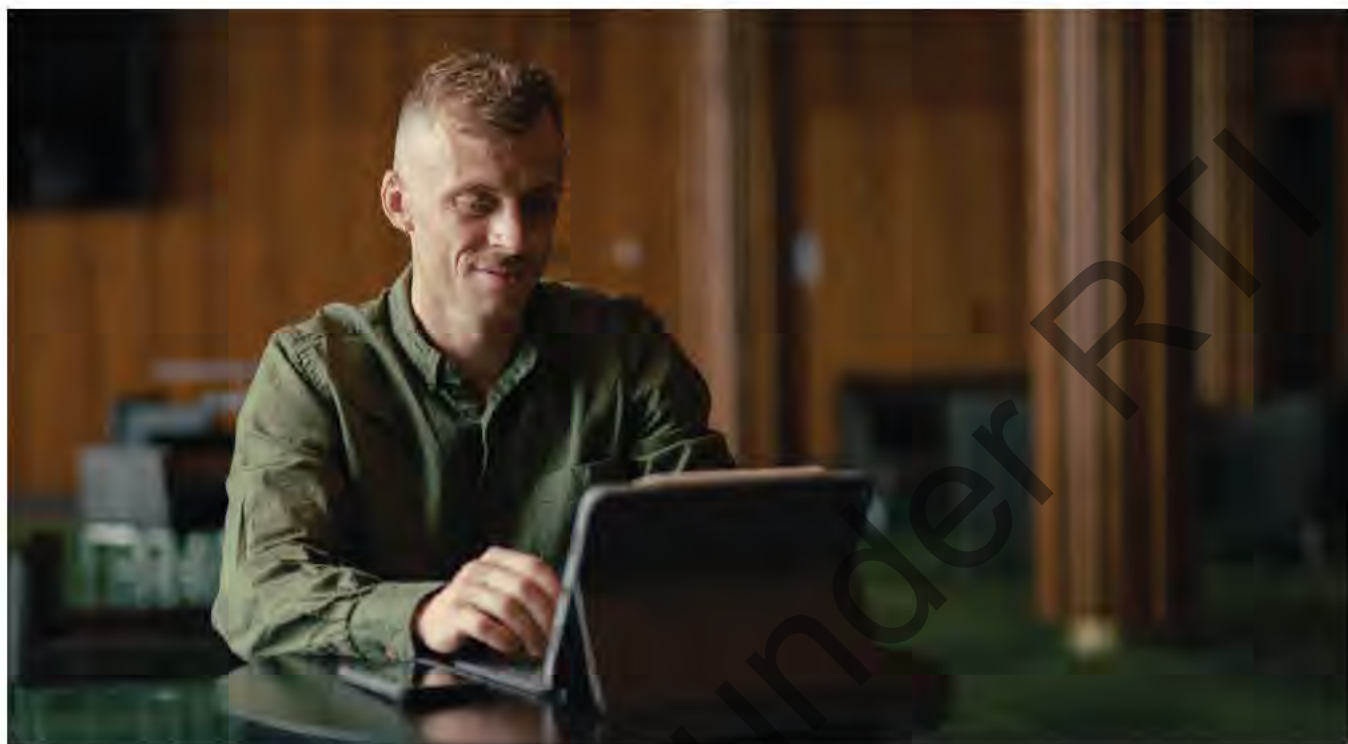


PHOTO Bradley Munnings, Gutter Labs. CREDIT OI Studios.

Technology is a vital and increasingly significant part of the modern business environment. This is especially true in Tasmania, where it can address challenges, increase productivity, open up new markets, and help businesses to be efficient and accessible.

Digital connectivity

The foundation of any business effort in the digital space is a reliable internet connection and this is especially important for regional businesses who can experience frustrating and avoidable setbacks if relying on unstable or inadequate networks. Reliable internet connections also enable professionals to move to, and work remotely from, regional areas while enjoying the lifestyle benefits that are on offer. Investment in, and maintenance of, reliable digital infrastructure networks can provide the foundation for economic growth, business development, and continuity.

Global markets

Information and communications technology can overcome the challenges of distance to provide access to our products, services and knowledge, making Tasmania only a click away from the customers and markets of the world. Making the products and services offered by Tasmanian businesses visible and available to the world online is a key opportunity for growth, building brand awareness, and increasing the profile of the Tasmanian offering.



PHOTO Based in Hobart, Procreate develop industry-leading creative software.

Digital capability

There are many Tasmanian businesses operating in the digital space, but some businesses lack the necessary skills to use and optimise technology in their operations. The provision of technology support for businesses to successfully move into the digital space is a growth enabler. Improving digital capability can support businesses to do things faster, more efficiently, increase resilience, and comply with legal requirements. This can be applied to digital marketing, business administration processes and compliance activities, including planning and reporting requirements across many business sectors.

For the Technology theme, the activities to be delivered under the strategy's implementation plans will focus on achieving the following objectives:

1

Continuing to improve and upgrade Tasmania's digital networks and infrastructure through significant investment to increase capacity, resilience and capability.

2

Providing relevant and accessible training, knowledge and support to businesses and representative organisations to utilise digital platforms to access new markets and increase market share.

3

Continuing to provide relevant, up to date and accessible support and tools to improve digital literacy and build an understanding of how technology can be maximised to support business growth in Tasmania.

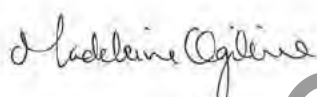
Putting this strategy into action

The Tasmanian Government will work with our partner organisations, the Tasmanian Chamber of Commerce and Industry and the Tasmanian Small Business Council, and other members of Tasmania's business community, to establish a series of flexible and responsive implementation plans, each with a duration of 12–18 months. These will allow us to remain agile and to respond to changes in the operating environment, while also giving businesses clarity on what they can expect from the Tasmanian Government and the business community.

The implementation plans will incorporate activities already underway from the Department of State Growth, other agencies, and the business community, while also identifying new activities to be delivered in line with the objectives outlined within this strategy. The implementation plans will outline all activities that government, industry and businesses will do to facilitate all types of business growth, and will include metrics to enable progress to be assessed against targets.

Agreement

The Tasmanian Government, the Tasmanian Chamber of Commerce and Industry and the Tasmanian Small Business Council have worked in partnership to develop this strategy and agree to work together towards the strategy's objectives and to support business sustainability and growth in Tasmania.



Madeleine Ogilvie
Minister for Small Business



Geoff Fader
Chair, Tasmanian Small
Business Council



Paul Ranson
Chair, Tasmanian Chamber
of Commerce and Industry



The Tasmanian Government is already taking action in many of the areas outlined in this strategy. Information on the government's approach in these areas can be found in the following documents:

1. Tasmanian Trade Strategy 2019-2025
2. Tasmanian Renewable Energy Action Plan 2020
3. Advanced Manufacturing Action Plan 2024
4. Tasmanian Defence Industry Strategy 2023
5. Cultural and Creative Industries Recovery Strategy: 2020 and Beyond
6. Jobs Tasmania's Strategic Plan 2021-2024
7. 30-Year Greater Hobart Plan
8. Greater Launceston Plan

Further coordinated strategies are also being developed in the following areas:

1. T30 Recovery Plan for Tasmania's Visitor Economy
2. Sustainable Development Strategy
3. Tourism and Hospitality Workforce Action Plan
4. Population Strategy
5. Tasmanian Antarctic Gateway Strategy
6. Tasmanian Housing Strategy

Continuing the conversation

As the implementation plans that follow on from this strategy are developed, the Tasmanian Government and project partners will continue the conversation with Tasmanian businesses. If you have any enquiries or feedback relating to this strategy or the implementation plans, please contact Business Tasmania at ask@business.tas.gov.au or phone 1800 440 026.

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Released under RTI



Tasmanian
Government

Small Business Growth Strategy Implementation Plan

JANUARY 2023 - DECEMBER 2026

Optimism.
Resilience.
Collaboration.
Innovation.

Department of State Growth

Image Credit:
Samuel Shelley for Brand Tasmania



We recognise the deep culture and history
of this island and acknowledge and pay
respect to the Tasmanian Aboriginal people;
the past and present custodians of this land.

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Introduction

The Small Business Growth Strategy 2026 was released in February 2023 following a comprehensive public consultation process throughout 2022.

The strategy aims to create a productive, connected and sustainable business environment for all Tasmanian businesses, one that enables all members of Tasmania's business community to grow their business in the way they choose.

The ideas, discussions and feedback gathered during the consultation process were grouped under the following four themes:



People and connections



Place



Enabling business



Technology

These themes highlight what's important to Tasmanian businesses, and where challenges and opportunities lie.

The strategy also identifies a series of 16 objectives under the themes that guide the actions of the small business sector and the Tasmanian Government in responding to these challenges and opportunities.

The themes and objectives are provided in the table to the right.

Table 1: Small Business Growth Strategy 2026 – themes and objectives

Theme		Objectives
1	People and connections	1. Facilitating, creating, strengthening and participating in forums that enable networking and connections both within and across industries. 2. Building on existing purchasing and procurement policies that support local suppliers, including options that increase flexibility and collaboration opportunities. 3. Strengthening, prioritising and delivering needs-based programs that address staff, skills and training gaps and shortages. 4. Fostering targeted population growth and maximising the opportunity and availability of key population cohorts, including older people and applicable visa holders, to participate in the Tasmanian workforce. 5. Embracing and trialling innovative and coordinated solutions to the supply of housing for workers to ease pressure on small businesses and the communities that they operate within.
2	Place	1. Encouraging and helping businesses to align themselves to the Tasmanian brand to further enhance its strength and maximise leveraging opportunities. 2. Playing to our strengths, continuing to increase business resilience, and improving processes to address challenges relating to our location and size, while celebrating and maximising the opportunities that the Tasmanian way of life presents, including Tasmania's vibrant arts and cultural activities. 3. Continuing to be a leader in the global shift towards more sustainable practices and renewable energy by enabling, encouraging, and supporting businesses to participate in and leverage Tasmania's innovative solutions and approach.
3	Enabling business	1. Modernising, revitalising and upgrading the business advice and support services that are available to new and existing Tasmanian businesses to ensure that they are accessible, fit for purpose and relevant to current and emerging business needs. 2. Collaborating to ensure the Tasmanian entrepreneurial spirit is nurtured and new businesses that contribute to our brand, reputation, and appeal are supported. 3. Working with various levels of government and key stakeholders to provide businesses with as much certainty as possible to meet the ongoing challenges that exist with the current and future operating environment. 4. Supporting businesses to meet increasing demand by working with the business community and representative organisations to address the barriers to scaling-up operations. 5. Taking a holistic approach to red tape reduction, and continuing to streamline government processes to reduce and minimise bureaucracy and unnecessary barriers to business growth.
4	Technology	1. Continuing to improve and upgrade Tasmania's digital networks and infrastructure through significant investment to increase capacity, resilience and capability. 2. Providing relevant and accessible training, knowledge and support to businesses and representative organisations to utilise digital platforms to access new markets and increase market share. 3. Continuing to provide relevant, up to date and accessible support and tools to improve digital literacy and build an understanding of how technology can be maximised to support business growth in Tasmania.

Since releasing the strategy, the Department of State Growth has been working across government and with our project partners, the Tasmanian Chamber of Commerce and Industry and the Tasmanian Small Business Council, to identify and begin delivery of a range of activities.

Implementing the Strategy

The Implementation Plan is a living document covering the period January 2023 to December 2026, and it is updated periodically to reflect the progress of the activities and initiatives listed throughout, and to add new activities as they become relevant.

The first iteration of the plan that identified the activities to progress the objectives across the four themes of the strategy was released in May 2023. This refreshed version provides an update as to the progress of all activities as at 30 August 2024, and follows engagement with project partners and regional chambers in March/April 2024 which confirmed that the key themes and objectives of the strategy are still current.

Some activities have been extended and/or modified, some have moved from being “in progress” to “ongoing” as projects have moved to business as usual work, and some new activities have been included. This is an agile approach in line with the way Tasmanian businesses operate and allows flexibility to adapt to changes in the business environment.

Progress report

The Governance Committee that is overseeing the implementation of the Small Business Growth Strategy 2026 met for the second time on 9 February 2024, to review progress against all activities identified within the Strategy's current Implementation Plan, and is due to meet again before the end of 2024.

The Committee includes representatives from the Tasmanian Small Business Council (TSBC), the Tasmanian Chamber of Commerce and Industry (TCCI), and the Department of State Growth (DSG).

A total of 114 activities were identified within the initial draft of the Implementation Plan across the four themes of the Strategy.

As at 11 May 2023 when the Implementation Plan was released:

16 activities were yet to commence

94 activities were in progress

3 activities were ongoing

1 activity was complete

As at 31 December 2023 when an initial progress review of the 114 activities was completed:

All activities had commenced

73 activities were in progress

12 activities were ongoing

29 activities had been completed

As at 30 August 2024 when an additional 17 activities were added (taking the total to 131 activities):

9 activities were yet to commence

50 activities were in progress

32 activities were ongoing

40 activities have been completed

Theme one



People and connections

This theme encompasses the people who run our businesses, those who work in them and buy from them, and the importance and reliance of connections between these people, businesses and government.

Objective 1: Facilitating, creating, strengthening and participating in forums that enable networking and connections both within and across industries							
Activity no.	Activity description	Lead organisation	Funding	Timeframe	Measure of success	Progress rating as at 30 August 2024	Progress commentary as at 30 August 2024
1.1.1	Hold a minimum of four business networking events per calendar year to facilitate peer to peer mentoring and strategic business relationships. The events will be face-to-face events with guest speakers and/or case study presentations that are relevant to the current environment facing small businesses	State Growth (Small Business)	Departmental resources	Each calendar year for the duration of the Strategy	Four networking events are delivered each calendar year	Ongoing	From January 2023 to 30 August 2024, Business Tasmania has delivered and/or presented at 42 events which provide an opportunity for businesses to network. An ongoing schedule of events is being planned for 2025.
1.1.2	Develop an Aboriginal business community engagement program that includes a draft annual schedule for regular networking and information sharing forums	State Growth (Small Business)	Departmental resources	From 2024	Annual program developed	Ongoing	Program drafted and 11 events delivered to date in collaboration with the Palawa Business Hub.
1.1.3	Plan and deliver a 12-month program of activities for all member organisations in relation to topical HR issues and new legislation including workplace health and safety	Tasmanian Chamber of Commerce and Industry	Existing operational budget	January – December 2023	Four information sessions delivered	Complete	57 Human Resources/Work Health and Safety related workshops, information sessions and business briefings have been delivered. These sessions have been delivered across the state both online and face-to-face. Aboriginal cultural competency sessions were of particular interest to businesses resulting in all sessions selling out (100 attendees each).

Activity no.	Activity description	Lead organisation	Funding	Timeframe	Measure of success	Progress rating as at 30 August 2024	Progress commentary as at 30 August 2024
1.1.4	Plan and deliver phased and long- term strategic actions to support Tasmanian Aboriginal tourism. These actions will be led by and co-designed with Tasmanian Aboriginal people, businesses and organisations. These will include an environmental scan of Tasmanian Aboriginal tourism businesses and a grant program to support Tasmanian Aboriginal people to attend a summit in Perth, Western Australia	State Growth (Tourism and Hospitality)	Various	June 2026	Delivery of the Summit Grant Program Delivery of additional grant programs to support Aboriginal people, businesses and organisations in tourism and hospitality	In progress	Phase 1 complete that included delivery of the Summit Grant Program. Phase 2: Pilot for Aboriginal Engagement was superseded by work undertaken by a consultant engaged by DPAC Aboriginal Partnerships to develop a whole of government Aboriginal engagement strategy under Priority One. Supporting Aboriginal People in Tourism and Hospitality Grant Program delivered (opened July 2024 and closed 5 September 2024). There were a total of five applications with two approved, two still being assessed, and one not approved. Operational funding to wukalina Walk continues until 2027-28. NIAA Strategic Indigenous Tourism Projects proposal was submitted for assessment in July 2024. The department is awaiting the outcome. A one-off grant was provided to Marrawah Law Pty Ltd to support the launch of the palawa Business Hub and engagement of Aboriginal tourism and hospitality businesses until 31 December 2024.

Activity no.	Activity description	Lead organisation	Funding	Timeframe	Measure of success	Progress rating as at 30 August 2024	Progress commentary as at 30 August 2024
1.1.5	Initiate and maintain regular online member and stakeholder engagement sessions	Tasmanian Small Business Council	Existing operational budget	Annually	Regular meetings delivered	Ongoing	The TSBC provides active engagement with the TCCI and key industry sectors in Tasmania. These activities provide a communicate at each time and public comment on key issues affecting Tasmanian business and economic growth.
1.1.6	Hold four information sessions for the tourism and hospitality industry to empower operators in navigating visa and migration pathways	State Growth (Migration Tasmania / Tourism and Hospitality)	Departmental resources	May 2023	Minimum attendance of 30 operators per session	Complete	Four sessions were held in Hobart, Launceston, Devonport and Strahan between 15 and 18 May 2023. Representatives from the Department of Home Affairs Business, Industry and Regional Outreach service attended to provide an overview of skilled migration program and the assistance available. While attendance averaged 16 across sessions, including both in-person and online, feedback received from attendees was positive

Objective 2:

Building on existing purchasing and procurement policies that support local suppliers, including options that increase flexibility and collaboration opportunities

Activity no.	Activity description	Lead organisation	Funding	Timeframe	Measure of success	Progress rating as at 30 August 2024	Progress commentary as at 30 August 2024
1.2.1	Engage with Homes Tasmania to discuss how current procurement policies support local suppliers, with a focus on key worker accommodation	Office of the Coordinator- General (OCG)	Agency resources	2023-24	Engagement activities to commence	In progress	The OCG has continued to engage with Homes Tasmania, as well as with accommodation developers (national scale) and suppliers (local, national and international) to identify supply, installation and maintenance options, and operator models. The OCG participated in and contributed to the Advancing Prefabricated and Modular Construction: Senior Officials Workshop (organised by the Australian Government).
1.2.2	Support industry organisation, the Tasmanian Polar Network, to create opportunities for Tasmanian businesses to win Antarctic and Southern Ocean contracts as governments modernise Antarctic stations, infrastructure and build science and research capabilities	State Growth (Antarctic Tasmania)	\$25,000 per annum	Ongoing	Increase in Antarctic and Southern Ocean contracts awarded to Tasmanian businesses	In progress	Antarctic Tasmania is working closely with the Tasmanian Polar Network to identify and respond to opportunities to supply goods and services to National Antarctic programs.
1.2.3	Promote the Go Local First message developed by the Council of Small Business Organisations of Australia (COSBOA)	Tasmanian Small Business Council	Existing operational budget	January – December 2023	Increased visibility of logo	Complete	Significant distribution of Go Local First collateral has occurred. Every small business social media reference by Ministers or enterprise owners is responded to with the Go Local First logo. The TSBC continues to work with Treasury to facilitate the very best outcomes for the small business sector. An ongoing project is to design and implement Single Form Tendering for Tasmanian Government tenders for goods and services procurements valued at less than \$250,000, and for building and construction and roads and bridges procurements valued at less than \$500,000.

Activity no.	Activity description	Lead organisation	Funding	Timeframe	Measure of success	Progress rating as at 30 August 2024	Progress commentary as at 30 August 2024
1.2.4	Work collaboratively with State Government to continue to implement the Buy Local Policy	Tasmanian Small Business Council	Existing operational budget	January – December 2023	Increased awareness of Buy Local Policy within business community	Complete	Regular communication with Ministers highlighting the imperative of all consumers (including government) to consider Go Local First in their purchasing decisions and policies.
1.2.5	Continue to fund the Industry Capability Network Tasmania (ICN TAS) to connect businesses of all sizes to project opportunities across Australia and New Zealand	State Growth (Advanced Manufacturing and Defence Industries)	Departmental resources	2023-24	Projects are listed and businesses are registered	Ongoing	ICN has provided supply chain reporting, industry engagement and management of expressions of interest (EOIs) for over \$1.1 billion of Tasmanian-based projects and programs. There have been over 390 supplier expressions of interest (EOIs) received through project portals on the Gateway by ICN website in relation to these opportunities. ICN Tasmania has nominated local businesses to supply opportunities around 1,000 times through private capability enquiries, for an additional \$1.4 billion in interstate opportunities.

Objective 3:
Strengthening, prioritising and delivering needs-based programs that address staff, skills and training gaps and shortages

Activity no.	Activity description	Lead organisation	Funding	Timeframe	Measure of success	Progress rating as at 30 August 2024	Progress commentary as at 30 August 2024
1.3.1	Design and deliver the Employer of Choice Advisory Program to support small businesses located in regional Tasmania with expert and tailored advice on: • workforce planning, attraction and retention strategies • staff engagement, culture and change management • creating workplaces that support diversity and inclusion.	State Growth (Jobs Tasmania)	\$400,000 over two years	Grant program closed on 30 March 2023	Advisory services commence 1 July 2023	Ongoing	The Tasmanian Chamber of Commerce and Industry (TCCI) were selected and awarded \$400,000 over two years to deliver the new Employer of Choice Assist advisory service state-wide and launched the service in July 2023. The service provides practical HR support for small businesses to help attract and retain a skilled workforce and to date TCCI have engaged with over 150 small and micro businesses across the state.
1.3.2	Provide additional funding to Visitor Experience Training (VXT) to support training activity targeting areas of need for the hospitality and tourism sectors.	State Growth (Tourism and Hospitality)	\$2.8 million	January 2023-June 2026	Advancing a sustainable operating model. Delivery of non-accredited tourism and hospitality training courses. Development o training courses and packages in response to the training needs of toruism and hospitality industry and individual businesses.	Ongoing	During the 12 months to 31 December 2023, VXT delievered a total of 134 courses to 805 students, conducted at 31 different locations across the state. With the additional \$500,000 funding from 1 January 2024-30 June 2024, VXT delievered a total of 34 courses to 248 students statewide, and is advancing a sustainable operating model. A 2024 election commitment was made to VXT for \$1.3 million over two years to continue operational and training funding.

Activity no.	Activity description	Lead organisation	Funding	Timeframe	Measure of success	Progress rating as at 30 August 2024	Progress commentary as at 30 August 2024
1.3.3	Deliver an accessible pipeline of investment in skills and training aligned with industry training needs	State Growth (Skills Tasmania)	Recurring training budget	Programs released periodically throughout the year	Vocational Education and Training (VET) graduates employed after training or with improved employment outcomes	Ongoing	Skills Tasmania offers a range of funding programs for delivery of nationally recognised training and other support to address the current workforce development and training priorities of the Tasmanian Government. Release dates for upcoming grant rounds are available on the Skills Tasmania website
1.3.4	Undertake an engagement program to encourage take-up of the new Tasmanian Government Disability Employment Portal, established to support people with disability to learn about jobs within the Tasmanian State Service and provide information and support when applying for jobs.	Department of Premier and Cabinet	Departmental resources	Ongoing throughout 2023 and beyond	Increased number of people with disability working in the Tasmanian State Service.	Ongoing	The Portal is continuing to grow as more information and resources are developed and added over time. Results from the 2024 Tasmanian State Service Employee Survey indicate employees living with disability in the Tasmanian State Service has increased from 7 per cent in 2023 to 8 per cent in 2024.
1.3.5	Support funding applications by member organisations	Tasmanian Small Business Council	Existing operational budget	January 2023 – June 2024	Number of applications that successfully receive funding	Complete	No support requested however work will continue to ensure member organisations are aware of the assistance available and there is ongoing promotion of the federally funded Cyber Wardens Program.
1.3.6	Continue to support Beacon Foundations High Impact Programs (HIPS) to build career readiness and secure job placements for students from low socioeconomic high schools in regional Tasmania	State Growth (Tourism and Hospitality)	\$100,000	June 2023	Number of student attendance and job outcomes for students	Complete	In July 2023, Beacon Foundation acquitted this grant. They expended \$82,750 of the \$100,000 and delivered the following outcomes: • 17 High Impact Programs to 331 student participants • there were 77 industry volunteers, 29 educators, 45 businesses and 15 schools involved across the programs.

Activity no.	Activity description	Lead organisation	Funding	Timeframe	Measure of success	Progress rating as at 30 August 2024	Progress commentary as at 30 August 2024
1.3.7	Continuing to support the Tasmanian Hospitality Association's (THA) Clubs Tasmania program to build capability of Tasmanian community clubs and RSL's in the areas of industrial relations and HR, hospitality training, budget, procurement and other operational practices	State Growth (Tourism and Hospitality)	\$1.15 million over three years	2022-25	Engagement with community, sporting and RSL clubs in Tasmania.	In progress	From 1 January to 30 June 2024, Clubs Tasmania delivered 24 workshops and forums to community clubs, including: - Eight Asthma awareness forums across all regions of the state with a total of 96 participants - Three Safeguard Environment for Kids in Sport workshops across the state with 118 attendees - In partnership with Active Tasmania, four Governance workshops across the state with a total of 63 attendees - A technology specific forum on digital sponsorship with a total of 55 attendees - Food and Safety Supervisor courses to over 20 attendees. Clubs Tasmania also travelled around the state and filmed 11 videos, highlighting volunteers in the community and covering topics to help educate community clubs including Office of the Independent Regulator, Volunteers, Clubs that Fundraise Well, and Community Liaison Sport. These will be available on social media in August and September 2024.

Activity no.	Activity description	Lead organisation	Funding	Timeframe	Measure of success	Progress rating as at 30 August 2024	Progress commentary as at 30 August 2024
1.3.8	Continue the ongoing work of the THA under the Hospitality 2030 Strategy, including regional industry engagement via the Regional Tourism Organisations, promoting the hospitality industry, supporting events, sustainability goals, workforce development and promoting hospitality careers pathways in schools	State Growth (Tourism and Hospitality)	\$2.25 million over three years	2022-23	Reach and analytics of relevant marketing campaigns; zero organic waste from Tasmanian hospitality venues going to landfill by 2030; number of student attendances at school career days, awareness sessions, and showcase; number of participants and exhibitors at external career expos	In progress	Key achievements from 1 January to 30 August: Salamanca Organic Waste Reduction Pilot Program completed, with a final report including outcomes from the pilot, identifying key challenges, and recommendations for the future. Ten hospitality businesses participated. Energy Audit Pilot completed, which involved GHD conducting high-level energy audits for 10 hospitality venues across Tasmania to identify potential cost saving opportunities and reductions in greenhouse gas emissions for the sector. A comprehensive final report was produced including detailed analysis of the audits and recommendations for the future. The THA held Workforce Development Showcases in Hobart, Launceston, Devonport, Flinders Island, King Island, on the East Coast and West Coast. Around 800 students from over 30 schools participated. This year the THA launched the use of virtual reality (VR) technology to expand and modernise training options across industry and in schools. Noting that this technology will be particularly beneficial for regional and remote areas of Tasmania that do not have access to the same training resources and infrastructure as remote areas.

Activity no.	Activity description	Lead organisation	Funding	Timeframe	Measure of success	Progress rating as at 30 August 2024	Progress commentary as at 30 August 2024
1.3.9	Continue the ongoing work of the THA Great Customer Experience (GCE) Program that engages hospitality venues across the state, working with venue managers and staff to build their capacity, commitment and knowledge, with the overarching goals of improving business operations and elevating the customer experience.	State Growth (Tourism and Hospitality)	\$2.4 million over three years	2022-25	Number of venues engaged; number of venue engagements; number of venue awareness sessions delivered and participants; number of skills sessions delivered and participants; quality of business health checks	In progress	Key achievements from 1 January to 30 June 2024: - 862 venues engaged in the Great Customer Experience Program - 79 venue awareness sessions delivered statewide to over 700 participants - 142 business health checks delivered statewide, with businesses receiving an average health rating of 92%. THA is developing a partnership with VXT for referrals for staff training and delivery of specific skills sessions to businesses, tailored to their needs.
1.3.10 (new)	Launch the Level Up Tasmania Games Showcase and Industry Day mini conference.	State Growth (Screen Tasmania)	\$75,000	September 2024	Increased awareness of the Tasmanian games development community, promotion of the games to the general public and media, shared knowledge and in increased sense of community.	In progress	Funding is approved for the Games Showcase. An EOI to games developers will be included, and invitations will be issued for speakers for the Industry Day mini conference.
1.3.11 (new)	Revised and strengthened industry development programs.	State Growth (Screen Tasmania)	\$100,000	2024-25	Upskilling of screen practitioners across documentary, feature films, TV and digital in screen business, marketing, distribution, production and development	In progress	Sponsorship of key industry conferences including AIDC, SPA and ACCS to provide discounted access for Tasmanian practitioners and exclusive workshops. Planning has commenced for the implementation of targeted workshops for project pitching, documentary producing and children's programming.

Objective 4:
Fostering targeted population growth and maximising the opportunity and availability of key population cohorts, including older people and applicable visa holders, to participate in the Tasmanian workforce

Activity no.	Activity description	Lead organisation	Funding	Timeframe	Measure of success	Progress rating as at 30 August 2024	Progress commentary as at 30 August 2024
1.4.1	Undertake a refresh of Tasmania's Population Strategy	State Growth (Policy and Coordination)	Annual funding of \$200,000 A 2024-25 budget bid has been submitted	January – December 2023	Refreshed Population Strategy released by the end of 2023	Complete	A revised Population Policy was released on 3 July 2024 to lead the state's move towards a more balanced and sustainable population.
1.4.2	Work with Make it Tasmania to showcase small business success stories in order to encourage mainland residents to move to Tasmania and start, relocate, or expand a small business in Tasmania.	State Growth (Policy and Coordination)	Annual funding of \$200,000 (part of the broader Population Strategy funding)	Ongoing	Increase in website visits and social media engagement	Complete	As part of refreshing Tasmania's Population Strategy, the effectiveness of the Make it Tasmania website in reaching target audiences was reviewed and a decision made to close the site due to declining effectiveness, and focus instead on other communications targeted towards supporting the refreshed Population Policy.
1.4.3	Continue to support a range of pathways for prospective skilled migrants through Tasmania's Skilled Migration State Nomination Program	State Growth (Global Education and Migration)	Departmental resources	Ongoing	Fill Tasmania's Skilled Migration State Nomination quota	Ongoing	Tasmania's 2022-23 Skilled Migration State Nomination Program allocation of 4,250 places was fully utilised. A reduced allocation of 1,200 places for the 2023-24 program year was received from the Australian Government and was used to support key areas of skills demand for Tasmanian businesses. An allocation of 2860 places has received for 2024-25 which will facilitate greater support for business to retain highly skilled workers. The Tasmanian Government is in the midst of an ongoing program of collaborative work with the Australian and other state and territory governments regarding migration program planning and settings that genuinely respond to the specific needs of Tasmanian businesses.

Activity no.	Activity description	Lead organisation	Funding	Timeframe	Measure of success	Progress rating as at 30 August 2024	Progress commentary as at 30 August 2024
1.4.4	Plan and deliver activities to connect international students and skilled migrants with employment opportunities and raise awareness of these cohorts with Tasmanian employers.	State Growth (Global Education and Migration)	Departmental resources	2023-24	Target cohorts report increased knowledge and capacity to access employment opportunities	Ongoing	Study Tasmania, working alongside international education providers, continues to support activities that promote student experience including employment opportunities. In 2023-24, this included the roll out of the Student Ambassador Program, Tasmanian Hospitality Training Series and an Employability workshop (with 40 students). The student Ambassador Work Experience Pilot Program was completed in July-August 2024 where student ambassadors were offered work experience within various divisions of the Department of State Growth. Following feedback received from ambassadors and business units, the program will continue in the 2024-25 FY as well. Engagement underway with industry and employers around navigating migration pathways, alongside Department of Home Affairs.
1.4.5	Participate as an active member of the Multicultural Council of Tasmania Employers Conference Steering Group to develop the 2023 conference content with a focus on showcasing Tasmanian businesses who have benefited from diversifying their workplace	Tasmanian Small Business Council	Existing operational budget	March – June 2023	Ongoing participation	Complete	Multicultural Tasmanian Employer Conference was held at Crowne Plaza. The organisers' were very happy at attendance (it was sold out) and outcomes achieved as a result of TSBC support. The TSBC has presented at several multicultural information seminars hosted by the sector through grants facilitated by Hobart City Council. The TSBC continues to participate in MCOT discussions.

Activity no.	Activity description	Lead organisation	Funding	Timeframe	Measure of success	Progress rating as at 30 August 2024	Progress commentary as at 30 August 2024
1.4.6	Participate as an active member of the Council on the Ageing (COTA) Advisory Group	Tasmanian Small Business Council	Existing operational budget	January – December 2023	Ongoing participation	Complete	A significant amount of interaction and cooperation and advocacy (20 meetings/phone calls) with the COTA energy spokesperson on the affordability of energy for small business and older Tasmanians occurred in 2023.
1.4.7	Continue to implement the Regional Jobs Hub Network to bring employers together with jobseekers by providing dedicated employment services including career advice, how to get job ready, and transport options to get to work and training	State Growth (Jobs Tasmania)	Various funding amounts across regionals Jobs Hubs	Various durations	Overarching evaluation underway on the Community Led Employment Model	Ongoing	All seven Regional Jobs Hubs are operational and cover every regional LGA in Tasmania. They continue to deliver outcomes and impact for their communities, supporting employment and training outcomes for residents and delivering workforce solutions to businesses across Tasmania. The 2024-25 State Budget committed additional funding to the Regional Jobs Hubs until 2027.
1.4.8	Target population groups are supported through Jobs Tasmania's suite of employment and participation programs such as Dress for Success, National Disability Service, Fit For Work, and Career Connector	State Growth (Jobs Tasmania)	Various funding amounts across providers	Various durations	Various measures across programs	Ongoing	Jobs Tasmania continues to deliver a suite of complementary programs supporting target population groups experiencing barriers to education, employment and training. This suite of programs support women, migrants, young people, people with disability, of low socio-economic status and older Tasmanians. These programs continue to support Tasmanians into employment, education and training.

Activity no.	Activity description	Lead organisation	Funding	Timeframe	Measure of success	Progress rating as at 30 August 2024	Progress commentary as at 30 August 2024
1.4.9	Continuing to support the Tasmanian Hospitality Industry's supporting women in leadership program to upskill, encourage and inspire women to undertake a role in leadership and ensure a greater representation of women in these roles in the hospitality industry	State Growth (Tourism and Hospitality)	\$600,000	2022-25	Attendance numbers at networking events Number of scholarship recipients	Ongoing	Key achievements from 1 January to 30 June 2024: - Second intake of 15 scholarships opened for application in May 2024, and have been allocated, offered and accepted. Study will commence in July/August, where it fits with course intake. - Five networking events were held across the state - in Hobart, Launceston, East Coast and Cradle Mountain with approximately 175 attendees in total.
1.4.10 (new)	Design and deliver a multicultural small business grant program to build capability and new skills	State Growth (Small Business)	\$400,000 over two years	2024 - 2026	Multicultural businesses successfully implement projects.	In progress	Target opening date of 19 November 2024. Grants of between \$700 and \$5,000 for multicultural small businesses will be available to help finance projects that build capability and new skills. Projects might include building a website, developing strategic marketing plans, advice, coaching or training.

Objective 5:

Embracing and trialling innovative and coordinated solutions to the supply of housing for workers to ease pressure on small businesses and the communities that they operate within

Activity no.	Activity description	Lead organisation	Funding	Timeframe	Measure of success	Progress rating as at 30 August 2024	Progress commentary as at 30 August 2024
1.5.1	Develop and launch Tasmania's first 20-year Housing Strategy to build a sustainable housing system for all Tasmanians. The draft strategy will be released for public consultation ahead of being finalised, and will consider demand and supply requirements of housing for key workers (for example for the nursing, teaching and other service sectors) as well as surge and seasonal workers (for example in the mining and renewable energy sector, and for the agriculture, tourism and hospitality sectors)	Homes Tasmania	Departmental resources	August 2023 (proposed strategy release)	Strategy is released in 2023	Complete	Tasmanian Housing Strategy 2023-43 and accompanying Action Plan (2023-27) were released on 16 November 2023. Key worker housing is a focus area under Priority 4 'Enable Local Prosperity'.
1.5.2	Investigate the potential of container- based accommodation pods to be used to provide hospitality/tourism worker accommodation in remote regional areas with high demand	Office of the Coordinator- General (OCG)	Departmental resources	August 2023	Completion of report	In progress	The OCG received a report that was commissioned to identify cost-effective, compliant solutions to issues for container modification. The report indicates that conversion of most existing container-based housing for worker accommodation in remote areas (particularly those in high-altitude and/or wetter areas) is unlikely to be cost-effective due to substantial rectifications required to combat condensation, in particular. The OCG is progressing further work on the potential for ex situ modification to improve the value proposition of this type of housing.

Activity no.	Activity description	Lead organisation	Funding	Timeframe	Measure of success	Progress rating as at 30 August 2024	Progress commentary as at 30 August 2024
1.5.3	Investigate the development and/or use of an existing (or to develop a new) digital platform to match workers with available housing	State Growth (Tourism and Hospitality Support) and OCG	Departmental resources	June 2023	Completion of feasibility study	Complete	Various options have been explored for a Worker Housing Facilitator platform to connect the existing supply of housing with demand but no feasible option has been identified at this point.
1.5.4	Investigate the availability and use of University of Tasmania pods (180 beds) for short term lease for tourism and hospitality workers over summer in 2023-24 and 2024-25	State Growth (Tourism and Hospitality Support) and OCG	Departmental resources	Ongoing	Securing leases and providing short-term accommodation for seasonal hospitality workers	Complete	OCG facilitated an introduction with a potential commercial partner for UTAS to continue to work with on this project.
1.5.5	Facilitate local government/private enterprise partnerships to deliver staff (including essential worker) accommodation in regional areas. This includes identifying administrative/legislative barriers to partnership development and accommodation delivery	Office of the Coordinator-General (OCG)	Departmental resources	Ongoing	Regulatory change (if required)	In progress	The OCG is working with Homes Tasmania and relevant industry associations such as Housing Industry Association and Master Builders Association to ensure the regulatory environment is conducive to efficient delivery of home construction.

Theme two



Place

Tasmania has enormous appeal as a place to live, work and do business. Tasmania's drawcards are many, bringing tourists, entrepreneurs and new residents attracted by the lifestyle opportunities, natural environment and interconnected communities.

Objective 1:

Encouraging and helping businesses to align themselves to the Tasmanian brand to further enhance its strength and maximise leveraging opportunities

Activity no.	Activity description	Lead organisation	Funding	Timeframe	Measure of success	Progress rating as at 30 August 2024	Progress commentary as at 30 August 2024
2.1.1	Work with Tasmanian tourism operators to encourage them to contribute to the Off Season 2023 campaign that will position Tasmania as a must-do winter experience and drive visitation over a traditionally quieter period	Tourism Tasmania	Agency resources	Campaign to launch in key domestic markets in April 2023	Campaign successfully launched	Complete	The campaign was successfully delivered with industry participation growing. 274 industry offers and 48 festivals and events were registered (+75% year on year) with good regional balance around Tasmania.
2.1.2	Promote the Australian Tourism Data Warehouse (ATDW) as a free resource to eligible Tasmanian tourism businesses to broaden their digital channels and reach a wider online audience through listings on the Discover Tasmania website and App	Tourism Tasmania	Agency resources	Ongoing	Number of ATDW listings	Ongoing	3,067 active ATDW listings are currently being promoted across both the Discover Tasmania website and app, as well as via featured stories in the subscriber newsletters. ATDW is promoted as a free resource for eligible Tasmanian businesses, with operators encouraged to create/update their listings via TTAS' corporate website, industry toolkits, and industry-facing newsletters.
2.1.3	Develop and launch the Discover Tasmania App, designed to enhance the on-ground experience of visitors by helping them discover things to do, events and services and connect to tourism and hospitality businesses in Tasmania	Tourism Tasmania	Agency resources	January - April 2023	App is launched to market in April	Complete	The Discover Tasmania app was successfully launched in April 2023. Ongoing promotion of the app continues, and to date there have been more than 84,700 app downloads, exceeding both launch and ongoing monthly targets.

Activity no.	Activity description	Lead organisation	Funding	Timeframe	Measure of success	Progress rating as at 30 August 2024	Progress commentary as at 30 August 2024
2.1.4	Provide free access to visitor survey data that profiles the characteristics, travel behaviour and expenditure of visitors through the Tasmanian Visitor Survey (TVS) Analyser and published reports available on the Tourism Tasmania website	Tourism Tasmania	Agency resources	Updated quarterly	Published visitor data reports	Ongoing	Regular public reporting has been maintained through 2024, including quarterly snapshots of visitor statistics from the TVS, IVS, NVS and accommodation indicators published in March and June, alongside updates of the free and always-on TVS Analyser interactive dashboard for industry and stakeholders. To inform its marketing strategy, the agency also studied Australian leisure travellers to improve market opportunities. This helped identify three key target segments for future marketing activity, including Conscious Adventurers, Discoverers, and Positive Impact Travellers.
2.1.5	Work with the COSBOA Board as Australia's peak small business advocacy body to encourage a future National Small Business Summit to be held in Tasmania	Tasmanian Small Business Council	Existing operational budget	Ongoing	Agreement to hold the summit in Tasmania	In progress	Ongoing discussions may result in the Summit to be held in Tasmania in 2026 with Tasmania seen as a highly desirable destination.
2.1.6	Deliver the annual Tasmanian Export Awards program that grows, celebrates and promotes the state's export excellence, aligned to the national award framework.	State Growth (Trade and International Relations)	Departmental resources	June – December 2023	An increase in the number of businesses provided with a service and / or support; an improvement in brand awareness in targeted markets; at least 80 per cent of businesses satisfied with the quality of services provided; an increase in the value of products or services sold by Tasmanian businesses to the domestic or international market, where these businesses have been supported through the Tasmanian Trade Strategy	Complete	The Australian Export Awards ceremony was held at Parliament House on 30 November and hosted by the Federal Minister for Trade and Tourism. The Tasmanian Export Awards 2023 Gala Dinner was held at the Country Club Tasmania on 22 September, celebrating businesses reaching the highest level of export achievement in the last financial year. Nine businesses were presented with awards on the evening, with two of the nine awarded both a national and state award.

Activity no.	Activity description	Lead organisation	Funding	Timeframe	Measure of success	Progress rating as at 30 August 2024	Progress commentary as at 30 August 2024
2.1.7	Consideration of the Tasmanian Brand in the strategic visioning and future roadmap for the heritage sector with a particular focus on tourism and the visitor economy	Department of Natural Resources and Environment	Departmental resources	30 June 2023	Sector Round Table held and agreed sector priority plan in development	Ongoing	Ongoing discussions with Brand Tasmania and Tourism Tasmania in relation to articulating the contribution of the heritage sector to Tasmania's Brand Values.
2.1.8	Delivery of the TradeStart support service providing assistance to Tasmanian businesses/producers seeking to export to international markets or expand to new international markets	Tasmanian Chamber of Commerce and Industry	Austrade	30 June 2024	Businesses supported to enter or expand international export markets	Complete	The TCCI TradeStart adviser retired on 30 June 2024. TCCI has partnered with State Growth to deliver TradeStart services, and the Tasmanian TradeStart adviser is now employed by State Growth. Export services have been provided to 50+ businesses through TradeStart document services, in addition to the businesses supported through the TradeStart service.
2.1.9	Encouraging businesses to use and understand the Tasmanian brand through storytelling initiatives including a content project across a broad range of sectors and backgrounds	Brand Tasmania	Agency resources	Ongoing	A minimum of two new content creations every three months on the Brand Tasmania website and social media channels	Ongoing	60 stories have been told across Brand Tasmania's website and social media channels between January 2023 and 30 August 2024.
2.1.10 (new)	Support Destination Southern Tasmania to identify key tourism opportunities for Tasmania's Heartlands Regions (including for small businesses) and develop business case for investment	State Growth (Tourism and Hospitality)	\$150,000	2024-25	Report and business case complete	Yet to commence	Yet to commence
2.1.11 (new)	Assist small hospitality businesses in regional Tasmania to attract visitors through a regional hospitality revival grant program	State Growth (Tourism and Hospitality)	\$500,000	2024-25	Program delivered	Yet to commence	Yet to commence

Objective 2:

Playing to our strengths, continuing to increase business resilience, and improving processes to address challenges relating to our location and size, while celebrating and maximising the opportunities that the Tasmanian way of life presents, including Tasmania's vibrant arts and cultural activities

Activity no.	Activity description	Lead organisation	Funding	Timeframe	Measure of success	Progress rating as at 30 August 2024	Progress commentary as at 30 August 2024
2.2.1	Design and deliver phase two of the Minding Your Business Mental Health Program, providing free and dedicated counselling for all small businesses and strengthening relationships between mental health organisations and key business stakeholder organisations	State Growth (Small Business) / Lifeline Tasmania	Up to \$400,000 over two years	January – December 2023	A minimum of 100 counselling sessions delivered between January and December 2023	Complete	Delivery of phase two of the program officially concluded on 31 December 2023, however the telephone/online counselling service was extended for a further six months until 30 June 2024.
2.2.2	Investigate new collaboration opportunities to provide additional mental health support for the small business sector	State Growth (Small Business)	Departmental resources	January – December 2023	At least one new support mechanism is delivered	In progress	Now and into the future, the Business Tasmania website serves as the primary source of information for small businesses about the services and supports available to help maintain the mental health of business owners, managers and employees. Services currently featured on the website include the Tasmanian Government's Take A Minute Campaign, Beyond Blue's New Access for Small Business Owners Program, and the federally funded Ahead for Business Program.
2.2.3	Design and deliver a business emergency continuity online planning tool that enables any small business to develop a tailored action plan to prepare for natural disasters, a tailored response plan to use during an emergency event, and a recovery plan to move forward after the event has passed	State Growth (Small Business)	State Emergency Service grant and Departmental resources	Anticipated launch by December 2025	Online tool available on the Business Tasmania website	In progress	Planning and scoping for the tool is now finalised and actions are underway to engage a service provider to build it. At present the tool is anticipated to be launched in late 2025.

Activity no.	Activity description	Lead organisation	Funding	Timeframe	Measure of success	Progress rating as at 30 August 2024	Progress commentary as at 30 August 2024
2.2.4	Plan and co-deliver capacity and capability building programs in governance, fundraising, intellectual property, digital transformation, and law for the cultural and creative sector (in partnership with the Tasmanian Symphony Orchestra, Arts Law Australia, Digital Ready, Creative Partnerships Australia and Creative Australia)	State Growth (Arts Tasmania)	Departmental resources	Each financial year	Number of attendees. Improved governance capability for Tasmanian arts organisation, measured through board skills matrix and diversity	Ongoing	Arts organisation clients regularly attend capacity and capability development programs offered by Arts Tasmania, Creative Australia and other areas of State Growth. This is a continuing and ongoing piece of work.
2.2.5	Implementation of a five-year Events Strategy that enhances Tasmania's events calendar and generates greater economic and cultural benefits for the people and businesses of Tasmania	State Growth (Events Tasmania)	Departmental resources	January – December 2023	Launch of strategy	Complete	Strategy was launched on 7 June 2023.
2.2.6	Revise Screen Tasmania's program guidelines to reduce the burden on industry, and better capitalise on the unique nature of the Tasmanian screen production sector	State Growth (Screen Tasmania)	Departmental resources	March – June 2023	Revised programs launched, formal industry feedback via survey of applicants	In progress	Most program guidelines have been revised, aimed at reducing the burden on clients, with the remainder expected to be in place by end 2024. These have been well-received by industry.
2.2.7	In accordance with the 'Cultural and Creative Industries Recovery Strategy: 2020 and Beyond', the agency will increase training and industry development opportunities for both the creative and practical elements of screen content-creation, therefore increasing the number of skilled practitioners in the state. This, in turn, makes Tasmania a more appealing location for productions, exporting Tasmanian stories and locations, and creating work for practitioners	State Growth (Screen Tasmania)	Departmental resources and external grant (Screen Australia)	January 2023 – June 2024	An increase of funded attachments and training placements both within Tasmania and the mainland for developing screen and production professionals	Complete	Screen Tasmania secured additional traineeships and attachments on large budget interstate productions and several placements on local productions in 2023-24. The duration of attachments has been increased, reflecting industry feedback. Overall numbers will be increased from previous years.

Activity no.	Activity description	Lead organisation	Funding	Timeframe	Measure of success	Progress rating as at 30 August 2024	Progress commentary as at 30 August 2024
2.2.8	Facilitate collaboration with Brand Tasmania to promote the Antarctic brand as part of being Tasmanian to grow the Antarctic and Southern Ocean sector, strengthening employment opportunities and developing a capable local workforce	State Growth (Antarctic Tasmania)	funding will support a total \$50 million in loan capital	Ongoing	Increase awareness of Antarctic sector opportunities	In progress	Antarctic Tasmania is partnering with Brand Tasmania to promote Tasmania as an Antarctic gateway and highlight career opportunities in the Antarctic and Southern Ocean sector through the "Tasmanian Stories" initiative on the "Tasmanian" website.
2.2.9	Continuing to work with the Tasmanian Hospitality Association to deliver the Mental Health and Wellbeing Support Program to deliver support and assistance services to hospitality business owners and staff	State Growth (Tourism and Hospitality)	\$600,000 over three years	2022-25	Participants at mental health workshops; reach and engagement with HOSPO Health resources; number of completions of the accredited mental health first aid courses	In progress	Key achievements from 1 January to 30 June 2024: - 196 HOSPO Health checks conducted for business owners and staff - 12 HOSPO Health podcasts released - 10 HOSPO Health videos produced - 16 online short courses developed - Wellbeing framework completed - A total of six Mental Health First Aid Courses delivered to 77 participants - Six participants completed the Lifeline Accidental Counsellor Course
2.2.10	Supporting Tasmanian businesses through the Tourism Innovation Grant Program to develop new and improved tourism products and experiences that will generate visitation, create strategic benefit for the tourism and hospitality sectors and assist in the development of contemporary and competitive tourism offerings	State Growth (Tourism and Hospitality)	\$8 million	2022-25	Successful recipients of grant funding creating projects that increase and expand visitor demand to the broader benefit of the tourism and hospitality sector	In progress	18 projects across the state secured funding through the Program. The funding was spread across Tasmania's regions. The majority of projects are currently expected to be completed by May 2025. A total of \$4.3 million has been paid to Tourism Innovation Grant recipients as they have reached project milestones.

Objective 3:

Continuing to be a leader in the global shift towards more sustainable practices and renewable energy by enabling, encouraging, and supporting businesses to participate in and leverage Tasmania's innovative solutions and approach

Activity no.	Activity description	Lead organisation	Funding	Timeframe	Measure of success	Progress rating as at 30 August 2024	Progress commentary as at 30 August 2024
2.3.1	Implementation of Electric Vehicle ChargeSmart Grants: ChargeSmart grants support Tasmanian organisations to install electric vehicle charging stations. The current round of ChargeSmart Grants will result in the installation of 20 fast charging stations and 23 destination chargers across regional areas and tourism hotspots	State Growth (Renewables, Climate and Future Industries)	\$773,000	For completion in 2023	All charging stations installed	In progress	22 Destination Chargers installed, one could not proceed and has been repaid. 16 Fast Chargers installed, one could not proceed and has been repaid, three due for completion by end of 2024.
2.3.2	The Climate Change (State Action) Act 2008 was amended in 2022 to include a provision requiring the government to prepare Emissions Reduction and Resilience Plans (the Plans) for sectors, including the transport sector. The Plans will be developed in consultation with business and industry	State Growth (Renewables, Climate and Future Industries)	Departmental resources	Through to November 2023	Plan to be delivered by November 2023	In progress	The Transport Plan was publicly released on 24 September 2024. Plans for the remaining sectors are due to be delivered by the end of November 2024.
2.3.3	Deliver the Metro Tasmania Zero Emissions Bus Trial	Metro Tasmania with support from State Growth (Renewables, Climate and Future Industries)	\$6 million in equity for Metro for battery electric, \$11.3 million from the Renewable Hydrogen Industry Development Funding Program	2023-24	Buses on road; learnings for Metro from new technologies; demonstration of hydrogen project for industry development	In progress	Four battery electric buses have been operating in Launceston since early 2024. Hydrogen fuel cell battery electric buses are due to be operating in Hobart in Q3 2024. Works have commenced on the hydrogen refuelling station and hydrogen production facility.

Activity no.	Activity description	Lead organisation	Funding	Timeframe	Measure of success	Progress rating as at 30 August 2024	Progress commentary as at 30 August 2024
2.3.4	Working with suitable suppliers to encourage take-up of platform-based emissions reduction plans for small businesses	Tasmanian Small Business Council	Existing operational budget	Ongoing	Platform deemed suitable and adoption by small businesses	Ongoing	Further investigation in relation to suitable suppliers is ongoing as to the best support that could be offered to small businesses to reduce platform-based emissions. In addition, the TSBC continues to provide active input to the plastics free Tasmania initiative currently designed to remove plastic bags and utensils from the end user.
2.3.5	Deliver the Business Resource Efficiency Program which aims to help small to medium sized businesses reduce their consumption of resources and minimise waste streams, reduce operating costs and drive productivity gains, and provide businesses with practical and tailored information about ways to improve their resource efficiency	State Growth (Renewables, Climate and Future Industries)	\$200,000	2023	Participating businesses have a greater understanding of reducing their consumption of resources and improve resource efficiency	Complete	The Business Resource Efficiency Program (BREP) has formally concluded. It was delivered by Business Action Learning Tasmania (BALT), and 19 participants from 14 businesses took part. Seven businesses were located in the north, six in the south and one in the north- west. The BREP Review Forum took place on 21 September in Launceston, where participants shared their project outcomes.

Activity no.	Activity description	Lead organisation	Funding	Timeframe	Measure of success	Progress rating as at 30 August 2024	Progress commentary as at 30 August 2024
2.3.6	Plan and begin delivery of four initiatives to build the capacity of tourism and hospitality businesses to undertake carbon reduction activities, increasing awareness and advocacy, and exploring policy options around visitor contributions: Activity 1 – support for carbon audits Activity 2 – support for tourism and hospitality operators for tailored carbon reduction activity Activity 3 – storytelling Activity 4 – contracted expertise for visitor contribution project	State Growth (Tourism and Hospitality)	\$1.4 million	Over two years commencing May 2023	Activity 1: number of successful recipients of grant funds and projects completed. Activity 2: number of carbon auditing vouchers provided to industry and number of operators subscribed to carbon reduction plans; number of workshops and sessions run by Tourism Industry Council Tasmania. Activity 3: number of carbon reduction stories used by Tourism Tasmania; engagement metrics on these stories. Activity 4: business case delivers insights to make decisions on visitor contribution	In progress	Activity 1: A total of \$620,000 was awarded to 14 tourism and hospitality businesses to implement emissions reductions projects. Businesses have 12 months to complete their projects, with all projects expected to be completed by January 2025. The department is considering a second round of the program in consultation with ReCFIT to expend the remaining funds. Activity 2: This activity is due to conclude on 31 December 2024, and uptake of the program has been strong. Activity 3: Tourism Tasmania initiated the creation of a four-part video series to elevate and profile tourism industry operators who are undertaking sustainability initiatives. The video series will be launched through Tourism Tasmania's website and social channels in September 2024. Activity 4: Tourism Tasmania has completed research into consumer response and willingness to pay, and the business case is in final stages of consideration by industry and government through the T21 partnership.

Theme three



Enabling Business

Tasmania's geography, attributes and community provide a key point of difference for our products, services and experiences, but it also requires a different approach to supporting our businesses. Our businesses want flexible, innovative, and efficient policies, processes and approaches to assist them to reach their full potential and to grow in their own way.

Objective 1:

Modernising, revitalising and upgrading the business advice and support services that are available to new and existing Tasmanian businesses to ensure that they are accessible, fit for purpose and relevant to current and emerging business needs

Activity no.	Activity description	Lead organisation	Funding	Timeframe	Measure of success	Progress rating as at 30 August 2024	Progress commentary as at 30 August 2024
3.1.1	Begin implementation of an updated business advice service model called the Tasmanian Business Advice Service (TBAS) that delivers on the findings and recommendations of the external review of the Enterprise Centres Tasmania Program undertaken in 2022	State Growth (Small Business)	Departmental resources	January 2023 – June 2024	All recommendations are implemented through a staged approach commencing 1 July 2023	Complete	Service implementation commenced on 2 October 2023.
3.1.2	Develop and deliver a new and contemporary online business advice platform to enable all Tasmanian businesses to access up-to-date, self-guided, ongoing business planning and support, in any stage of the business life-cycle, 24 hours a day, seven days a week. As an initial activity, undertake a public tender process to appoint a service provider with the necessary business advice and IT skills to design and deliver the online platform	State Growth (Small Business)	Departmental resources	From January 2023	Tender process is delivered by June 2023	In progress	A public tender process was undertaken in early 2023 to test the availability of a suitable and accessible solution that provides value for money however did not procure a suitable solution. Following a review of the process, a new and refined public tender process is underway with the aim of securing a suitable service provider by October 2024.

Activity no.	Activity description	Lead organisation	Funding	Timeframe	Measure of success	Progress rating as at 30 August 2024	Progress commentary as at 30 August 2024
3.1.3	Appoint a pool of experienced, skilled, and diverse on-ground generalist business advisors to provide up to five hours of free advice to existing businesses. A grant program will be delivered to secure the new advisors	State Growth (Small Business)	\$1,714,000 over two years	July 2023 – June 2025	Grant program delivered and new services commence on 1 July 2023	Complete	The grant program closed in April 2023 with 12 applications received. The successful applicants were notified in July 2023. The rigorous assessment process took longer than anticipated and as such the commencement of the new service was delayed until 2 October 2023.
3.1.4	Identify opportunities for the implementation of specialist business advisors to complement the generalist business advisor services within the TBAS, with an initial focus on industry specialists for the Tourism and Hospitality sectors	State Growth (Small Business)	Departmental resources	From 1 July 2023	Plan developed by December 2023	Ongoing	Initial opportunities have been identified and staged implementation is underway. Additional resourcing was provided to the Digital Ready for Business Program to support tourism and hospitality operators increase their digital expertise. The next area of focus will be implementing regulatory reform for the agritourism industry.
3.1.5	Develop and deliver a program of industry-specific collaborative briefings for the TBAS on-ground advisors as part of ensuring best practice and professional development	State Growth (Small Business)	Departmental resources	From 1 July 2023	Quarterly briefings are delivered as planned	In progress	Briefings take place each quarter and provide business advisors with an opportunity to discuss program delivery insights, receive statewide program updates from the department in relation to client numbers, key topics of advice sought and marketing activities, and hear from guest speakers.

Activity no.	Activity description	Lead organisation	Funding	Timeframe	Measure of success	Progress rating as at 30 August 2024	Progress commentary as at 30 August 2024
3.1.6	Rebrand and upgrade the Enterprise Centres Tasmania website in-line with the updated TBAS	State Growth (Small Business)	Departmental resources	April – June 2023	Updated website and brand goes live 1 July 2023	Complete	Updated website and branding was published on 2 October 2023. Planning for further website updates is underway which includes work to publish good news stories from businesses who accessed the business advice service.
3.1.7	Design and deliver round three and four of the Business Advice and Financial Guidance Program to enable small businesses to access specialist financial services and business support to assist in recovery, transition, growth or application of other management strategies	State Growth (Small Business)	\$800,000 (total funding pool across both rounds)	17 July 2023 – 30 May 2025 unless fully prescribed before hand	Round three and four open by end July in the relevant year	In progress	Round three opened 17 July 2023 and closed early due to being fully subscribed. 312 small businesses successfully received grants. Round four of the program opened on 15 July 2024.
3.1.8	Continue to provide information relating to grants and support programs offered by government for the small business sector	State Growth (Small Business)	Departmental resources	Ongoing	Up to date information is hosted on the Business Tasmania website and included regularly in the Business Tasmania e-newsletter and social media channels	Ongoing	A comprehensive range of support and funding opportunities is hosted on the Business Tasmania website and promoted regularly in the newsletter and on Facebook.
3.1.9	Upgrade the Business Tasmania website to ensure ongoing useability and functionality	State Growth (Small Business)	Departmental resources	From June 2024	Updated content, menu improvements and functionality delivered	In progress	The requirements for the upgrade to the website are currently being scoped.
3.1.10	Work collaboratively with business advice and support suppliers to ensure they are aware of the capacity and capability of the Tasmanian Small Business Council to support and complement their activities	Tasmanian Small Business Council	Existing operational budget	Ongoing	Discussions with providers leading to increased knowledge and understanding	In progress	Referrals to various programs and services is ongoing as well as delivery of the Cyber Wardens program.

Activity no.	Activity description	Lead organisation	Funding	Timeframe	Measure of success	Progress rating as at 30 August 2024	Progress commentary as at 30 August 2024
3.1.11	Deliver the Accelerating Trade Grant Program to assist eligible Tasmanian business to collaborate, expand their presence and introduce Tasmanian products and services to the world	State Growth (Trade and International Relations)	Departmental resources	Ongoing	An increase in the number of businesses provided with a service and / or support; an improvement in brand awareness in targeted markets; at least 80 per cent of businesses satisfied with the quality of services provided; an increase in the value of products or services sold by Tasmanian businesses to the domestic or international market, where these businesses have been supported through the Tasmanian Trade Strategy	In progress	For 2023-24: - 105 applications were received - 83 applications were approved - \$529,099 in grant funding was approved - More than \$372,587 in grants were paid to 57 Tasmanian businesses - More than \$36.1 million in trade increases were estimated by clients as a result of the funded projects. The 2024-25 Program was opened in August 2024.
3.1.12	Provide free information sessions and business advice, tailored to business size, industry and specific needs through the WHS Advisory Service	Tasmanian Chamber of Commerce and Industry	WorkCover Tasmania	30 December 2023	Six workshops delivered. Businesses access support to meet WHS compliance obligations	Complete	60 workshops delivered, supporting over 130 businesses.
3.1.13 (new)	Provide an interpretive service for clients accessing State Growth programs and services, where English is the second language	State Growth (Small Business)	\$20,000 per year for four years	From 2024-25	Increased awareness of service is demonstrated by growth in uptake over time	In progress	Communications activities under development to spread awareness of the service through key stakeholder organisations.
3.1.14 (new)	Design and deliver an Advanced Manufacturing Productivity Grant Program to support a range of business improvement, quality assurance and unaccredited training activities for advanced manufacturers	State Growth (Advanced Manufacturing and Defence Industries)	\$450,000	October 2024 – June 2025	Program fully subscribed and high levels of client satisfaction	Yet to commence	Yet to commence

Objective 2:

Collaborating to ensure the Tasmanian entrepreneurial spirit is nurtured and new businesses that contribute to our brand, reputation, and appeal are supported

Activity no.	Activity description	Lead organisation	Funding	Timeframe	Measure of success	Progress rating as at 30 August 2024	Progress commentary as at 30 August 2024
3.2.1	Develop and implement through a staged approach a new support program for intenders, start-ups and new businesses	State Growth (Small Business)	Departmental resources	From January 2023	Minimum two new tools available for use by 30 June 2024. Ongoing support for this sector is provided.	Ongoing	A revised Guide for Starting a Small Business in Tasmania and online tool to test the feasibility of business ideas have been launched on the Business Tasmania website. Other supports are currently being investigated. A review of the New Business Support Pilot Program is planned to evaluate the outcomes of the program and to determine the future delivery model of services to this sector.
3.2.2	Develop and deliver a grant program to appoint suitably qualified business advisors to provide up to two hours of free and independent business advice to new businesses as part of the new support pilot program	State Growth (Small Business)	Departmental resources	February 2023 – June 2024	Grant program delivered and new services commence on 1 July 2023	Complete	Grant program successfully delivered with five service providers appointed to deliver the pilot program across the state.
3.2.3	Develop and deliver the Unlocking Business Opportunities (UBO) tool that enables feasibility testing of business concepts	State Growth (Small Business)	Departmental resources	January – June 2024	UBO is available for use by early 2024	Complete	The UBO launched in early 2024 and can be accessed at ideas.business.tas.gov.au
3.2.4	Develop and deliver an annual program of face-to-face workshops and networking events, and online information sessions for business intenders, start-ups and new businesses	State Growth (Small Business)	Departmental resources	Annually	Minimum of four events delivered each year	Ongoing	A series of eight statewide events were hosted by Business Tasmania between 23 October 2023 and 14 November 2023. The events showcased the new Tasmanian Business Advice Service and New Business Support Pilot Program as well as a range of other support delivered by the Tasmanian Government. Additional events have been delivered to date in 2024 in collaboration with business advisors from the New Business Support Pilot Program.

Activity no.	Activity description	Lead organisation	Funding	Timeframe	Measure of success	Progress rating as at 30 August 2024	Progress commentary as at 30 August 2024
3.2.5	Update the Starting a Small Business in Tasmania Guide and associated tools to ensure ongoing currency and relevance of information	State Growth (Small Business)	Departmental resources	April - December 2023	Updated guide is available from January 2024	Complete	The updated guide was launched in January 2024 and is available on the Business Tasmania website
3.2.6	Deliver round two of the Business Incubator and Accelerator Pilot Program to fund private-sector partners to aid the development of emerging and innovative business ideas across a variety of sectors	State Growth (Small Business)	Up to \$1 million	July 2023 – December 2025	A minimum of two new incubator or accelerator programs commence delivery by 1 July 2023	In progress	Four applicants were awarded funding totalling approximately \$850,000. Three accelerator programs and one incubator program are currently underway with all expected to be completed next year.
3.2.7	Continue to support the Tasmanian Hospitality Association's Great Customer Experience Program to create a free customised advice and support service with the aim of improving customer service in accommodation venues/hotels/ restaurants and cafes within Tasmania	State Growth (Tourism and Hospitality)	\$2.4 million over three years	2022-25	Engagement with hospitality venues / engagement of staff	In progress	Reporting on the first 12 months highlights the following outcomes: • The GCE program delivered 109 venue awareness sessions to 938 staff. • 345 business health checks were conducted.
3.2.8	Continue to support and build the start-up ecosystem through the Enterprize innovation hubs in Launceston and Hobart that provide locations for training, mentoring and pre-start-up and early stage business activity. Extend the Enterprize operations to the North West Coast	Office of the Coordinator- General (OCG)	\$278,000 per year Plus \$125,000 per year	Ongoing to 2024 – 25	Continued operation of innovation hubs in Launceston and Hobart. Established presence on the North West Coast	In progress	Operational support of innovation hubs in Launceston and Hobart continues. Enterprize is actively pursuing a suitable space in Devonport for a potential Enterprize Hub, as well as assessing other locations across the coast.
3.2.9	Support Tasmanian businesses to develop and commercialise new technology for Antarctic science and research	State Growth (Antarctic Tasmania)	Departmental resources	Ongoing	Increased engagement of Tasmanian businesses in new technology for Antarctic science and research	In progress	Antarctic Tasmania continues to engage with Tasmanian businesses to explore opportunities for Tasmanian businesses with the Antarctic and Science sector, and related fields.
3.2.10 (new)	Launch of the Advanced Manufacturing Action Plan 2028	State Growth (Advanced Manufacturing and Defence Industries)	Various	2024-27	Programs are fully subscribed with positive outcomes and actions completed with high stakeholder satisfaction	Yet to commence	Yet to commence

Objective 3:

Working with various levels of government and key stakeholders to provide businesses with as much certainty as possible to meet the ongoing challenges that exist with the current and future operating environment

Activity no.	Activity description	Lead organisation	Funding	Timeframe	Measure of success	Progress rating as at 30 August 2024	Progress commentary as at 30 August 2024
3.3.1	Work in partnership to monitor identified activities associated with the implementation of the Small Business Growth Strategy 2026	State Growth (Small Business) / Tasmanian Small Business Council / Tasmanian Chamber of Commerce and Industry	Existing operational budget	Ongoing	Positive outcomes reported against published activities	In progress	There is a 2024 election commitment to provide the Tasmanian Small Business Council with a grant to support their ongoing operations and advocacy, including to support delivery of the Small Business Growth Strategy 2026. The grant is for \$260,000 over four years (\$65,000 per year). Additionally, there is an election commitment for \$100,000 per year over four years for a collaboration between the Tasmanian Chamber of Commerce and Industry and the Small Business Unit on a new Regional Chambers Program. The program will see regional chambers and business groups provided with critical support to deliver projects that will benefit their organisations, as well as businesses in their region more broadly. This commitment is awaiting passage of 2024-25 Budget.
3.3.2	Investigate the viability of adopting a Small Business Friendly Councils initiative as encouraged by the Australian Small Business and Family Enterprise Ombudsman	State Growth (Small Business)	Departmental resources	Target commencement date of January 2024	Investigation commenced	Complete	This initiative was superseded by a project undertaken in relation to improvements to service standards for government permits and approvals published on the Australian Business Licence and Information Service (ABLIS) website. Ongoing consideration will be given to how best to continue enhancing a business-friendly environment.
3.3.3	Working closely with State Roads to better inform businesses in relation to road works that may impact operations, and how to prepare for planned disruptions	State Growth (Small Business)	Departmental resources	Ongoing	Increased engagement with department services to assist with continuity planning	Ongoing	Collaboration is ongoing to ensure State Roads is aware of the support available to assist businesses who are impacted by road works.

Activity no.	Activity description	Lead organisation	Funding	Timeframe	Measure of success	Progress rating as at 30 August 2024	Progress commentary as at 30 August 2024
3.3.4	Development and roll out of a program of meetings with key representative stakeholders to strengthen relationships and better understand industry sector challenges	State Growth (Small Business)	Departmental resources	Ongoing	20 meetings delivered by 30 June 2024	Ongoing	From 1 July 2023 to 30 August 2024, more than 120 meetings with external stakeholders have occurred.
3.3.5	Contribute to a coordinated and cooperative state-wide approach to mountain biking product development and management	State Growth (Tourism and Hospitality)	\$30,000	February – June 2023	Launch of Mountain Bike Framework and Toolkit	Complete	The Mountain Bike Framework and Toolkit is completed and endorsed by the Mountain Biking Network Tasmania.
3.3.6	Partner with Tasmanian associations and business clusters to design, implement and broaden trade programs and initiatives to support market growth and stability against trade shocks	State Growth (Trade and International Relations)	Departmental resources	Ongoing	An increase in the number of businesses provided with a service and / or support; an improvement in brand awareness in targeted markets; at least 80 per cent of businesses satisfied with the quality of services provided; an increase in the value of products or services sold by Tasmanian businesses to the domestic or international market, where these businesses have been supported through the Tasmanian Trade Strategy	In progress	To date in 2023-24 associations that have been supported include: • Tasmanian Whisky and Spirits Association – provided with a one-off grant to commission consumer sentiment market research and to update the Tasmanian Whisky Trail website, along with developing supporting promotional brochures. • Fruit Growers Tasmania – currently negotiating a grant (co-founded by NRE) to undertake strategic marketing and promotion of the Tasmanian fruit industry. • Wine Tasmania – a one-off grant to facilitate an inbound buyers program.
3.3.7	Design and deliver the Tasmanian Survey of Business Expectations	Tasmanian Chamber of Commerce and Industry	Department of State Growth (Small Business)	30 June 2024	Four surveys of businesses per year. Results provided to State Growth	Complete	In the reporting period the TCCI has designed and delivered two Tasmanian Surveys of Business Expectations in consultation with the Department of State Growth. The Jan-Mar 2024 (Q4) survey had a good level of engagement and results. The Apr – Jun 2024 (Q1) survey had a high level of engagement. A prize draw was offered to encourage take up and results have been presented. The Jul-Sep 2024 (Q2) survey had a good level of engagement and results. A prize draw was offered to encourage take up and results have been presented.

Activity no.	Activity description	Lead organisation	Funding	Timeframe	Measure of success	Progress rating as at 30 August 2024	Progress commentary as at 30 August 2024
3.3.8	Design and deliver the Large Business Customer Electricity Support Scheme to provide a rebate of up to \$20,000 for eligible contracted entities that consume more than 150MWh of electricity per annum to assist offset higher electricity prices	State Growth (Commercial and Agribusiness Finance)	\$6 million	March – July 2023	Number of rebates provided	Complete	This program closed on 31 July 2023 with 76 applications approved, totalling \$1.1 million.
3.3.9	Design and deliver the Energy Saver Loan Scheme (ESLS) to help make small business (and households) more energy efficient by providing fee-free and interest-free loans of up to \$10,000 to fund the purchase price and installation of energy efficient products	State Growth (Renewables, Climate and Future Industries)	Funding will support a total \$50 million in loan capital	Through to October 2025	Number of loans supported by the program, as a proxy for the energy savings captured by business	In progress	To date 47 small businesses, as well as 137 landlords have accessed ESLS to fund energy efficient investments valued at \$1.8 million. The overall ESLS program has delivered \$22.8 million in loan value to over 2,700 Tasmanian households and small businesses.
3.3.10 (new)	Facilitate support for the delivery of the Farm Debt Mediation Scheme	State Growth (Policy and Coordination)	\$627,000 (total funding pool to support program development, administration and grant program)	From program launch (planned for early 2025)	Increased awareness of the program and level of support available	In progress	Discussions have commenced with Business Tasmania to promote the program and increase awareness through Business Tasmania channels.
3.3.11 (new)	Launch the \$50 million Regional Tourism Development Loan Scheme	State Growth (Commercial and Agribusiness Finance)	Funded via TDR	2024-26	Supporting investment in tourism products and experiences that stimulate regional tourism and dispersal in Tasmania	Ongoing	Program is now open and closes for applications on 30 June 2026 unless all funding is utilised prior.

Objective 4:

Supporting businesses to meet increasing demand by working with the business community and representative organisations to address the barriers to scaling-up operations

Activity no.	Activity description	Lead organisation	Funding	Timeframe	Measure of success	Progress rating as at 30 August 2024	Progress commentary as at 30 August 2024
3.4.1	Develop a program of information sessions and/or webinars that address the common barriers to scaling-up business operations	State Growth (Small Business)	Departmental resources	From January 2023	Program is developed by 30 June 2024	Ongoing	From January 2023 to 30 August 2024, Business Tasmania has delivered and/or presented at 42 events to assist businesses address common barriers to scale up their operations.
3.4.2	Design and deliver a Small Business Growth Strategy Grant Program that provides funding across multiple streams for small businesses or representative organisations to undertake projects that relate to one of the strategy's themes	State Growth (Small Business)	\$1 million	Round one opens 7 March, closes 4 April 2023	Funds are fully allocated	Complete	The grant program has been delivered with 19 businesses and seven membership organisations awarded grants totalling just under \$1 million. All 26 projects are due for completion by December 2025.
3.4.3	Update and digitise the Better Workplace Kit	State Growth (Jobs Tasmania)	Departmental resources	30 June 2025	Kit is updated and available online by 30 June 2025	Ongoing	Jobs Tasmania established a working group to support the update and digitisation of the the Better Workplaces Employer Resources Kit. The working group has met on a number of occasions and work is progressing.
3.4.4	Design and deliver a grant program to support smaller Tasmanian-based emerging manufacturing enterprises to scale-up to better compete in national and international markets to improve their competitiveness and resilience	State Growth (Advanced Manufacturing and Defence Industries)	\$100,000 with grants of between \$2,000 and \$10,000	13 February – 10 March 2023	All applicants notified of outcomes by 31 March 2023	Complete	Four applications were received with three approved totalling \$26,069. All have been finalised and acquitted.
3.4.5 (new)	Design and deliver round two of the Small Business Growth Strategy Grant Program	State Growth (Small Business)	Up to \$1 million	2024-25	Program opens on time	In progress	Round two of this grant program, the Enabling Business Grant Program, will open for applications on 22 October 2024 and will provide grants of between \$2,500 and \$10,000 for equipment and capital upgrades such as new technology, small-scale manufacturing equipment, computers, or electronic payment terminals, with a 30% co-contribution from the applicant.

Activity no.	Activity description	Lead organisation	Funding	Timeframe	Measure of success	Progress rating as at 30 August 2024	Progress commentary as at 30 August 2024
3.4.6 (new)	Design and deliver round six of the Advanced Manufacturing Accelerating Growth Grant Program to enable advanced manufacturers to purchase capital equipment to enable them to take advantage of an identified growth opportunity	State Growth (Advanced Manufacturing and Defence Industries)	\$1 million	23 September 2024 – 9 January 2025	Program fully subscribed with all funding allocated on a competitive basis to quality projects	Yet to commence	Yet to commence
3.4.7 (new)	Design and deliver an Advanced Manufacturing Tender Incentive Grant Program to support defence ready businesses with defence procurement tenders	State Growth (Advanced Manufacturing and Defence Industries)	\$100,000	November 2024 – June 2025	Program fully subscribed and high levels of client satisfaction	Yet to commence	Yet to commence

Objective 5:

Taking a holistic approach to red tape reduction, and continuing to streamline government processes to reduce and minimise bureaucracy and unnecessary barriers to business growth

Activity no.	Activity description	Lead organisation	Funding	Timeframe	Measure of success	Progress rating as at 30 August 2024	Progress commentary as at 30 August 2024
3.5.1	Continue to consult with businesses and industry to nominate red tape issues to be addressed, and provide an annual update through the Tasmanian Red Tape Audit Report	Office of the Coordinator General (Red Tape Reduction Coordinator and Small Business Advocate)	Departmental resources	Ongoing	85% of all red tape issues raised are successfully resolved	Ongoing	The OCG continues to liaise with industry on red tape issues. The current Red Tape Report is available on the OCG website.
3.5.2	Work collaboratively with the Red Tape Reduction Coordinator to support efforts to streamline processes across all levels of government and address identified red tape issues	Tasmanian Small Business Council	Existing operational budget	From January 2024	Ongoing resolution of identified red tape issues	In progress	Ongoing communication with the Red Tape Reduction Coordinator to remove business stifling and innovation dampening red tape requirements on the small business sector. Current investigations include statutory licensing leading to large expenses and business delays.

Activity no.	Activity description	Lead organisation	Funding	Timeframe	Measure of success	Progress rating as at 30 August 2024	Progress commentary as at 30 August 2024
3.5.3	Continue to implement reforms to modernise the Tasmanian planning system and complete the transition of remaining councils to the new more flexible Tasmanian Planning Scheme	Department of Premier and Cabinet (State Planning Office)	Departmental resources	Ongoing	All councils using the Tasmanian Planning Scheme by June 2024	In progress	In early 2024, 23 of 29 councils were operating under the Tasmanian Planning Scheme. The remaining councils are expected to be operational by December 2024 (noting that actual delivery is subject to the independent processes of the Tasmanian Planning Commission).
3.5.4	Adopt a best practice approach to public consultation through the development of a public engagement framework for the Small Business Unit. The framework will outline the standards, principles and expectations for quality engagement with the Tasmanian small business community	State Growth (Small Business)	Departmental resources	Commence by 1 July 2023	Framework developed and adopted by June 2025	In progress	The framework has been drafted and adoption by the Small Business Unit is anticipated to occur in late 2024/early 2025.
3.5.5 (new)	Progress regulatory reform including improvements in the small business regulatory and operating environment, including boutique and artisanal operations informed by the agritourism regulatory mapping project completed in 2022	State Growth (Tourism and Hospitality)	TBC	Commence by end 2025	TBC	Yet to commence	Yet to commence
3.5.6 (new)	Support the TICT to deliver an industry readiness program (including small business) for the introduction of the two new Spirit of Tasmania ferries	State Growth (Tourism and Hospitality)	\$125,000	2024-25	TICT readiness program completed	In progress	Program coordinator engaged and program design is underway.

Theme four



Technology

Technology is a vital and increasingly significant part of the modern business environment. This is especially true in Tasmania, where it can address challenges, increase productivity, open up new markets, and help businesses to be efficient and accessible.

Objective 1:

Continuing to improve and upgrade Tasmania's digital networks and infrastructure through significant investment to increase capacity, resilience and capability

Activity no.	Activity description	Lead organisation	Funding	Timeframe	Measure of success	Progress rating as at 30 August 2024	Progress commentary as at 30 August 2024
4.1.1	Undertake a mapping exercise in relation to digital connectivity issues and coverage gaps for Tasmania, with the aim of identifying opportunities for investment and collaboration with the Australian Government under federally funded digital infrastructure programs	State Growth (Science and Technology)	Subject to available funding	January – July 2023	Mapping exercise is completed	In progress	The Tasmanian Government is actively working with telecommunication carriers and the Australian Government to improve Tasmania's digital infrastructure. The Australian Government is currently reviewing the scope and areas of focus of its digital infrastructure programs ahead of the recommendations of the 2024 Regional Telecommunications Review which are due by 31 December 2024.
4.1.2	Contribute to the upgrade of telecommunications on King Island to deliver improved transmission capacity to and from the Island, as well as several new 4G mobile sites and upgraded existing mobile network facilities – funded via the national Regional Connectivity Program	State Growth (Science and Technology)	Departmental resources	Target commissioning date of December 2023	Improved Telstra services on King Island	Complete	All elements have been completed and are operational as at April 2024.
4.1.3	Deliver upgraded voice and data telecommunications services to defined North-West locations including Boat Harbour, Port Latta, Marrawah/Redpa, Lower Scotchtown and Cradle Coast, as well as other rural locations including Deddington, Royal George, Lake Leake and Pelham	Federal Government / State Growth (Science and Technology)	Various	Target commissioning date of December 2024	Improved services across all nominated locations	In progress	Telstra received funding for eight projects under Round 2 of the Regional Connectivity Program, including four (Pelham, Deddington, Lake Leake and Royal George) that were co-funded by the Tasmanian Government.

Activity no.	Activity description	Lead organisation	Funding	Timeframe	Measure of success	Progress rating as at 30 August 2024	Progress commentary as at 30 August 2024
4.1.4	Implementation of National Electronic Conveyancing and Lodgement in Tasmania	Department of Natural Resources and Environment	\$1 million	Ongoing	High-volume Tasmanian land titles dealings available for lodgement via an Electronic Lodgement Network Operator	Ongoing	Financial settlements went live in August 2024 and conveyancing transactions are on track to go live in February 2025.
4.1.5	Continue to facilitate a positive working relationship with Telstra and Optus to support small businesses experiencing difficulty with mobile coverage	Tasmanian Small Business Council	Existing operational budget	Ongoing	Ongoing engagement and commitment for increased service provision	In progress	Discussions are ongoing with Telstra to develop a communications strategy. TSBC is now a member of the Australian Communications Consumer Action Network (ACCAN) and regularly contributes to their online meetings that discuss and try to improve communication and connectivity issues.
4.1.6	Continue to work collaboratively with NBN in Tasmania to identify bandwidth issues affecting small business connectivity	Tasmanian Small Business Council	Existing operational budget	Ongoing	Two meetings with Tasmanian NBN representatives	In progress	Preliminary discussions with the Tasmanian lead agent for the Regional Tech Hub, a federally funded programme to support rural and regional Australians with communications and connectivity issues, have occurred. A public forum is planned in October 2024 in the Tea Tree Region.
4.1.7	Service Tasmania Digital Portal: Launching in early 2024, myServiceTas will begin to deliver the Government's ambition for a single, secure and easy- to-use access point for government services. Phase one initially focuses on foundational capability to hold a digital account and undertake a range of transport transactions such as motor vehicle registrations and drivers licences. It will also include the ability to transact as an individual or as a business, meaning that over time agencies can bring a range of business-facing services into the digital environment (subject to further funding). This will help to reduce the administrative burden of transacting in person or over the phone, and make engaging with government more streamlined.	Department of Premier and Cabinet (Service Tasmania)	Phase one funded through \$4.3 million commitment	Stage one launch in early 2024	KPIs under development	Ongoing	The first phase of myServiceTas successfully went live in April 2024. The first phase enables individuals and certain small business owners to view and renew their vehicle registrations and driver licence, plus receive related correspondence at a time and location of their choice. A range of new features will be added in the first half of 2025, including the ability to manage bulk registration of vehicles owned by larger organisations and heavy vehicle upgrade permits.

Activity no.	Activity description	Lead organisation	Funding	Timeframe	Measure of success	Progress rating as at 30 August 2024	Progress commentary as at 30 August 2024
4.1.8 (new)	Digital infrastructure investment in St Helens	State Growth (Science and Technology)	\$200,000	2024-25 to 2026-27	Improved services in St Helens	Yet to commence	Yet to commence
4.1.9 (new)	Digital infrastructure investment in the West Coast network hubs of Queenstown and Mount Read to enhance existing 4G services and provide new 5G services to Strahan, Queenstown, Tullah, Zeehan, and Rosebery.	State Growth (Science and Technology)	TBC	TBC	Improved services in Queenstown, Strahan, Tullah, Zeehan and Rosebery	Yet to commence	Yet to commence

Objective 2:

Providing relevant and accessible training, knowledge and support to businesses and representative organisations to utilise digital platforms to access new markets and increase market share

Activity no.	Activity description	Lead organisation	Funding	Timeframe	Measure of success	Progress rating as at 30 August 2024	Progress commentary as at 30 August 2024
4.2.1	Develop and deliver a new program of workshops relating to storytelling on Facebook	Brand Tasmania / State Growth (Science and Technology)	Digital Ready Program funding	March – June 2023	Three workshops delivered (north, south, north-west)	Complete	Three workshops have been delivered in the north, south, and north-west. Three additional workshops have also been delivered in collaboration with the Digital Ready Program, 'Harnessing the Power of Video Storytelling'.
4.2.2	Continued delivery of workshops "Brand Storytelling in the Digital Space"	Brand Tasmania / State Growth (Science and Technology)	Digital Ready Program funding	March – June 2023	Three workshops delivered (north, south, north-west)	Complete	Four workshops have been delivered in the north, south, and north-west.

Activity no.	Activity description	Lead organisation	Funding	Timeframe	Measure of success	Progress rating as at 30 August 2024	Progress commentary as at 30 August 2024
4.2.3	Develop online content including fact sheets and blogs relating to various digital platforms to highlight the benefits they can provide to businesses as well as information on to how to get started. Potential categories include digital strategy, social media fundamentals, email marketing, digital content creation and distribution	State Growth (Science and Technology)	Digital Ready Program funding	Through to 30 June 2025	Six to eight new resources developed monthly and available online via the Digital Ready website	In progress	Digital Ready written resources are being reviewed and will continue to be produced in 2024. As the program is scaling down, planning has commenced to develop and deliver targeted content in collaboration with other Government partners (for example Tourism Tasmania, Brand Tasmania).
4.2.4	Develop and deliver a series of video presentations with subject matter experts on various digital platform categories. Each session to be filmed with content hosted online to enable ongoing access for businesses. When appropriate this content will be provided to industry groups/ councils etc and followed up with a relevant Q&A webinar or face to face group session with the small and medium- sized enterprises	State Growth (Science and Technology)	Digital Ready Program funding	Through to 30 June 2025	Approximately 20 video presentations to be filmed each year. In addition, 12-15 online or face to face follow up events will be scheduled	In progress	Digital Ready resources continue to be produced and regularly reviewed. A comprehensive schedule of events is being planned for delivery around the state in collaboration with a number of Tasmanian Government partners (such as Tourism Tasmania, Brand Tasmania, and Events Tasmania).

Objective 3:

Continuing to provide relevant, up to date and accessible support and tools to improve digital literacy and build an understanding of how technology can be maximised to support business growth in Tasmania

Activity no.	Activity description	Lead organisation	Funding	Timeframe	Measure of success	Progress rating as at 30 August 2024	Progress commentary as at 30 August 2024
4.3.1	Ongoing delivery of the Digital Ready for Business digital coaching. A provision of up to four hours of free digital coaching per calendar year/ per business. The aim is to empower Tasmanian small and medium businesses to have the confidence to manage their online presence and develop an online strategy to support their business growth. In addition to numerous online resources (such as fact sheets, blogs, podcasts, checklists) the Digital Ready website now includes a new online course titled 'Digital Ready Fundamentals'. This course provides Tasmanian small businesses with the ability to build and develop core digital skills	State Growth (Science and Technology)	Digital Ready Program funding	Through to 31 December 2024	Up to 400 businesses to receive up to four hours of free digital coaching per calendar year	In progress	At 30 August 2024, 480 businesses across the state had received a combined total of 1,222 hours of Digital Coaching. In early 2024, targeted digital coaching was offered to tourism operators as part of a support package to assist operators to amplify their 'Off Season' offers. This collaboration will continue in early 2025 for the upcoming 'Off Season' campaign.
4.3.2	Investigate a shared promotional campaign with the Regional Tech Hub who provide independent, free advice about telecommunications services for regional, rural, and remote Australians, to raise awareness of the service availability in Tasmania	State Growth (Small Business)	Departmental resources	From July 2023	Increased awareness of the Regional Tech Hub service amongst Tasmanian businesses	Ongoing	On going promotion and collaboration is occurring with the Regional Tech Hub.

Activity no.	Activity description	Lead organisation	Funding	Timeframe	Measure of success	Progress rating as at 30 August 2024	Progress commentary as at 30 August 2024
4.3.3	Work with local and national providers of cyber security training to deliver seminars and enable small businesses to better protect their online activities	Tasmanian Small Business Council	Existing operational budget	April – December 2023	Three seminars delivered	In progress	TSBC has participated in the COSBOA backed Cyber Wardens program and has actively promoted this through statewide communications. Promotion of the need for small business cyber security vigilance is ongoing. 20 public sessions of the Cyber Wardens Program are planned for delivery in 2024-25.
4.3.4	Provide information to member businesses on the organisations best suited to provide cyber security training and support	Tasmanian Small Business Council	Existing operational budget	April – December 2023	Advice delivered and discussed with member businesses	Complete	An online cybersecurity workshop has been delivered and a summary distributed. Member associations have had discussions on ongoing cybersecurity strategies to support their membership bases.
4.3.5	Deliver a cyber security event series featuring information sessions and promotion of collaboration opportunities with guest speakers sharing their experience after a cyber attack, as well as manufacturing industry experts sharing ways to minimise risks to businesses	State Growth (Advanced Manufacturing and Defence Industries)	Departmental resources	March 2023	Delivery of three events across the state	Complete	Cybersecurity and business capability continue to be an important focus for the Advanced Manufacturing and Defence Industries team. In the new Advanced Manufacturing Action Plan 2028, business capability and cybersecurity awareness and understanding are included under the plan's actions.
4.3.6	Develop and deliver a series of cyber security content for the Digital Ready for Business website – factsheets, blog posts and filmed content to enable ongoing access for businesses.	State Growth (Science and Technology)	Digital Ready Program funding	From July 2023	Delivery of six new cyber security topics	Complete	In collaboration with Business Tasmania, a six part video series was launched in August 2023 on the Digital Ready website. It is titled Doctor Digital's Guide to Cyber Security and topics include guides to malware and multifactor authentication.

Next steps

The Governance Committee that oversees the delivery of Small Business Growth Strategy 2026 will reconvene in late 2024 to endorse the updated Implementation Plan.

Any queries relating to the Small Business Growth Strategy 2026, the Implementation Plan, or the governance process overseeing the implementation of the Strategy can be directed to Business Tasmania:

Telephone: 1800 440 026

Email: ask@business.tas.gov.au

Glossary of Acronyms	
DSG	Department of State Growth
ESLS	Energy Saver Loan Scheme
GCE	Great Customer Experience
OCG	Office of the Coordinator-General
TSBC	Tasmanian Small Business Council
TCCI	Tasmanian Chamber of Commerce
VET	Vocational Education and Training

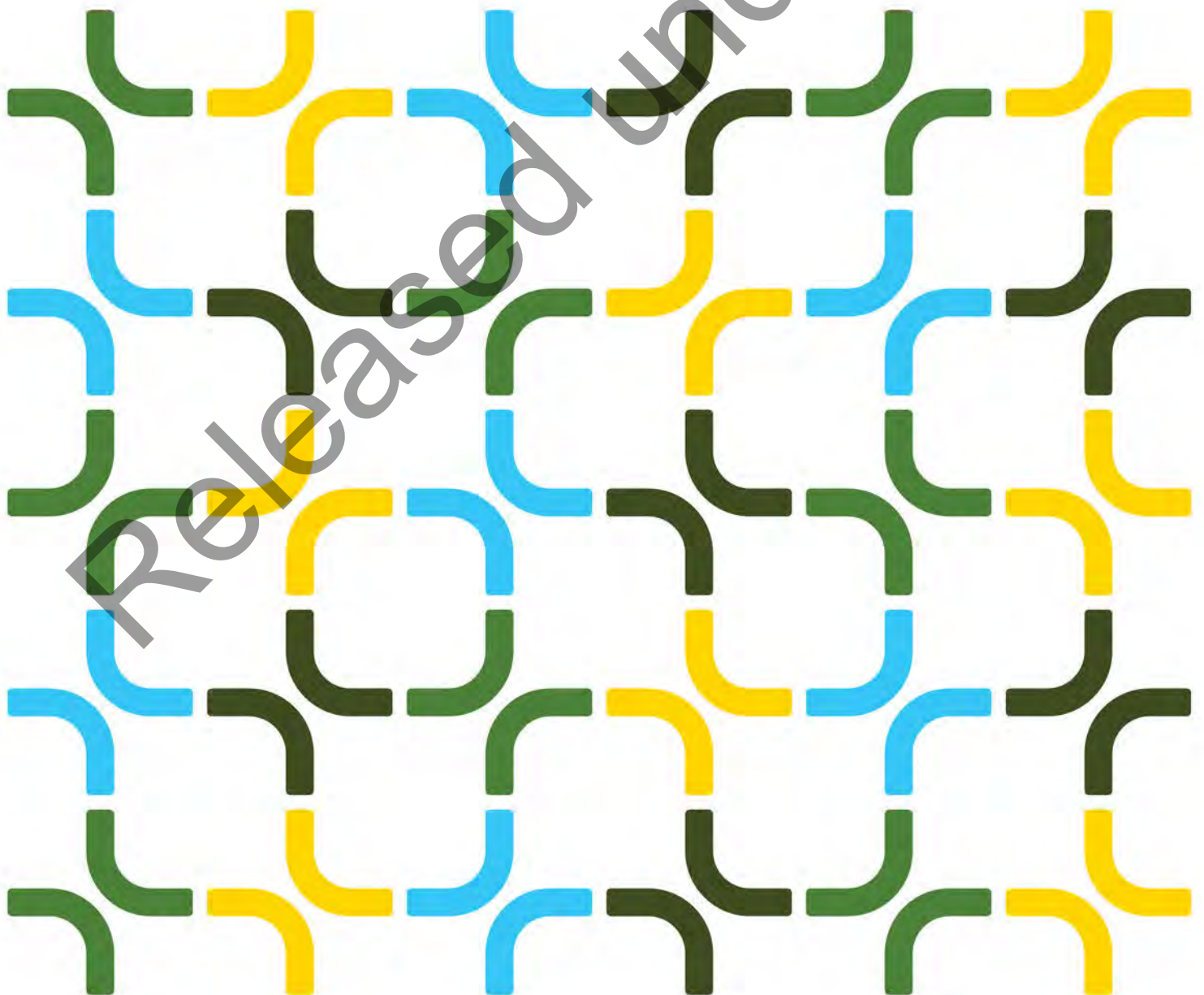
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Australian Government

National Small Business Strategy

Working together for small businesses



A joint initiative of the Australian, state and territory governments

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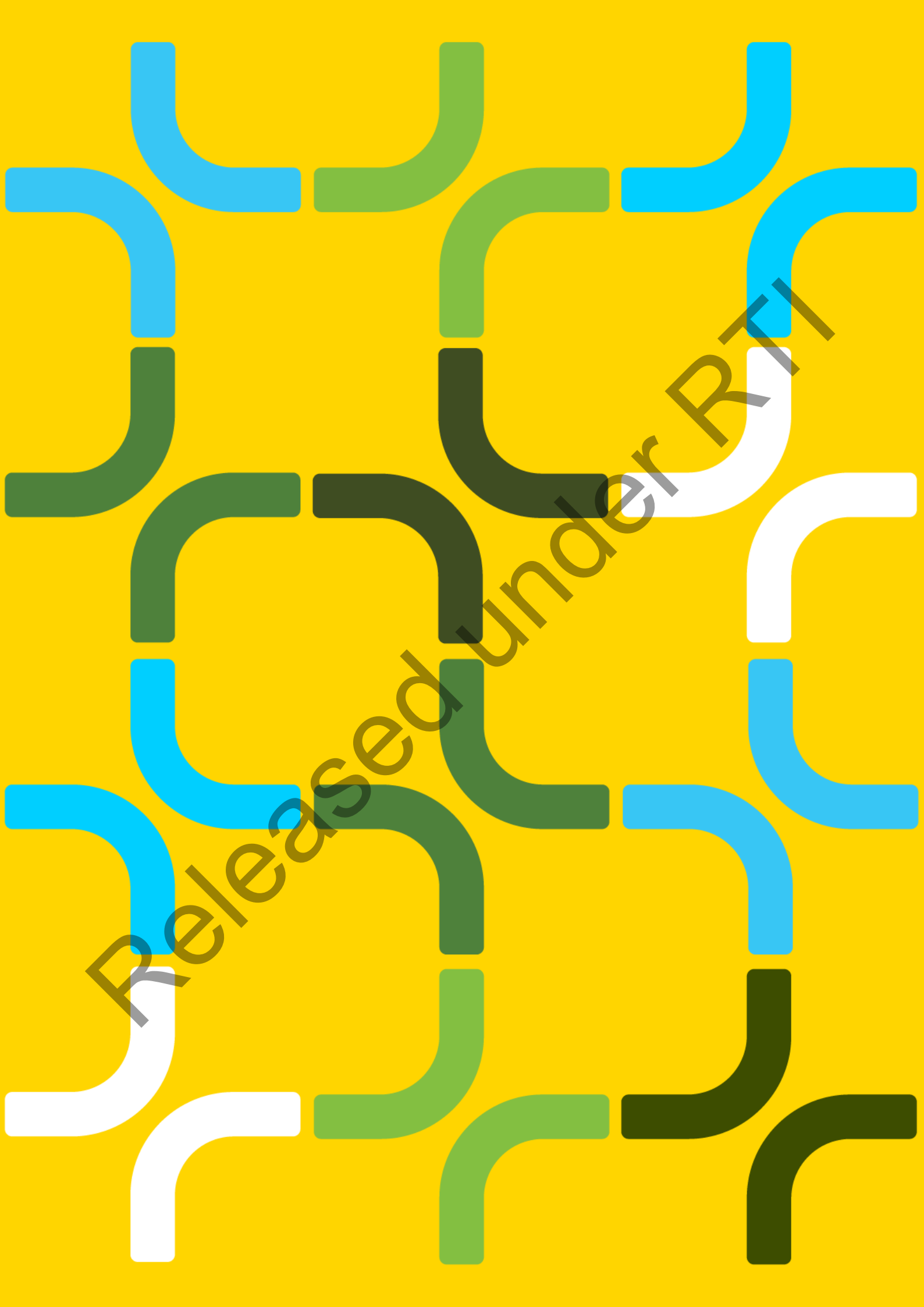
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The Australian Government acknowledges the Traditional Custodians of country throughout Australia and their connections to land, sea and community. We pay our respect to their Elders past and present and extend that respect to all Aboriginal and Torres Strait Islander peoples today.

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Released under R11

**Why Australia
needs a National
Small Business
Strategy**

Why Australia needs a National Small Business Strategy

Small businesses are vital to Australia's economic prosperity and our communities. They provide jobs, deliver services, drive innovation and productivity, contribute revenue and help define community identities.

Small businesses come in many shapes and sizes, operate across every sector of the economy and compete in many different markets. They are sole operators, side hustles, businesses grown from hobbies, family-operated businesses, and can be partnerships, trusts, incorporated and unincorporated entities.

The ecosystem in which small businesses operate is vast and complex. Small businesses interact with all tiers of government, other intermediaries, providers, and delivery organisations. All levels of government are involved in the development and implementation of policies, laws and programs affecting small businesses. This makes coordination and cohesion within and between governments challenging.

The Australian Government and state and territory governments (jurisdictions) share the objective of improving the operating environment for small businesses, no matter what stage of the operating life cycle they are in; from concept to start-up, growing to competing, innovating to maturity.

The National Small Business Strategy is the first of its kind and outlines how jurisdictions will work together to better support small businesses across our nation.

It is a principles-based document that provides a framework for more effective coordination and collaboration across jurisdictions to:

- elevate small businesses in government decision making
- complement existing work within jurisdictions, and
- inform future policy directions to deliver better outcomes for small businesses.

It acknowledges that each level of government and other stakeholders play a role in the complex small business ecosystem.

Jurisdictions have worked together to create the National Small Business Strategy. It incorporates feedback from small business stakeholders and work already undertaken within jurisdictions. It does not replace or duplicate the strategic priorities, small business strategies or charters of individual jurisdictions.

Small Business Ministers are the stewards of the National Small Business Strategy.

Our vision for Australia's small businesses

Our collective vision is to make it easier for small businesses to do business, innovate, thrive and continue contributing to the Australian economy and communities. We are committed to supporting small businesses through our policies, laws and programs.

Together, we will collaborate on matters that seek to:

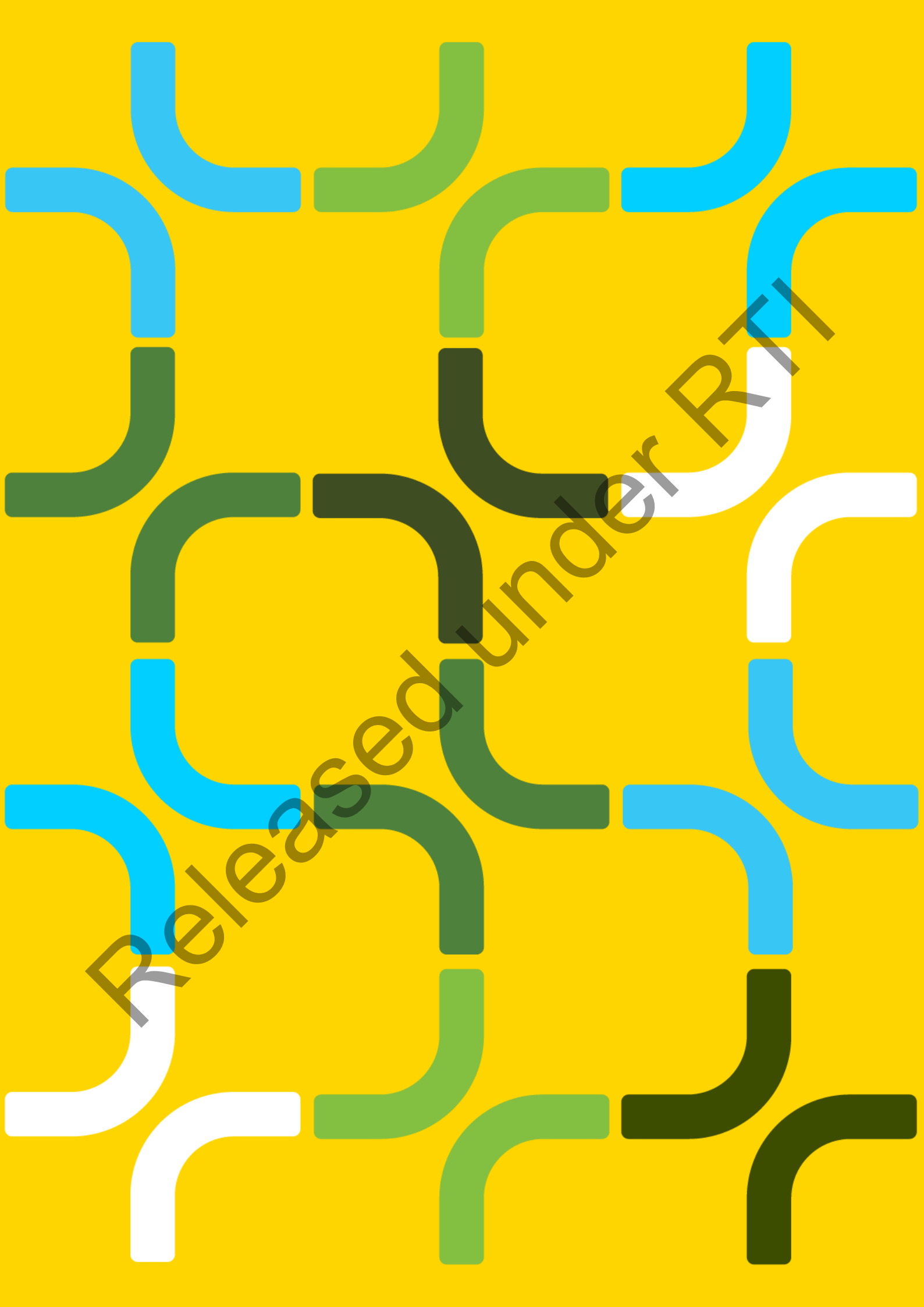
- ease the pressure on small businesses
- support small businesses to grow, and
- level the playing field for small businesses.

With a collective vision and a shared commitment to drive a coordinated, collaborative and cohesive national approach to small business policies and supports, we can help create an operating environment for small businesses to prosper now and into the future.

Key objectives

The key objectives of this National Small Business Strategy are to:

- recognise the value of small businesses to economies and communities
- acknowledge the roles and responsibilities across different levels of government as well as other providers, delivery organisations and advocates that support small businesses
- outline a framework to facilitate a coordinated and cohesive approach to supporting small businesses that puts them at the centre of our decision making, and
- create efficiencies and reduce duplication of effort by embedding a collaborative approach to focus our efforts on supporting small businesses and sharing lessons learned.



**Small
businesses
matter**

Small businesses matter

There are almost 2.6 million small businesses in Australia, comprising around 97 per cent of all businesses (on 30 June 2024).¹ They contribute approximately \$590 billion to the economy annually, accounting for almost one-third of Australia's GDP.² They employ around 5.4 million people, or around 42 per cent of the private sector's workforce.³

However, the value of small businesses goes beyond their economic contribution. They are critical building blocks of the communities in which they operate, strengthening social capital, fostering social and community cohesion, acting as stewards of local identity and as hubs of cultural exchange.

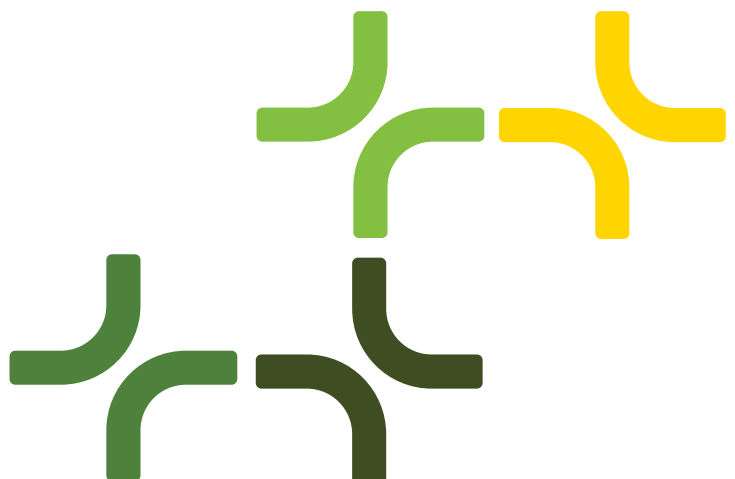
Small businesses are often active participants in, and supporters of, their local community and strengthen its social capital. These contributions often include sponsoring sports teams, supporting local schools and students, donating to charities or volunteering at community events.

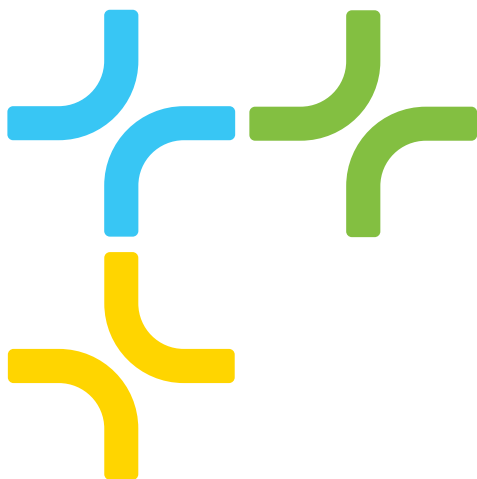
Small businesses are particularly vital to regional communities which often rely on a specific mix of businesses to make up their commercial and social ecosystems. They provide goods and services to rural and remote areas where large businesses may be unlikely to operate due to low-density populations. These networks of small businesses can create a sustainable local investment cycle in regional areas. The loss of a critical mass of small businesses in a town

centre can lead to the decline of a community's commercial hub with flow-on effects including a loss of ancillary services, less choice for local consumers and fewer local job opportunities.

Small businesses are also essential to the success of large businesses. Large businesses and companies rely on small businesses for local knowledge, supply chains and services, particularly in sectors such as manufacturing, tourism, and agriculture. The partnerships between small businesses and their larger counterparts contribute to a cycle of mutual benefit and growth, in regional communities and the broader Australian economy.

The design and delivery of government services directly affects small businesses and the people behind them. Governments that understand and acknowledge the unique experiences of small businesses and the pressures they face can better design and implement policies, laws and programs to support them.





The small business experience

Small business owners have varying motivations for starting a business. These can include seeking flexibility, an employment alternative, more income, the desire to pursue a dream and take advantage of talents or a market opportunity and wanting to contribute to the community.

Start up journeys are varied. Many small businesses start with personal savings and may initially operate from the owner's home. Some are family businesses. Others seek investors and partners to support a business idea or develop a product or service. Some invest in or purchase established businesses or franchises. Some small businesses experience rapid growth, others less so. They are particularly vulnerable in the earlier stages of the business.

The day-to-day operating experience is unique to every small business owner. There are myriad challenges and limited hours in the day to navigate government systems to comply with regulations, take advantage of government incentives or resolve issues.

- **Wearing many hats** – Most small business owners are sole traders and operate with fewer resources than larger businesses. They need to learn fast about legal and regulatory requirements, customer service, financial management, human resources, IT and digital technology, contracting and procurement, marketing, supply chains and various other responsibilities for which larger businesses have designated staff or departments.
- **Navigating multiple challenges** – Small business owners need to navigate a complex landscape of information, advice and supports to try and address multiple challenges at the same time as running their business. This can put immense pressure on business viability and the owner's wellbeing.
- **Balancing work and life** – Running a business does not always allow for work-life balance. Small business owners' personal lives are often tied closely to their business, with personal and business finances interconnected and their house doubling as a home and place of business. It can be difficult to draw the line between the personal and the passion for their product or service that led them into business. Such personal challenges can add to the pressures of running the business and vice versa.



A national perspective



2.59 million small businesses

The number of small businesses grew at 3.4 per cent on average over the 3 years from 2020–21 to 2023–24.⁴

Small businesses across Australia are overwhelmingly micro, with 64.3 per cent being non-employing and a further 26.8 per cent employing between one and 4 people.⁵

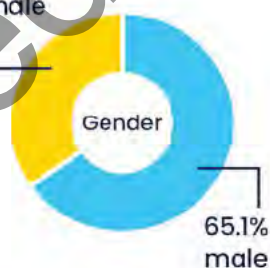
Diversity of small business owners

1.6 million people identified as small business owners⁶ in the 2021 Census, among these:

65.2% live in a greater capital city area

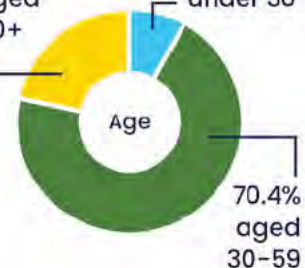


34.9% female



21.5% aged 60+

8.1% aged under 30



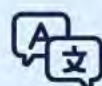
34.0%

were born outside Australia



22.9%

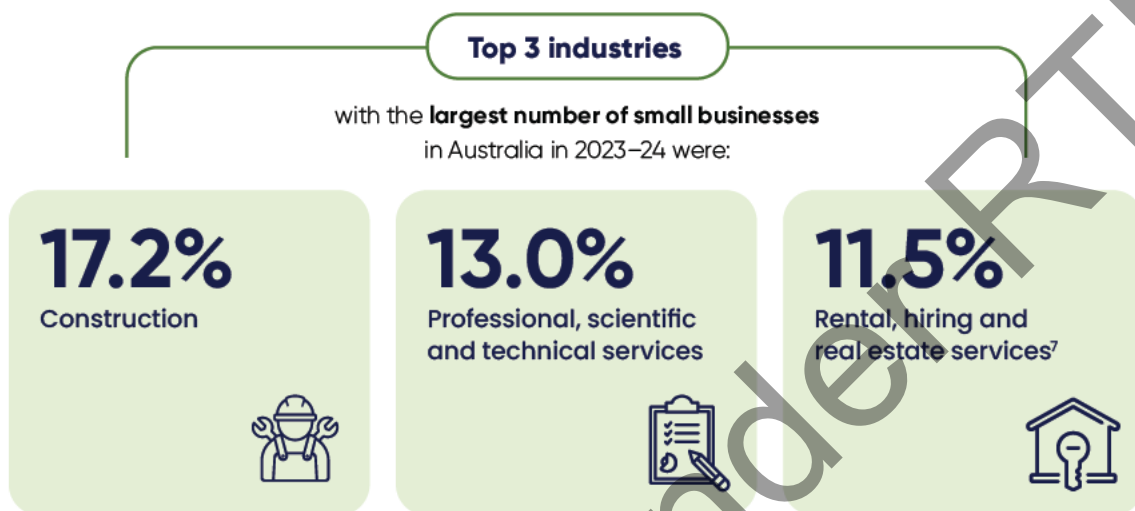
use a language other than English at home



1.1%

were Aboriginal and Torres Strait Islander peoples





5.4 million people are employed by small businesses



Which is 41.5 per cent of the private sector's workforce and they generate \$218.4 billion of wages and salary payments.⁸



Small businesses contribute \$590 billion

to the economy annually, accounting for almost one-third of Australia's GDP.⁹

Social and community impact

80%

of charities in Australia are small businesses with less than \$10 million turnover¹⁰

65.5%

of charities in Australia are small businesses with less than \$1 million turnover

19.3%

of small business owners undertook volunteer work for an organisation or group¹¹

39.5%

of small business owners provided unpaid child care to their own and/or other children¹²

14.1%

of small business owners provided unpaid caring assistance to a person with disability, health condition or due to old age¹³

2.2%

of small business owners have served in the Australian Defence Force¹⁴

93%

of Indigenous incorporated businesses are small businesses¹⁵

38.3%

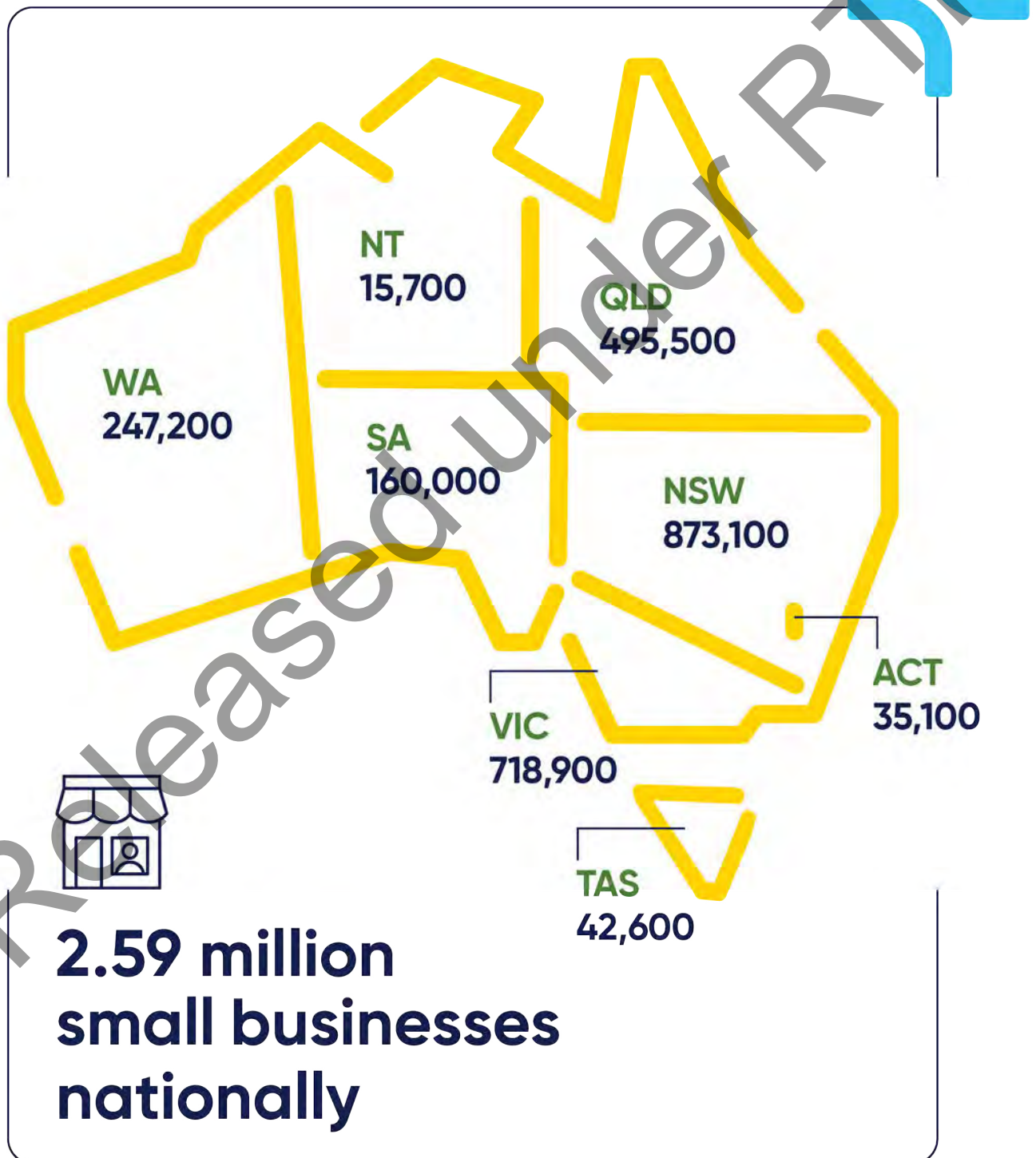
of the workforce in medium and large Indigenous businesses are Indigenous employees¹⁶

68.4%

of the workforce in small Indigenous businesses are Indigenous employees¹⁷



Across the states and territories



Small businesses in New South Wales:

Totalled

873,137

in 2023–24²¹

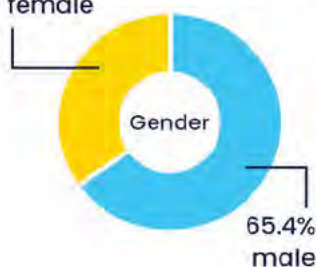


- Represented **97.4 per cent of all businesses** in this jurisdiction
- **Grew by 3.0 per cent** on average between 2021 and 2024
- Employed **1.8 million** people in 2022–23²²
- **61.6 per cent** are non-employing

Diversity of small business owners

492,000 small business owners²³
in New South Wales in 2021, of those:

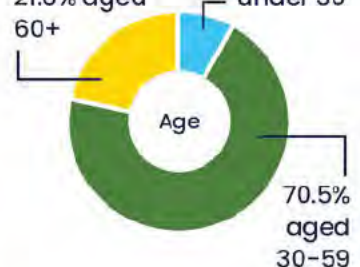
34.6%
female



62.8% lived in
the greater
capital
city



21.6% aged
60+



34.8%

were born
outside Australia

25.7%

use a language other
than English at home

1.4%

were Aboriginal and
Torres Strait Islander
peoples

Top 3 industries

with the **largest number of small businesses**
in NSW in 2023–24 were:

17.3%

Construction

14.1%

Professional, scientific
and technical services

11.5%

Rental, hiring and
real estate services²⁴

Small businesses in **Victoria:**

Totalled

718,864

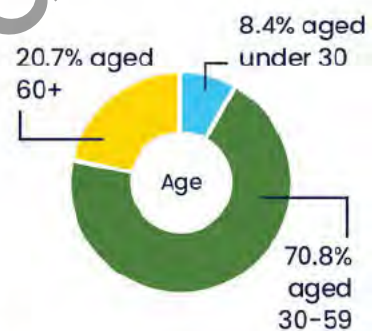
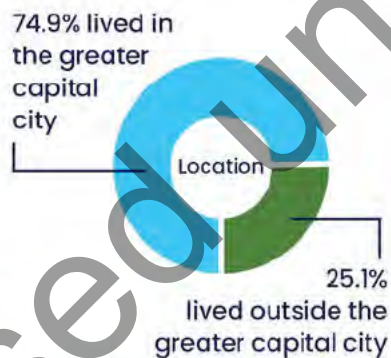
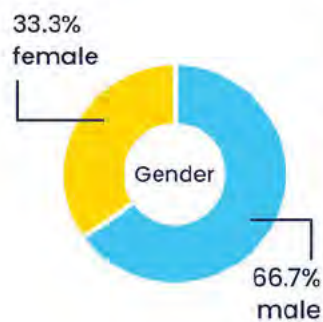
in 2023–24¹⁸



- Represented **97.4 per cent of all businesses** in this jurisdiction
- **Grew by 4.0 per cent** on average between 2021 and 2024
- Employed **1.4 million** people in 2022–23¹⁹
- **67.3 per cent** are non-employing

Diversity of small business owners

424,500 small business owners²⁰
in Victoria in 2021, of those:



35.1%

were born outside Australia

28.1%

use a language other than English at home

0.4%

were Aboriginal and Torres Strait Islander peoples

Top 3 industries

with the **largest number of small businesses** in VIC in 2023–24 were:

17.2%

Construction

12.6%

Professional, scientific and technical services

11.0%

Rental, hiring and real estate services²⁵

Small businesses in Queensland:

Totalled

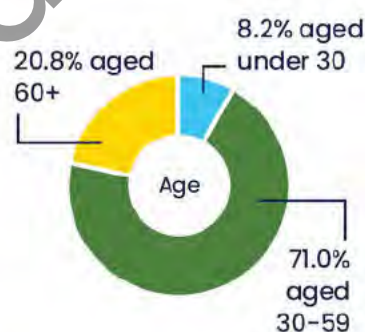
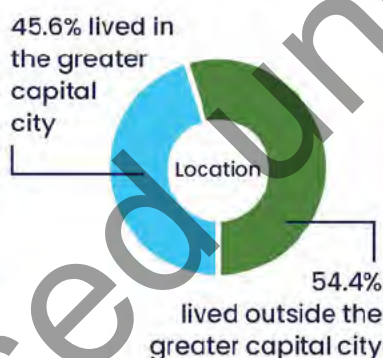
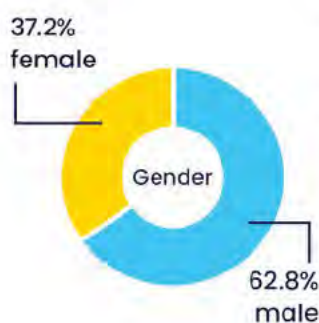
495,487

in 2023–24²⁶

- Represented **97.1 per cent of all businesses** in this jurisdiction
- **Grew by 3.4 per cent** on average between 2021 and 2024
- Employed **1 million** people in 2022–23²⁷
- **63.1 per cent** are non-employing

Diversity of small business owners

323,000 small business owners²⁸
in Queensland in 2021, of those:



31.0%

were born
outside Australia

15.3%

use a language other
than English at home

1.5%

were Aboriginal and
Torres Strait Islander
peoples

Top 3 industries

with the **largest number of small businesses**
in QLD in 2023–24 were:

17.2%

Construction

12.5%

Professional, scientific
and technical services

11.9%

Rental, hiring and
real estate services²⁹

Small businesses in Western Australia:

Totalled

247,224

in 2023–24³⁰

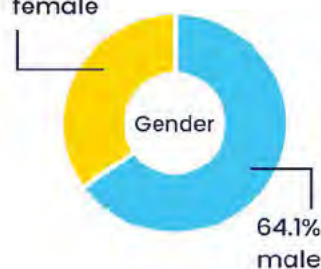


- Represented **96.8 per cent of all businesses** in this jurisdiction
- **Grew by 3.4 per cent** on average between 2021 and 2024
- Employed **532,200** people in 2022–23³¹
- **65.9 per cent** are non-employing

Diversity of small business owners

164,000 small business owners³²
in Western Australia in 2021, of those:

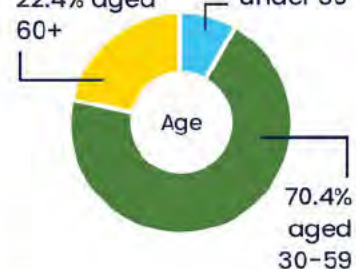
35.9%
female



78.8% lived in
the greater
capital
city



22.4% aged
60+



41.2%

were born
outside Australia

19.9%

use a language other
than English at home

0.8%

were Aboriginal and
Torres Strait Islander
peoples

Top 3 industries

with the **largest number of small businesses**
in WA in 2023–24 were:

17.2%

Construction

12.8%

Professional, scientific
and technical services

11.4%

Rental, hiring and
real estate services

Small businesses in South Australia:

Totalled

159,978

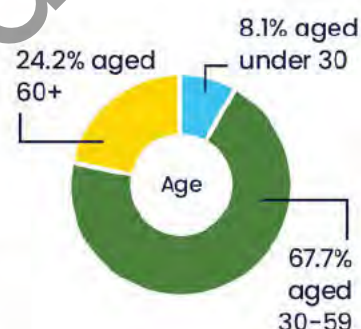
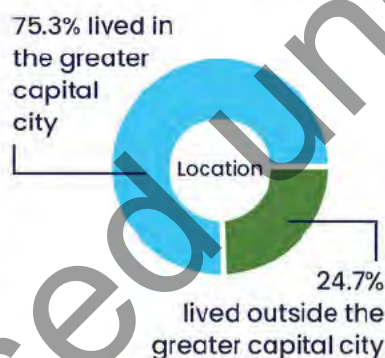
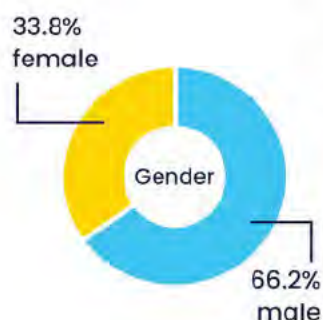
in 2023–24³³



- Represented **97.3 per cent of all businesses** in this jurisdiction
- **Grew by 3.2 per cent** on average between 2021 and 2024
- Employed **323,500** people in 2022–23³⁴
- **68.0 per cent** are non-employing

Diversity of small business owners

109,200 small business owners³⁵
in South Australia in 2021, of those:



27.9%

were born outside Australia

19.1%

use a language other than English at home

0.6%

were Aboriginal and Torres Strait Islander peoples

Top 3 industries

with the **largest number of small businesses** in SA in 2023–24 were:

16.4%

Construction

12.6%

Rental, hiring and real estate services

10.3%

Professional, scientific and technical services³⁶

Small businesses in Tasmania:

Totalled

42,585

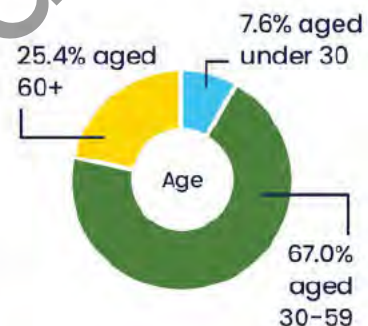
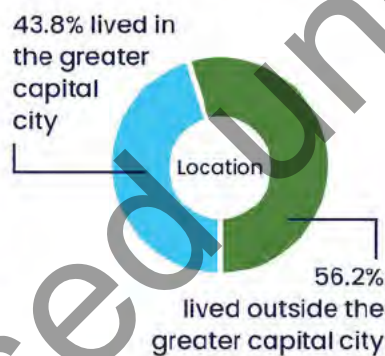
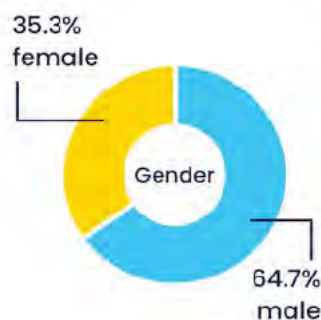
in 2023–24³⁷



- Represented **96.7 per cent of all businesses** in this jurisdiction
- **Grew by 2.5 per cent** on average between 2021 and 2024
- Employed **105,700** people in 2022–23³⁸
- **62.4 per cent** are non-employing

Diversity of small business owners

32,600 small business owners³⁹
in Tasmania in 2021, of those:



20.7%

were born outside Australia

10.4%

use a language other than English at home

2.8%

were Aboriginal and Torres Strait Islander peoples

Top 3 industries

with the **largest number of small businesses** in TAS in 2023–24 were:

18.1%

Construction

12.7%

Agriculture, forestry and fishing

10.0%

Rental, hiring and real estate services

Small businesses in Australian Capital Territory:

Totalled

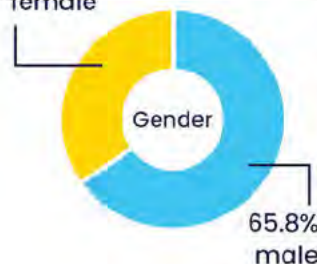
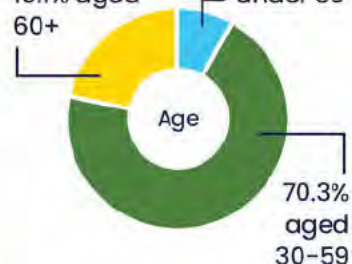
35,143

in 2023–24⁴⁰

- Represented **96.8 per cent of all businesses** in this jurisdiction
- **Grew by 4.8 per cent** on average between 2021 and 2024
- Employed **86,700** people in 2022–23⁴¹
- **59.2 per cent** are non-employing

Diversity of small business owners

21,000 small business owners⁴²
in Australian Capital Territory in 2021, of those:

34.2%
female99.9% lived in
the greater
capital
city19.1% aged
60+

37.1%

were born
outside Australia

29.2%

use a language other
than English at home

1.2%

were Aboriginal and
Torres Strait Islander
peoples

Top 3 industries

with the **largest number of small businesses**
in ACT in 2023–24 were:

20.0%

Professional, scientific
and technical services

19.0%

Construction

10.0%

Rental, hiring and
real estate services⁴³

Small businesses in Northern Territory:

Totalled

15,675

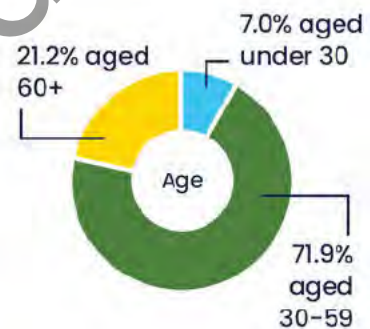
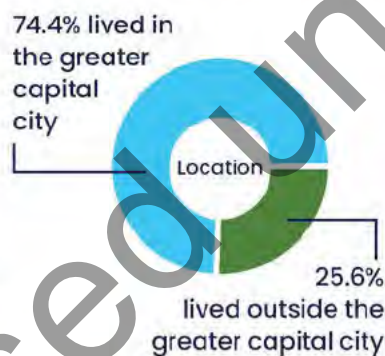
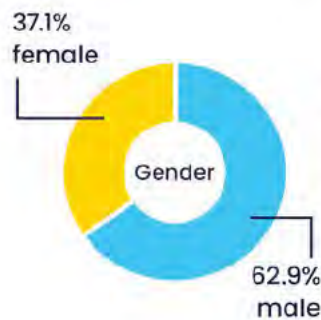
in 2023–24⁴⁴



- Represented **95.7 per cent of all businesses** in this jurisdiction
- **Grew by 2.9 per cent** on average between 2021 and 2024
- Employed **41,300** people in 2022–23⁴⁵
- **60.7 per cent** are non-employing

Diversity of small business owners

9,200 small business owners⁴⁶
in Northern Territory in 2021, of those:



33.7%

were born outside Australia

24.4%

use a language other than English at home

3.6%

were Aboriginal and Torres Strait Islander peoples

Top 3 industries

with the **largest number of small businesses** in NT in 2023–24 were:

18.4%

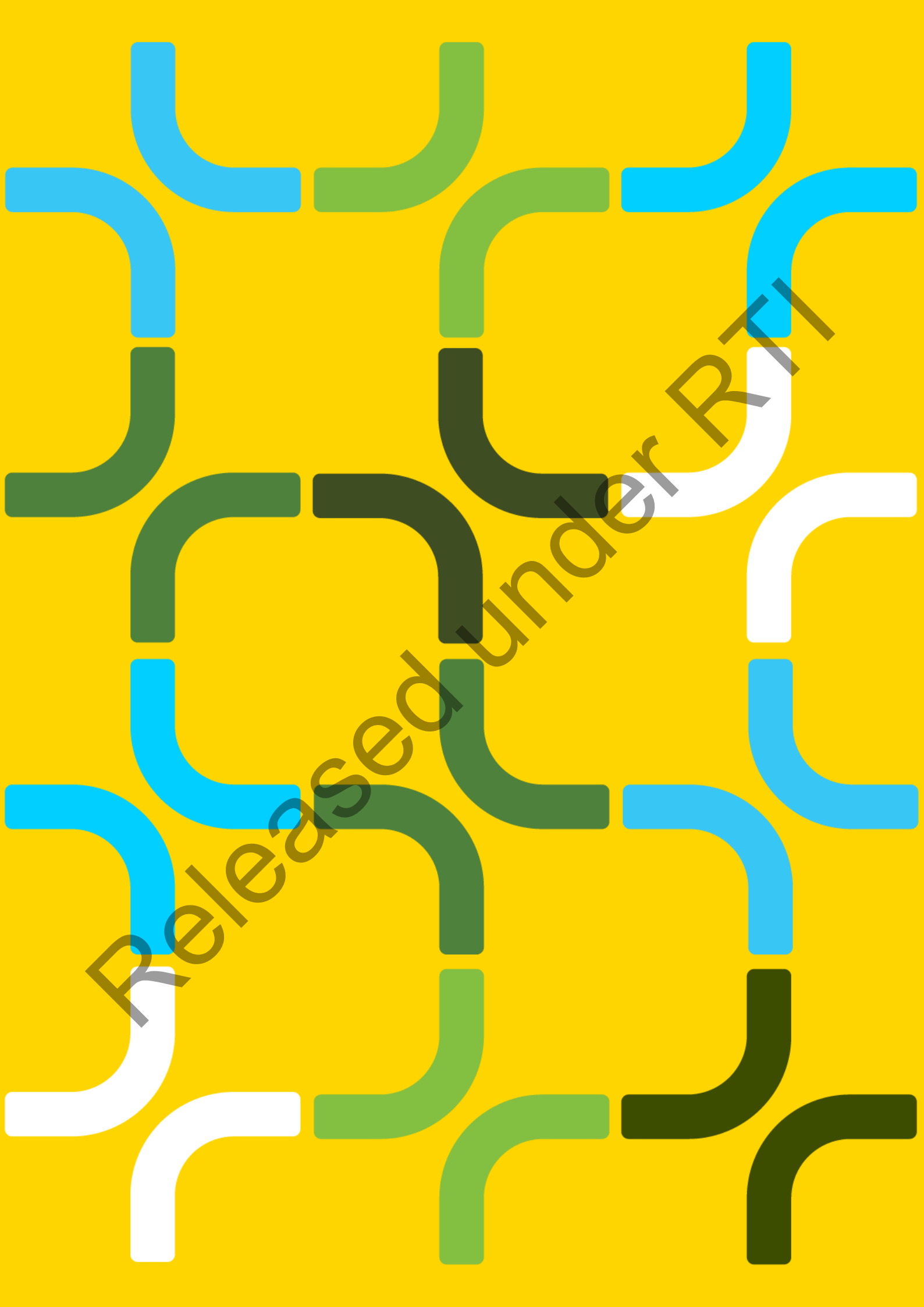
Construction

12.4%

Rental, hiring and real estate services

10.6%

Professional, scientific and technical services⁴⁷



**A shared
responsibility**

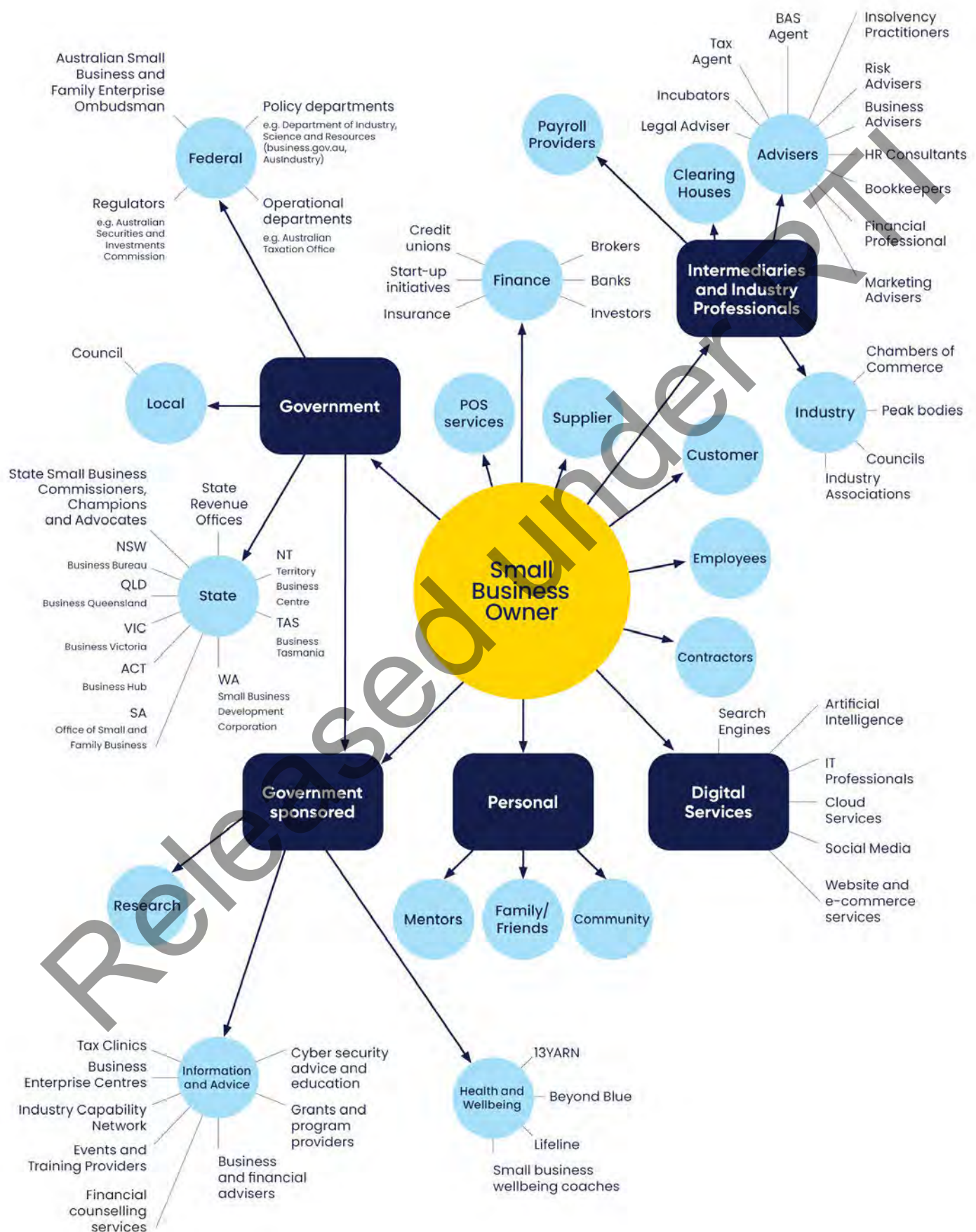
The small business ecosystem

Supporting small businesses is a shared responsibility. The ecosystem in which small businesses operate is vast, varied and complex and it evolves and shifts for each small business as their needs change.

Activities that support and affect small businesses cut across all levels of government, as well as other intermediaries, providers and delivery organisations. Together, we have the shared objective of creating the right conditions for all Australian small businesses to thrive at every stage of their life cycle.

Within this ecosystem, it is important to acknowledge the dispersed responsibility for policies, laws and programs that affect small businesses, which present a challenge for effective coordination and cohesion within and between governments. This has created additional complexity for small businesses to navigate.

This National Small Business Strategy sets out how jurisdictions will work together to create efficiencies and reduce duplication and complexity within the government system.



Who does what?

Australia has 3 levels of government that work together to provide communities with the services they need. Each level of government has its own responsibilities, although in some cases we share responsibilities.

Australian Government

The Australian Government is well positioned to reach small businesses at a macro level and deliver or fund national initiatives, including information resources.

The Government influences and impacts the operating environment of small businesses through:

- Taxes and transfers
- Rebates and incentives
- Legislation
- Regulation
- Policy development and implementation
- Macroeconomic and microeconomic reform
- Education and training
- Funding for initiatives (for example, grants)
- Advisory and support services
- Codes
- National research and data collection

State and territory governments

State and territory governments deliver funding and state-based small business initiatives, participate in national initiatives, and bring place-based knowledge which can inform and influence Australian Government initiatives.

State and territory governments influence and impact the operating environment of small businesses through:

- Taxes and transfers
- Rebates and incentives
- Legislation
- Regulation
- Policy development and implementation
- Microeconomic reform
- Education and training
- Funding for initiatives (for example, grants)
- Advisory and support services
- Planning and zoning
- State-based data collection
- Promotion and attraction activities

Local governments

Local governments actively support their local small business community and undertake direct, targeted and, in some areas, a 'shop front' style engagement with small businesses to enable their day-to-day operations.⁴⁸

Local governments influence and impact the operating environment of small businesses through:

- Rates
- Policy development and implementation
- Licensing and permits
- By-laws
- Planning and zoning⁴⁹
- Funding for initiatives (for example, grants)
- Local data collection
- Promotion and attraction activities

Intermediaries, providers and delivery organisations

Intermediaries such as Small Business Commissioners, the Australian Small Business and Family Enterprise Ombudsman, accountants and advisors, not-for-profits, industry associations and business councils, as well as other delivery organisations, undertake in-depth engagement with small businesses. They can deliver initiatives directly or partner and co-design supports with other organisations, including those funded by the Australian and/or state and territory governments.

Advocacy groups, providers and delivery organisations influence and affect the operating environment of small businesses through:

- Advocacy and promotion
- Program delivery
- Dispute resolution
- Policy development and submissions
- Advisory services
- Networks
- Research and data collection



QUEENSLAND GOVERNMENT:

Queensland small and family businesses are pivotal to the economic future, social inclusion and identity of the state. Through its Small Business First approach, the Queensland Government is focused on establishing the right operating environment for the state's more than 495,000 small and family businesses. This includes prioritising the reduction of red tape, making government services more efficient and accessible and enabling innovation.

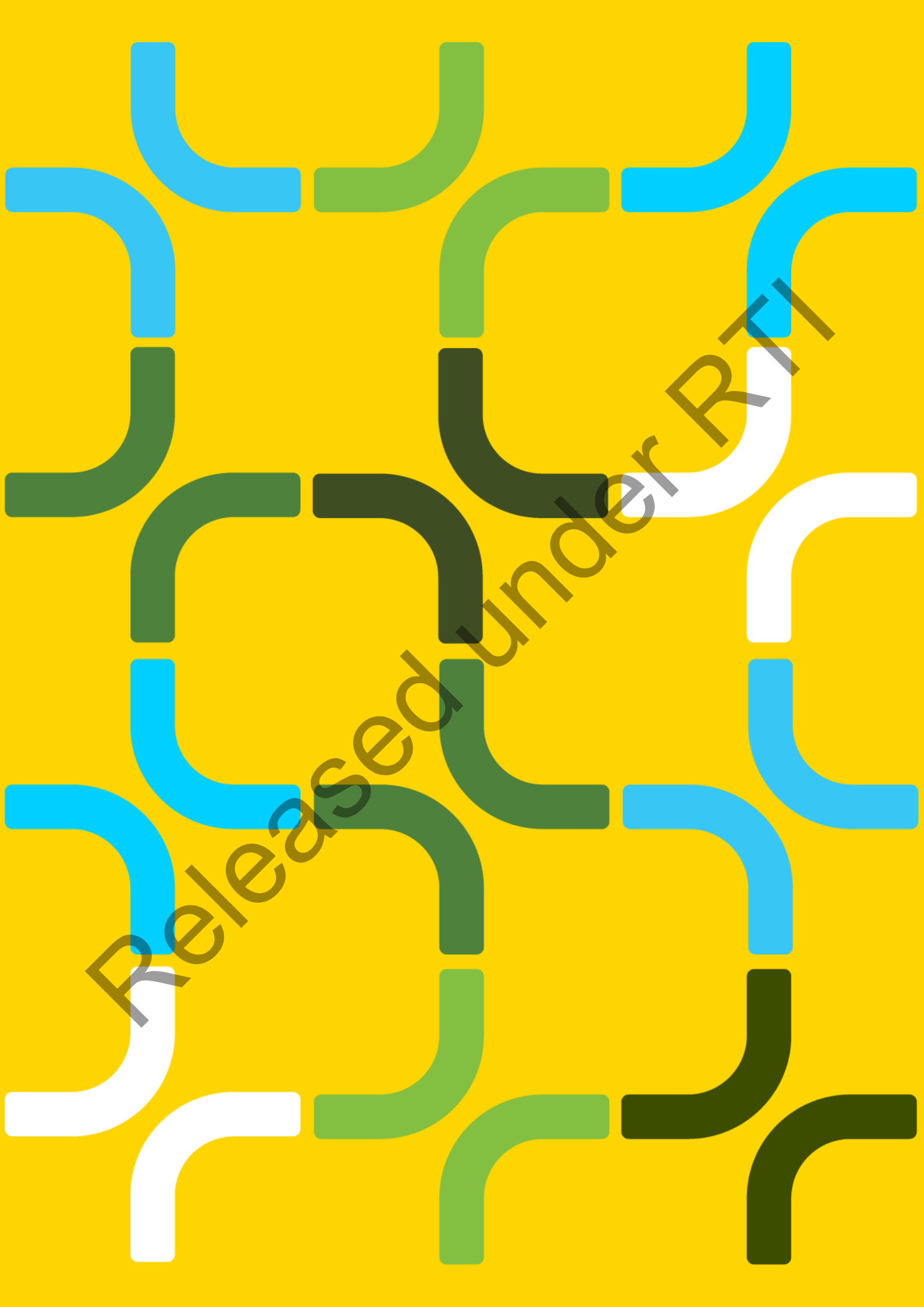
Key commitments include implementation of a new dedicated small business concierge service to streamline and improve access to government services, delivery of improved procurement processes and five business day payment terms through the 'On Time, Every Time Payment Guarantee'. There is also support to deter crime on small businesses through a new \$40 million Secure Communities Partnership Program

and support for regional business hubs through a new Regional Business Gateways program.

As a critical first step in unleashing the potential of small and family businesses in the State, the Queensland Small Business Commissioner (QSBC) has been tasked with a renewed focus on reducing red tape for small and family businesses. Action to reduce red tape will allow small and family businesses is critical at a time when many are doing it tough and will result in small and family business owners being able to spend more time on servicing their customers and supporting local jobs and growth.

Queensland is focused on being a customer-centric Government, with a key component being improving customer service for small and family businesses across the State.





**Principles for
working together
to benefit small
businesses**

Principles for working together to benefit small businesses

The framework for collaboration includes a set of key principles that will guide how jurisdictions will work together and across governments on focus areas and towards the vision for small businesses set out in this National Small Business Strategy.

Collaborative

We will work collaboratively and consult across jurisdictions to share and leverage our knowledge and experience to develop best practice models that benefit small businesses across the country.

By working collaboratively, we will be able to make linkages between small business supports, policies and programs across jurisdictions in useful and new ways to complement and amplify the work already underway, with the aim of avoiding duplication of effort and confusion for small business owners. We will also be able to identify opportunities to develop new initiatives.

Targeted

We will target our collaborative approaches to ensure we maximise our efforts and available resources for the benefit of small businesses.

Together, we aim to provide information, resources and supports to the right small business owners at the right time, through the right channels, so they are easy and practical for small businesses and other relevant stakeholders to access and use.

NEW SOUTH WALES GOVERNMENT: Service NSW Business Bureau

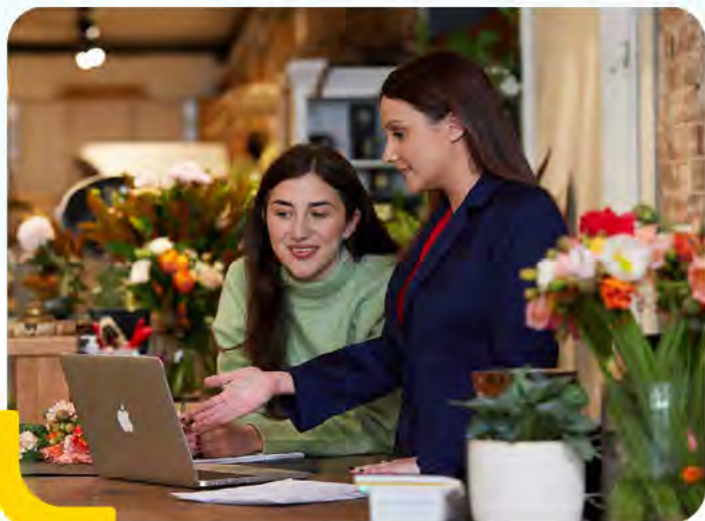
The New South Wales (NSW) Government launched the Service NSW Business Bureau on 25 October 2023. The Bureau provides one front door for businesses to access NSW Government information, services and support.

The Bureau delivers navigation support, personalised advice and access to services for NSW businesses, helping them export their products, boost their procurement with government and cut unproductive red tape. This includes through free, tailored specialist support from independent business advisors.

The Bureau's Business Concierges make it easier for small businesses to access government support, understand government requirements, apply for licences and permits, and receive disaster and emergency assistance and referrals to mental health support.

The Bureau's rapid response team has provided on-the-ground support for businesses facing crises. They have assisted businesses impacted by floods in Western Sydney and the Blue Mountains, construction sinkholes in Sydney, and power outages in Far West NSW.

Since its launch, the Bureau has responded to more than 265,000 requests for assistance and delivered around 45,000 hours of business advice on topics such as planning, marketing and cash flow to business owners across NSW. The Business Bureau's webpages have attracted more than 2.2 million visits, with NSW businesses benefiting from access to personalised guidance, tailored advice and free digital tools.



Fair

We will listen to small businesses and elevate them in our discussions and decision making, including by continuing to hold biannual Small Business Ministers' Meetings.

We will promote right sized regulation, through consideration of the costs and benefits when developing policy. We will work to make compliance and administrative burdens proportionate to the risks and benefits to the community and to small businesses.

We will consider the impacts on small businesses early in, and at all stages of, the development of cross-jurisdictional policies, and in doing so, put small businesses at the centre of government decision making.

We will seek to make the operating environment more equitable for small businesses. This includes looking for opportunities to harmonise policies and regulation, where possible, and addressing where there are power imbalances between larger and smaller businesses, so that small businesses around the country get a fair go.

Innovative

Innovative approaches to supporting small businesses can help foster new opportunities to better deliver supports or identify new or underutilised channels for assisting small businesses.

We will be innovative in our delivery of supports, by understanding the issues affecting small businesses and how small business owners prefer to engage with services, and by sharing lessons learned of what has and has not worked across jurisdictions.

Timely

We will support timely decision making by governments to create a stable and supportive environment that fosters the growth and sustainability of small businesses, particularly during times of crisis, such as responding to natural disasters and other sudden and unexpected shocks.

We will work together to share information, trends and insights to enable timely responses to emerging issues.

WESTERN AUSTRALIAN GOVERNMENT: Small Business Friendly Approvals Program

The Small Business Development Corporation (SBDC) undertook the Small Business Friendly Approvals Program between 2021 and 2023. With \$2.2 million in funding from Streamline WA, this whole of government initiative was developed to make it easier to do business in Western Australia through improved regulation and regulatory practice.

Twenty Local Government Authorities (LGAs) partnered with the SBDC to design reforms that would improve their small business customers' experience in the application and approvals process, when starting, growing, or relocating their business in the local government areas.

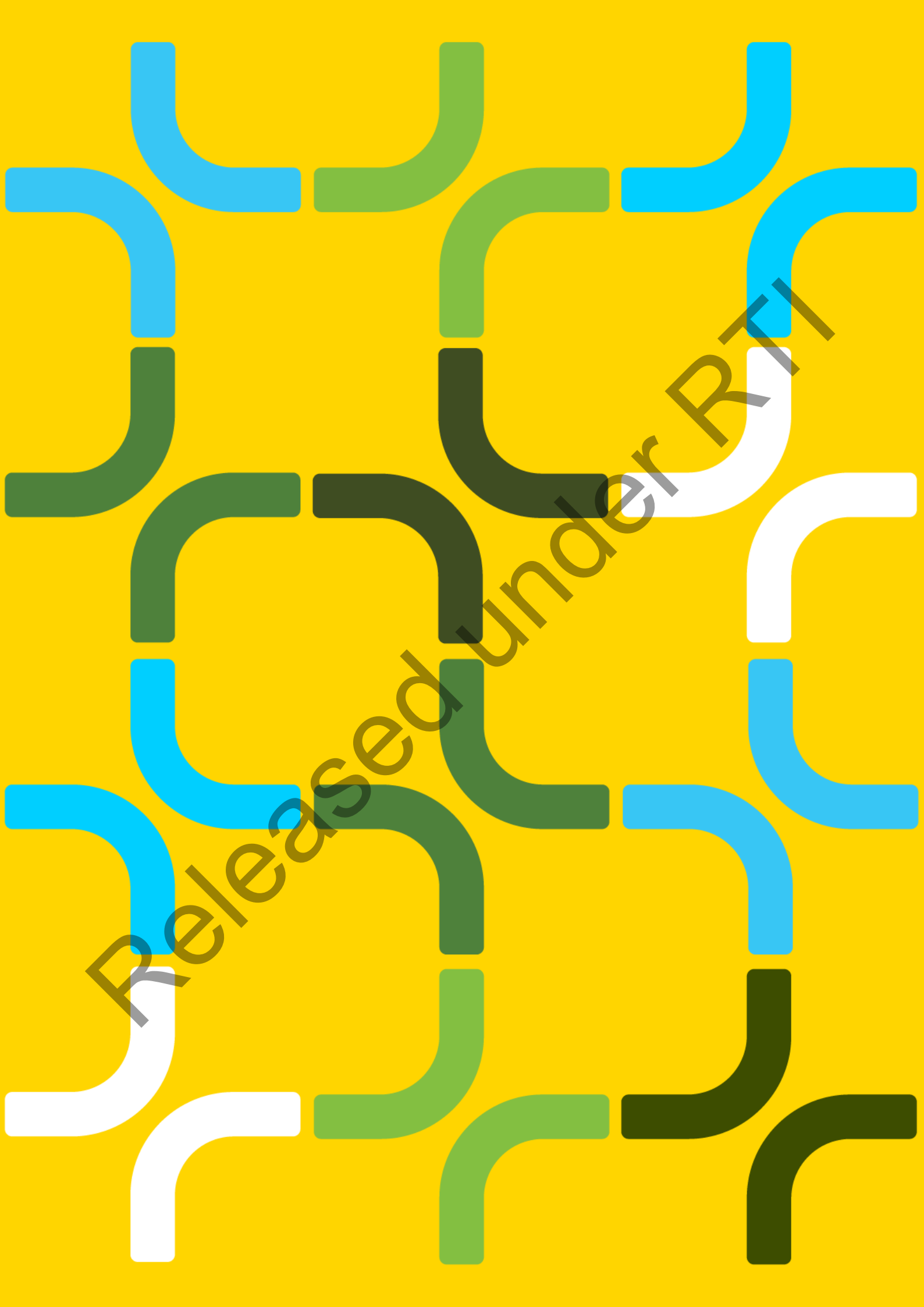
With delivery completed in early 2023, 9 of the participating LGAs received invitations

to contribute to an independent economic evaluation of the program. Findings of the review included:

- the roll-out of individual Action Plans for participating LGAs will collectively deliver a net benefit to Western Australia of \$73.8 million over the next 10 years
- nearly 9 dollars (\$8.94) of benefits were projected to be delivered from every dollar invested, and
- the program delivered qualitative benefits, such as creating culture change among LGA teams, improving the reputation of participating areas as good places to establish a business, and increasing efficiencies for both the LGAs and business applicants.

In November 2023, the program received a silver achievement award from the Institute of Public Administration Australia (IPAA) WA in the category of Best Practice in Collaboration Across Government Agencies.





Released under R11

Focus areas

Focus areas

Governments at all levels provide a range of supports and strive to improve the operating environment for small businesses. This National Small Business Strategy will help promote alignment of our efforts to maximise the benefits for small businesses.

Jurisdictions have common challenges, opportunities and priority areas of focus in relation to small businesses across Australia. At a high level, jurisdictions will continue to focus on 3 key priorities:

- easing the pressure on small businesses
- supporting small businesses to grow, and
- levelling the playing field for small businesses.

We also each have unique challenges and opportunities in relation to small businesses in our jurisdictions, and these may change over time. The focus areas broadly reflect the agreed priorities to achieve our collective vision, although individual jurisdictions may have more, or less, activity in a particular area due to their current priorities and circumstances.

By embedding this National Small Business Strategy into the way we work every day, at every level, we will be ready to tackle new and emerging challenges and opportunities, together.

Easing the pressure on small businesses

Governments can help ease pressure on small businesses by streamlining processes to minimise administrative burden and help small businesses bounce back from challenges. Supports are vital to help small business owners be prepared and able to manage the day-to-day stressors of running a small business, as well as bounce back from sudden and unexpected events, such as natural disasters or a cyber incident.

Building business-specific skills and capability

To build their capabilities small business owners need targeted information, resources and supports at the right time, which are easy to understand and easy to access through the right channels.

Specialised assistance is available for small businesses throughout the business life cycle including in areas such as digitalisation, cyber prevention and recovery, marketing, managing cash flow and debts, accessing capital, and strategic and succession planning. We are committed to building and enhancing the services and supports available to small businesses.

TASMANIAN GOVERNMENT: Palawa Business Hub

The Tasmanian Government provides a range of services to assist people to run a small business in Lutruwita/Tasmania, however these services are underutilised by the Tasmanian Aboriginal community. To address this, Tasmania's Small Business Growth Strategy 2026 included an engagement activity as a deliverable in its implementation plan.

The priority was taking a considered approach to develop connections and relationships with the Aboriginal community. The Tasmanian Government developed a collaborative relationship with Marrawah Law Pty Ltd, an Aboriginal law firm that is 100 per cent Aboriginal owned with more than 70 per cent Aboriginal staff, which led the development of the Palawa Business Hub. The Hub is the first Tasmanian fit-for-purpose, Aboriginal-led, one-stop shop for current and future Aboriginal business owners, entrepreneurs,

and community leaders to connect and collaborate. The Hub intends to build the capacity of Tasmanian Aboriginal businesses and link them to industry and government in a culturally sound way.

The Tasmanian Government has supported the development of the Hub through funding for its website, and through partnering to deliver a program of events across the state. There is also a dedicated person within Business Tasmania to whom the Hub refers clients. Since the establishment of this relationship many more Aboriginal businesses are aware of the range of supports available and are accessing these services.

This collaboration has provided a platform where Aboriginal people and businesses have wrap around support for their business needs in a culturally appropriate manner.



Building digital and cyber safety skills

Adopting digital technology – including accounting tools, online marketing, robotics, automation, and generative Artificial Intelligence (AI) – is key to a stronger, more productive, and resilient economy. Digital technology can help small businesses deliver products and services faster, respond to changing consumer demands, and welcome customers who want to buy online. Australian small businesses have made significant strides towards digitalisation in recent years. Maintaining this momentum will be important for small businesses to remain competitive and increase productivity.

At the same time, it is important for small businesses to prevent and protect against cyber threats while operating online. Cyber incidents can have severe impacts on small businesses, including financial loss and reputational damage. In 2022–23, there were nearly 94,000 cybercrimes reported to the Australian Cyber Security Centre, with incidents costing small businesses an average of \$46,000.

Digital literacy among small business owners tends to be lower and impacts their preparedness for, and recovery from, cyber incidents.

We are committed to ensuring that digital and cyber policies and programs support small businesses to adopt and harness digital opportunities while being cyber secure.

Improving interactions with government

Modernising and streamlining government processes, including through digital technology solutions, will make it easier for small businesses to interact with governments.

We will continue to improve Australian, state and territory government resource hubs for small businesses, ensuring information is appropriate and up to date. Resources should be easy to find and navigate, and designed with the needs of busy small business owners and stakeholders in mind.

AUSTRALIAN GOVERNMENT: Digital Solutions program

The Australian Government's Digital Solutions program helps support small businesses to harness opportunities and grow in the digital economy.

Under Digital Solutions, small businesses can access up to 4 hours of one-on-one digital advice from a qualified and experienced business advisor for a small fee. They can also access free workshops, webinar presentations and self-directed tutorials.

Services cover a range of topics including digital marketing, social media, websites, selling online and cybersecurity.

Daniel McCullough is one of the more than 6,800 small businesses that use the program across Australia.

Daniel owns Pharus Wellbeing, which provides mental health education, awareness and training for communities, organisations, sporting clubs across Australia.

He recently transitioned his online business from part-time to full-time and he reached out to the Digital Solutions program for guidance on how to grow his business.

After connecting with the program, Daniel learned how to streamline his online booking system, made use of AI and started an eNewsletter to stay connected with clients, and improved search engine optimisation for his website to increase online visibility.



Promoting proportionate regulation and simplification of red tape

We know that regulatory complexity and volume is a burden for small businesses.

We will continue to strive to streamline and simplify the compliance burden for small businesses by sharing best practice between jurisdictions and ensuring we communicate clearly to small businesses the impacts of any changes or new regulation.

Support through climate-related resilience

Climate-related changes can be challenging for many small businesses to anticipate or respond to and can affect the ongoing viability of some small businesses.

We remain committed to supporting small businesses to better understand, anticipate and respond to climate-related risks, including more frequent and intense natural disasters, and to build resilience and undertake business continuity planning.

As Australia and the world transition to net zero emissions, opportunities are emerging for small businesses to adopt new technologies and sustainable energy sources. These opportunities exist alongside challenges associated with emerging industries, changes to national and international supply chains and greater expectations that businesses of all sizes are more transparent about their impacts on the environment and society. The Australian Government's Net Zero Plan and associated sectoral emissions reduction plans will outline the economy's transition to net zero by 2050.

We will stay informed and connected across jurisdictions to make sure we are aware, in a timely manner, of additional supports small businesses may require as climate-related challenges increase.

NORTHERN TERRITORY GOVERNMENT: Ikuntji Artists

Ikuntji Artists Aboriginal Corporation is a member-based, not for profit, Aboriginal art centre. It is situated in the community of Haasts Bluff (Ikuntji) in the Northern Territory, and has a board of five Indigenous directors all of whom live and work locally. Haasts Bluff has a population of around 150 people.

Ikuntji Artists has been supported over the past five years through the Northern Territory Government's Smarter Business Solutions, Business Growth Digital Solutions, Business Growth Mentor Support and an Aboriginal Workforce Grant. Through this support they diversified and adapted their business to online sales during COVID, introduced new products and garnered international interest, significantly increasing their turnover.

The NTG Aboriginal Workforce Grant received by Ikuntji Artists supported the business to train five local Indigenous

designers and employ 8 new staff, through textile design and screen-printing workshops.

With the fabric produced through these workshops the Ikuntji Artists have participated in Australia, Paris, Dublin, Auckland and New York Fashion Weeks; and garments made from their fabrics have featured on the cover of Australian Vogue and on Red Carpet Runways throughout Australia.

In June 2023, Ikuntji Artists were the first ever ALL indigenous fashion show at Australian Fashion Week – models, designers, fabrics. They went on to feature in the July 2023 issue of Australian Vogue.

Ikuntji Artists have been recognised for their success in business with multiple business and fashion awards.



Supporting small businesses to grow

While many small businesses prefer stability over growth, growth is also necessary to achieve stability.⁵⁰ Governments can support small businesses that want to grow by encouraging business entry, dynamism and innovation. This includes practical measures that put small businesses at the centre of future growth of our economy.

Promoting innovation

Innovation can help small businesses save time and money and respond to changing economic, environmental, and technological conditions.

Innovative small businesses and start ups play a crucial role in the economy and Australia's global competitiveness. It is important to remove barriers for small businesses wanting to take advantage of opportunities, access new markets and implement new ways of doing business.

We can do this by reducing, and/or streamlining regulatory burden and increasing investment in business growth and development.

ACT GOVERNMENT: Canberra Innovation Network

With the help of the Innovation Connect (ICON) grant program, we're seeing Canberra businesses like Future Swirl grow and shake up different industries. In Future Swirl's case, they are operating in the plant based food industry, a global multi-million-dollar market.

Founder Maddalena Easterbrook has created Australia's first handcrafted dairy, soy and nut free oat milk soft serve. Maddalena received a \$30,000 ICON grant from the ACT Government's Canberra Innovation Network (CBRIN) to help scale up operations and establish a manufacturing facility to create take home tubs for customers.



Plant based food alternatives are a growing and global industry valued at nearly \$5 billion and expected to reach nearly \$100 billion by 2030. CBRIN saw that the Future Swirl product had the capacity to scale and succeed.

The ICON grant program is an ACT Government grant facilitated by the CBRIN. It offers matched funding between \$10,000 and \$30,000 for innovative entrepreneurs to support the thriving start up culture in Canberra.

Supporting diversity and specific cohorts

Small businesses are as diverse as Australia's population and specific groups may require additional support to unlock business potential.

We will consider how to tailor supports for, and targeted to, diverse small businesses including those owned and/or led by First Nations people, women, culturally and linguistically diverse (CALD) people, and people with disability.

We will continue to focus on First Nations economic empowerment through the National Agreement on Closing the Gap. The First Nations Economic Partnership with the Coalition of Peaks and other organisations also seeks to improve economic outcomes for Indigenous Australians including those operating small businesses.

SOUTH AUSTRALIAN GOVERNMENT: Women in Business Program

Kennedy Parker, an e-commerce business with a flagship store in Adelaide, has rapidly established itself as a leader in high-quality leather shoes, specialising in goodyear welted footwear. Founded by Jayne-Anne, the brand fills a market gap for durable and stylish shoes, appealing to the modern man seeking sophistication.

Facing the challenges of being a sole trader, Jayne-Anne recognised the importance of mentorship and support. Joining the Government of South Australia's Women in Business Program, delivered by Adelaide Business Hub, proved transformative for her business. 'The toughest part was doing everything alone,' she recalls. The program provided invaluable mentorship, allowing Jayne-Anne to gain insights that significantly enhanced her decision making.

Through workshops and guidance from experts, she learned the importance of



community in business. This collaborative approach led to more informed choices, enabling the business to remain strong and successfully navigate early challenges. The program boosted Jayne-Anne's confidence and equipped her with strategies to ensure sustainable growth, even during difficult periods.

Two years into operation, Kennedy Parker is thriving, thanks to the blend of high-quality craftsmanship and the strategic guidance received from the program. Jayne-Anne advocates for the Women in Business Program, stating, 'It's excellent value, no matter what stage your business is at.'

With the support of expert mentorship, Kennedy Parker is poised for continued success, offering customers beautifully crafted shoes that make a statement.

Small business workforce challenges

Small businesses face several workforce challenges such as recruiting and retaining appropriately skilled staff and meeting changing regulatory requirements.

These challenges require solutions across a range of government policies from macroeconomic management to domestic skills and training and targeted migration to tailored support.

We will continue to help small businesses respond to workforce issues, challenges and opportunities so they can access and develop the skilled workforce they need to operate and grow their businesses and remain competitive.

Levelling the playing field

Governments can help level the playing field for small businesses by ensuring they get a fair go and enabling healthy competition.

Access to procurement

Supporting small businesses to engage in government procurement processes is central to governments backing small businesses.

We will continue to look for ways to make it easier for small businesses to participate in government procurement. All jurisdictions agree that improvements to the policies and procedures connected to government procurement are necessary to maximise the opportunities for small businesses to compete.

Addressing the power imbalance between small and large businesses

Due to the inherent power imbalance between small and large businesses, governments have a role in facilitating fairness in the business operating environment.

We are committed to ensuring there are adequate policies in place to improve payment times for small businesses, help protect them from unfair contract terms and ensure they can access justice in timely and cost-effective ways.

Promoting healthy competition

Enhancing competition can help improve the operating environment for small businesses. Healthy competition can level the playing field, giving entrepreneurs better opportunities to start a business and enabling all businesses to get a fair go and to have an opportunity to succeed.

We will continue to explore ways to boost competition to ensure small businesses benefit from a more level playing field.

VICTORIAN GOVERNMENT: Supporting multicultural traders and precincts

Multicultural businesses are vital to Victoria's economy, enhancing global connections, creating local jobs, and enriching the state's cultural diversity and innovation capability.

One-third of all small business owners are migrants⁵¹ and a study from 2017 found that 83 per cent of migrant business owners did not own a business before coming to Australia.⁵²

Multicultural precincts are vibrant business and cultural hubs in activity centres, with significance to local cultural communities and the broader state.

Business trader groups are an important channel for connecting and building the capability of Victoria's multicultural businesses and for providing services important for small business success.

The Victorian Government is dedicated to fostering a diverse and vibrant business community and is delivering a range of initiatives to support multicultural traders and precincts including:

- support for peak multicultural trader associations to ensure their members have access to services they need
- enabling smaller trader groups to fund locally led projects that bolster the success of multicultural traders through



grants of up to \$20,000 under the Multicultural Business Chambers and Trader Groups program:

- eligible projects include in-language networking events, skill-building workshops, digital channel upgrades, marketing campaigns and business expos. By facilitating collaboration and knowledge-sharing, this program empowers multicultural businesses and stimulates local economies
- upgrading and revitalising business and cultural hubs in Victoria's multicultural precincts – including Box Hill, Chinatown in the CBD, Dandenong, Oakleigh, Elsternwick, Footscray, Richmond, and more
- helping train 500 staff to fill jobs and support small business owners in multicultural precincts, and
- enhancing collaboration in the planning, placemaking and activation of multicultural business precincts, to achieve better outcomes for traders, local communities and the State:
 - this includes development of Victoria's first ever good practice guide to enable meaningful engagement with traders and leveraging cultural diversity to promote, activate and enhance business outcomes.

AUSTRALIAN, STATE AND TERRITORY GOVERNMENTS: Revitalising National Competition Policy

Australia's treasurers have agreed to revitalise National Competition Policy, committing to updated National Competition Principles and an ambitious 10-year pro-competitive reform agenda through the Council on Federal Financial Relations.

The first tranche of reforms focuses on easing cost of living pressures and regulatory burdens, to benefit Australian consumers, workers and businesses. This includes:

- levelling the regulatory playing field for modern methods of construction to reduce the build-time and costs of new housing
- fast-tracking the adoption of international product safety standards, giving consumers and businesses better access to a wider range of safe, high-quality and affordable products
- working on the development of 'rights to repair' for a broader range of consumer products to drive down repair costs, increase business opportunities and

reduce wastage by removing barriers to competition for repairs, especially in agriculture and farming, and

- developing a framework for national worker screening in the care economy to make it easier for cleared workers and volunteers to go to where they are most needed.

There will be other reforms added in late 2025, mid-2027 and mid-2030. Development of reforms will occur under 5 themes:

- promoting a more dynamic business environment
- harnessing the benefits of competition in the net zero transformation
- lowering barriers to labour mobility
- better harnessing choice, competition and contestability in human services, and
- leveraging the economic opportunities of data and digital technology.

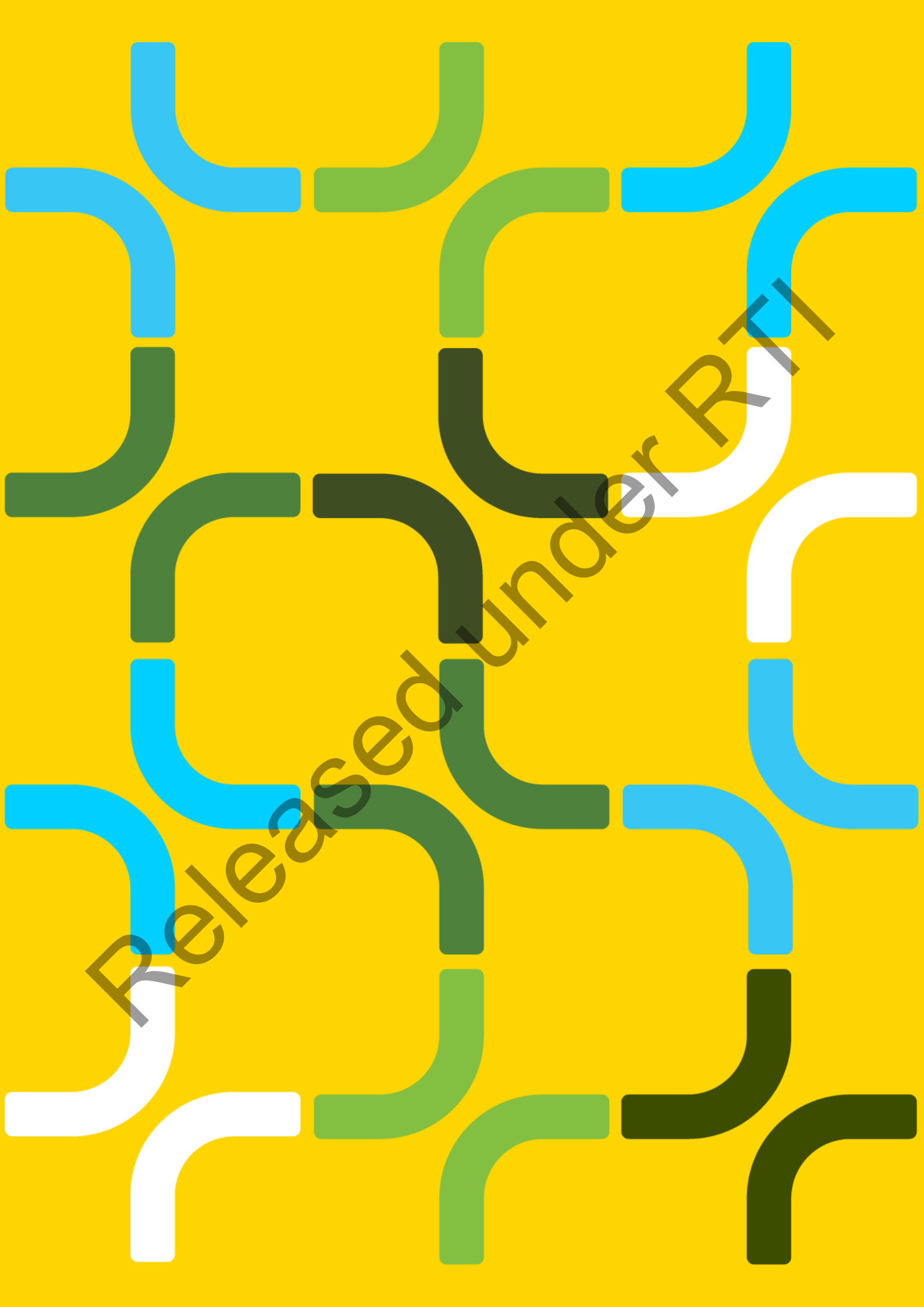


Outcomes from these reforms could include:

- creating a seamless national economy by aligning state regulations and requirements to facilitate nationwide business operations
- ensuring quality goods and services are accessible across Australia, including in regional and rural areas
- addressing recognised competition issues in emerging sectors that could prevent businesses from innovating and adopting new technologies and data
- creating a level playing field for small and bigger businesses, making sure regulation does not inadvertently create obstacles for businesses trying to enter into, or expand in, markets where big players may dominate, and
- ensuring businesses do not face unnecessary compliance costs, especially for small businesses that have fewer resources to deal with complex regulation.

National Competition Policy will deliver significant benefits. The Productivity Commission has estimated that the benefits could include increasing GDP by up to \$45 billion, some \$5,000 per household per year, and reducing consumer prices.

Revitalised National Competition Policy builds on the success of the original National Competition Policy in 1995, which led to a decade of reform that boosted and strengthened Australia's economy and benefited businesses and consumers. Previous reforms increased GDP permanently by around 2.5 per cent, around \$5,000 per household in today's dollars each year.



Looking forward



Looking forward

This National Small Business Strategy sets out a coordinated, collaborative, and cohesive national approach to supporting Australia's small businesses. We agree to adopt this framework to keep working towards our collective vision for small businesses by:

- Continuing the biannual Small Business Ministers' Meetings and supporting officials' forums as a national community of practice, to drive shared priorities and to share best practice
- Adopting and embedding the key principles to guide how we work together on our focus areas for small businesses and achieve the objectives set out in this National Small Business Strategy
- Working together to better understand the network of support in the small business ecosystem, our linkages, gaps and any unnecessary duplication, and
- Regularly examining our focus areas to ensure they are contemporary and find opportunities for alignment and collaboration on new initiatives.

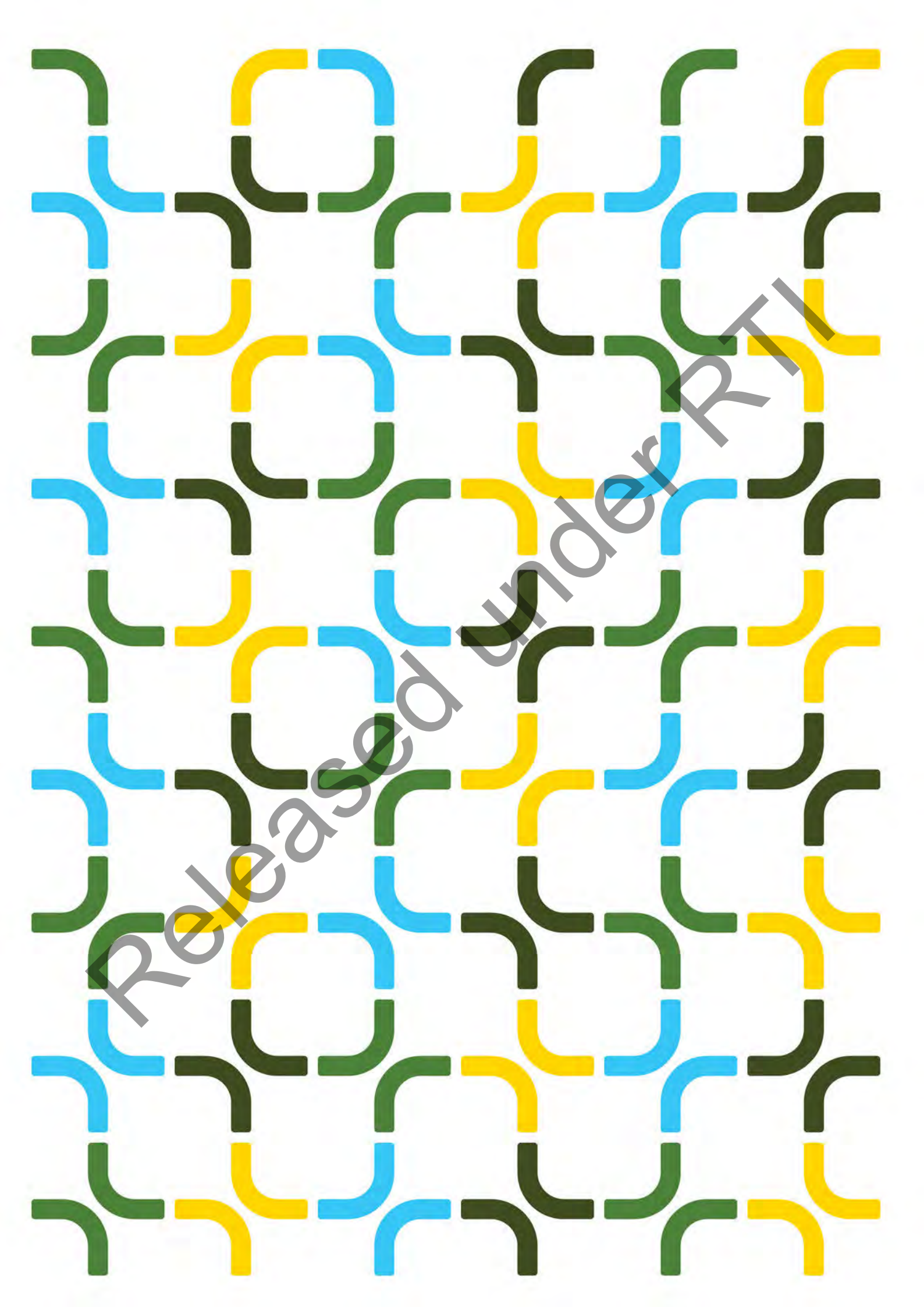
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Emergency Preparation Toolkit

Plan for your business to
survive, recover, thrive.

Business Tasmania

▶ all your business needs in one place

How to prepare your business to survive an emergency event.

Create an emergency preparedness plan.

- ☐ Review your insurance policy to ensure your business is adequately covered against your most prominent risks. Make sure to read the Product Disclosure Statement.
- ☐ Create your emergency evacuation plan. Share your plan with your staff, and undertake regular training drills.
- ☐ Keep an up to date asset register, stock inventory, database of staff, emergency and stakeholder contact details. Consider a secure cloud-based digital storage option.
- ☐ Store your business registration, financial information, customer data and other important business documents in a safe location. Consider a secure cloud-based digital storage option.
- ☐ Identify the main risks to your business and ensure your infrastructure is appropriately protected. Risks may include remoteness, floodplains, bushfire prone area and an over-reliance on one supplier.
- ☐ In preparing for a bushfire, make sure you are familiar with your community bushfire protection plan.
- ☐ Review your supply chain, including your business' interdependencies and be aware of those which could be vulnerable to disruption during an emergency and recovery period.
- ☐ Identify temporary premises to relocate to if your current location is compromised.
- ☐ If appropriate, research and identify alternative ways of selling your products for use during a recovery period (e.g. website, consignment arrangements, business partnerships).
- ☐ Research virtual office services that could be useful in an emergency such as a telephone answering service, mail forwarding, or a virtual assistant.
- ☐ Decide how and when you will communicate with stakeholders following an emergency, using existing and alternative channels.
- ☐ Consider the financial impacts as a result of reduced consumer spending and investment confidence during a crisis.
- ☐ Ensure extra funds are available to compensate for a decline in profits and to maintain business liquidity over the duration of a downturn.
- ☐ Organise a backup for essential services (local telecommunications, electricity, gas, water and fuel).

Nobody thinks it will happen to them but preparing your business to survive an emergency event is vital for every business owner.

These checklists are designed to help your business to come through an emergency event, recover faster and even continue trading while you rebuild. If you would like more information, contact Business Tasmania on 1800 440 026.

What to do during the emergency event.

- ☐ Implement your emergency preparedness plan.
- ☐ Be guided by emergency services personnel. Listen to the radio for updates, follow @TasAlert for updates or visit www.alert.tas.gov.au
- ☐ Refer to your community bushfire protection plan, available at www.fire.tas.gov.au
- ☐ Remind your employees of all emergency warning systems in your local area.
- ☐ Your first priority is the safety of yourself and your employees. Once you are secure, look at protecting your premises and assets ONLY IF it is safe to do so.
- ☐ Depending on the emergency event, you may have time to switch off electricity, gas and water, board up windows, or sandbag entryways.
- ☐ Secure your pets and livestock.
- ☐ Establish communications and inform someone of your whereabouts. Contact those people on your emergency contact list.

Key emergency contacts

Phone triple zero (000) for Police, Fire or Ambulance in a life threatening emergency. For the State Emergency Service phone 132 500. Visit TasAlert www.alert.tas.gov.au for emergency warnings and emergency management information.

How to recover from the emergency event.

- ☐ Contact your insurer and work with them.

- ☐ If it safe to do so, reconnect or connect your backup battery, generator and pumps to restore essential services such as local telecommunications, internet access, electricity, gas, water and fuel.

- ☐ Meet and debrief with staff within 24-48 hours. Communicate the basics to them as soon as practical to allay concerns.

- ☐ Engage with support services for you and your staff as required, such as Beyond Blue 1300 22 4636, Rural Financial Counselling Service 1800 686 175.

- ☐ Relocate your business to a temporary location if possible and/or arrange a virtual office service (such as a telephone answering service, mail forwarding, or a remote secretarial service).

- ☐ Set up alternative ways of selling your products for example a website, consignment, through business partnerships.

- ☐ Alert customers/suppliers and relevant stakeholders. Estimate timeframes of returning to business to give clear expectations; alert creditors and debtors and negotiate terms.

- ☐ Keep communication open with customers, and other stakeholders through established methods (i.e. how you usually connect with them) where possible or establish alternate method.

- ☐ Contact Business Tasmania to see what government assistance you may be eligible for.

- ☐ If your business is able to assist your local community following an emergency, consider helping your local business community, local schools, charities and community centres.

- ☐ Assess your market. What has changed? What will be affected by this change? Is there something within your control that can positively affect this change?

- ☐ Record what you have learned from this experience, and make changes to your plan for the future. Encourage others to do the same, develop collaborative and mutually beneficial options.

What is a Grab and Go bag?

Preparation is key. Below is a list of suggested items to keep in a secure location which will help you during, and after an emergency.

Grab and Go Bag contents

- ☐ Emergency procedures and plan
- ☐ Building site plan
- ☐ Contact lists (employees, clients, suppliers and emergency contacts)
- ☐ Latest stock and equipment inventory
- ☐ Insurance policies and contact details
- ☐ Finance and banking records
- ☐ Business documentation – registration certificates, ATO details, payroll records, licences, registrations, accreditations, contracts and agreements
- ☐ Backup data on USB or external drive
- ☐ Spare keys or codes
- ☐ Logins and passwords
- ☐ Mobile phone, phone charger/s or fully charged power banks
- ☐ First Aid kit
- ☐ Medications/prescriptions
- ☐ Personal protective equipment
- ☐ Personal identification (passport, birth certificate or drivers license)
- ☐ Wallet
- ☐ Water
- ☐ Torch and batteries

The five essentials

1. Review your insurance policy to ensure your business is adequately covered.
2. Store your data securely and back it up electronically.
3. Prepare a Grab and Go Bag with your emergency essentials.
4. Consider alternative trading methods and business dependencies.
5. Keep communication open and seek support.

Take action now and prepare your business to withstand an unplanned emergency.

Contact

Ph: 1800 440 026

www.business.tas.gov.au

Email: ask@business.tas.gov.au

Social media

 @BusinessTasmania

 @BusinessTas

 youtube/BusinessTas

Business Tasmania

 all your business needs in one place

Incoming Government Package

The Hon Felix Ellis MP

SKILLS AND JOBS

Department of State Growth

August 2025

Released under RTI

Contents

The following package has been prepared as an Incoming Government Brief for your information.

In addition to this initial package the department, through the Secretary, will provide regular briefings, ongoing information, and advice to support decision making and the implementation of your Ministerial responsibilities.

This package includes:

Agency Overview

Information on the department and its roles and responsibilities.

Portfolio Overview

For each of your portfolios, an overview is provided, which includes key context and organisational support, information on relevant Boards and Committees, legislative responsibilities, and a list of Question Time Briefs (QTBs) that will be regularly updated and provided to your office.

Key Issues

An initial overview of critical issues for the portfolio.

Agency Overview

The department's role is to support diverse and sustainable economic growth and facilitate the creation of job opportunities for the benefit of our community.

The Secretary, Craig Limkin, is supported by the following senior executives: Angela Conway, Vanessa Pinto, Jenna Cairney, Cynthia Heydon Brett Stewart and Denise McIntyre.

State Growth's Corporate Plan 2023-26 (the Corporate Plan)

The Corporate Plan identifies five key objectives. These are to:

- work with Tasmanian businesses, industries and communities to support sustainable growth and strategic workforce opportunities
- contribute to Tasmania's brand as the best place in the country to live, work, visit, study, invest and raise a family
- strategically develop our infrastructure, digital networks, transport and renewable

energy systems to support industry, businesses and our community

- enhance resilience and rapid recovery from economic, environmental and social shocks and stresses across industry, businesses and our community
- continue to build our organisational capacity by working collaboratively and developing our people, safety, culture and systems, including our use of technology.

A key focus of the Corporate Plan is to drive a collaborative, coordinated and client-centric approach across the agency's broad range of services, programs, and portfolio areas, supported by an agile and flexible workforce.

The department had commenced work on a new Corporate Plan however this was paused early in 2025.

The department is a values-based organisation and seeks to undertake its roles and responsibilities with the **courage** to make a difference through **teamwork, respect, excellence, and integrity**.

Organisational Structure

The department has five business areas:

- **Economic Development** (Acting Deputy Secretary – Jenna Cairney) – Provides advice and assistance to businesses to aid economic growth and partners with communities to remove barriers to employment, training, and workforce participation.
- **Strategy, Housing, Infrastructure and Planning** (Acting Deputy Secretary – Denise McIntyre) – Provides an integrated and strategic approach to planning, infrastructure and projects throughout the regions. Brings together the economic levers that will shape our state's future.
- **Creative Industries, Sport and Visitor Economy** (Deputy Secretary – Brett Stewart) – The principal advisory, development and funding body in Tasmania for the cultural and creative industries, sport and the visitor economy by supporting sector development, delivery of services, stimulation of demand and provision of funding.
- **Transport** (Deputy Secretary – Cynthia Heydon) – Delivers a strategic, coordinated and state-wide approach to the policy, planning and delivery of the state's transport system and transport infrastructure.
- **Renewables, Climate and Future Industries Tasmania (ReCFIT) and Resources** (Acting Chief Executive Officer – Vanessa Pinto) – Provides strategic advice on energy, climate change, mining and forest policy through key strategies, plans and projects, and supports new and emerging industries, with an emphasis on growing Tasmania's renewable energy and resource industries.
- **Business Services** (Deputy Secretary – Angela Conway) – Leads the development of organisational culture, business improvement and emergency management in the department through delivery of quality financial, communication, human, information, spatial, asset management and portfolio services.

A number of Deputy Secretary positions were in active recruitment and have been paused due to the 2025 election. It is the intention of the Secretary is to finalise recruitment as quickly as possible to ensure stability for the organisation.

The department also supports and works closely with the following area.

- **The Office of the Coordinator-General** (Coordinator-General – John Perry) – The principal entity in Tasmania to attract and support investment in the state, facilitate major projects and reduce red tape.

Working with Ministerial Offices

The department has a protocol in place for engagement with ministerial and political offices. In general, all contact between Ministerial Offices and the department is facilitated via the Office of the Secretary (OTS), relevant Deputy Secretaries or the Communications team.

There will be some instances where a Ministerial Office will work with a Deputy Secretary to agree an officer contact for quick clarification or factual information that can be given over the phone or via email.

This ensures that the department provides accurate advice, in a consistent format, and that any issues which cross portfolios or other business areas are taken into account.

Workforce Profile

As at 30 June 2025, the department had an employee headcount of 1,118 employees (964.59 paid Full Time Equivalents (FTE)). A summary of this information by business area is provided in the below table.

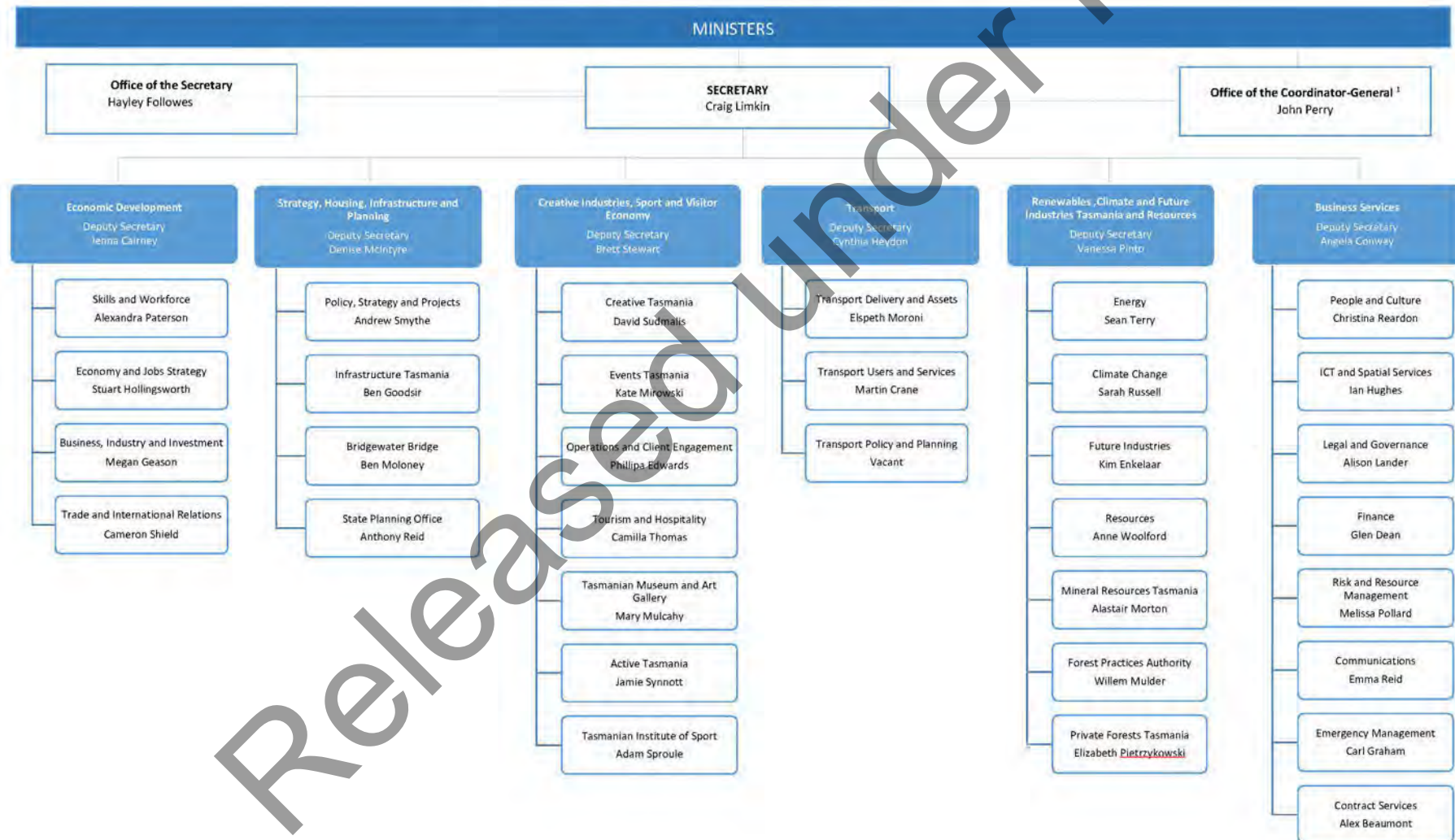
As at 30 June 2025, the workforce demographic for the department remains relatively constant, with an average age of 46.90 years and an average length of employment in the Tasmanian State Service of 7.93 years.

The department's gender profile is 56.03 per cent female, 43.62 per cent male and 0.27 per cent not specified. The gender profile for the department's senior roles - Senior Executives, Equivalent Specialists and General Stream Band 9's is 44 per cent female and 56 per cent male.

	Headcount	Paid FTE
Business Services Numbers include 45 staff who have relinquished roles and are held against Business Services so could return to Agency.	158	140.05
Office of the Coordinator General	16	14.60
Creative Industries, Sport and Visitor Economy	3	1.9
• Active Tasmania	19	18.71
• Arts Tasmania	10	8.20
• Events Tasmania	8	7.80
• Operations & Client Engagement	5	3.80
• Screen Tasmania	6	5.02
• Tasmanian Institute of Sport	25	22.14
• Tasmanian Museum and Art Gallery (TMAG)	85	73.67
	4	3

• Tourism and Hospitality		
Economic Development	4	3.9
• Business, Industry and Investment	50	46.25
• Jobs Tasmania	12	11.4
• Skills and Workforce	74	67.2
• Trade	21	17.94
Office of the Secretary	5	3.8
• Secretariat	9	9.29
ReCFIT and Resources	6	5
• Climate Change	15	12.27
• Energy	40	38.74
• Mineral Resources Tasmania	46	44.49
• Mining Policy	1	0.8
• Forest Policy	8	7.7
• Forest Practices Authority	18	16.12
• Private Forests Tasmania	10	8.31
Strategy, Housing, Infrastructure and Planning	2	2
• Infrastructure Tasmania	29	26.23
• New Bridgewater Bridge	7	6.89
• Policy, Strategy and Projects	25	23.47
• State Planning Office	13	9.78
Transport	5	4
• Road User Services	220	146.55
• State Roads	156	147.53
• Transport Systems and Policy	7	6.04
TOTALS	1122	964.59

Department of State Growth Organisational Structure as at 30 June 2025



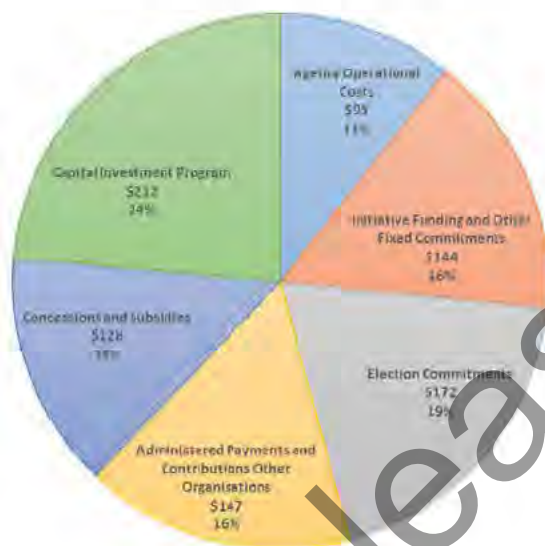
¹ The Coordinator-General reports directly to the relevant Minister

DEPARTMENT OVERVIEW

Budget Information

The department's total Appropriation (Final) in 2024-25 was \$897.9 million, as shown in the table below.

DEPARTMENT OF STATE GROWTH
2024-25 BUDGET SPLIT (\$ M)



2024-25 Budget

Forward Estimate Appropriation allocations included in the 2024-25 Budget Papers for the department are as follows:

2025-26 - \$849.3 million

2026-27 - \$714.7 million

2027-28 - \$634.1 million

These figures include the Capital Investment Program.

2025-26 Budget

A total of \$663.2 million has been allocated to the department through the *Supply Act (No. 1) 2025* which allows for the interim provision of appropriation from the Public Account to enable the provision of Government Services until the 2025-26 Budget Appropriation Acts are in place. The amount of appropriation provided reflects funding to continue the normal services of Government for a period of up to six months from 1 July 2025 to 31 December 2025.

In addition to the amount allocated through the *Supply Act (No. 1) 2025*, the department has approved Budget Rollovers of \$48.1 million (as per Section 23 of *Financial Management Act 2016*).

PORTFOLIO OVERVIEW

The Skills and Jobs portfolio is supported within the department by the Economic Development Group, through Skills and Workforce, including Skills Tasmania, Global Education and Migration and Jobs Tasmania.

Skills and Workforce

- Through the *Training and Workforce Development Act 2013* (the Act), Skills Tasmania funds and manages the Tasmanian training and workforce development system to support a skilled and productive workforce and contribute to economic and social development in Tasmania.
- Key functions delivered by Skills Tasmania include:
 - advising the Minister for Skills and Jobs on Vocational Education and Training (VET), TasTAFE and broader workforce policy issues
 - ensuring government training subsidies and activities are directed to high quality training that is relevant to key industries, and delivers positive employment outcomes
 - managing the regulation of apprenticeships and traineeships in Tasmania.
- Skills Tasmania also supports Tasmania's participation in national VET and broader tertiary sector reforms, including implementation of the National Skills Agreement and the Skills and Workforce Ministerial Council.
- The Minister for Skills and Jobs sets the priorities for the training and workforce development system. The *Tasmanian Skills Plan 2024-2028* (the Plan) (released in November 2024) establishes the Minister's priorities for the system, as required under the Act.
- The Plan is the result of collaboration with a broad range of stakeholders including industry, business, learners and training providers. It implements the National Skills Agreement, sets out the strategic direction for Tasmania's training and workforce development system and informs Tasmanian Government funding priorities. The Plan is framed around three key themes: Skills for Jobs, Supporting learners to succeed, and Building a stronger, more

connected system.

Funding

- Skills Tasmania had an expense budget of approximately \$208.66 million for 2024-25, which includes funding for a range of specific budget initiatives. For 2025-26, the TasTAFE Deed commits \$105.843 million to TasTAFE.
- The remaining share is allocated to budget initiatives and to subsidise VET delivered by endorsed private (non-TAFE) Registered Training Organisations (RTOs) that deliver in key segments of the economy.
- All Skills Tasmania output activity, including private RTO training subsidies are underpinned by funding from the Australian Government. The National Skills Agreement was signed by the Tasmanian Government in December 2023. It enables access to almost \$285 million in Australian Government funding for Tasmania over five years (subject to maintaining current levels of skills investment) and replaces the previous Specific Purpose Payments in the skills portfolio.

Key activity

- Skills Tasmania funds the delivery of nationally recognised training and other supports to address workforce development and training priorities in Tasmania. Current programs include the Industry Partnerships Program, Building a Skilled Workforce – Jobseeker Fund, Building a Skilled Workforce – Existing Worker Fund, Apprentice and Trainee Training Fund, Train Now Fund and Workforce Participation and Training Program.
- Fee-Free TAFE is being supported through the Fee-Free TAFE Skills Agreement.
- Partnerships with Tasmanian industry and key stakeholders have been established and are expressed through Industry Skills Compacts, securing a shared commitment to workforce development, support for training, creating quality workplaces and career pathways.
-

PORTFOLIO OVERVIEW

Skills Tasmania is also administering major workforce development and training commitments including the \$10 million High Vis Army package.

- The department is responsible for policy and governance advice related to TasTAFE and administers the *TasTAFE (Skills and Training Business) Act 2021* under the Administrative Arrangements Order.
- Skills Tasmania purchases training services through TasTAFE, as the public provider, under an annual Deed of Purchasing Agreement. Work is underway to better align these purchasing arrangements with the needs of the Tasmanian community and economy.
- The National Skills Agreement imposes a series of obligations for Tasmania and provides opportunities for some increased focus in areas including foundation skills, closing the gap, TAFE centres of excellence and improving training completion rates. Development of implementation plans are well underway, ahead of Ministerial consideration by September 2025.

Global Education and Migration

- Global Education and Migration has responsibility for providing policy advice to government and program delivery for international education (as 'Study Tasmania') and skilled migration (as 'Migration Tasmania'), contributing to a range of strategic objectives related to economic development, trade and workforce.
- Global Education and Migration operates through a combination of appropriated budget (\$1.15 million 2024-25) and variable fee revenue for applications under Tasmania's Skilled Migration State Nomination Program (\$1.16 million 2024-25).
- The Australian Government has overarching responsibility for policy and legislative frameworks governing these portfolios. However, all states and territories actively engage in various intergovernmental arrangements and deliver programs and initiatives to enhance potential benefits, noting strong competition for international students and skilled migrants.
- International education and skilled migration provide significant economic benefits for Tasmania, help to address issues such as population ageing and decline and complement domestic efforts to address workforce shortages.

- Each financial year the Australian Government, through the Department of Home Affairs provides, an allocation of nomination places to all states and territories to allow jurisdictions to nominate current and prospective migrants for dedicated skilled work visas. States and territories set specific priorities for nomination within the bounds of the visa program requirements.
- Tasmania's Skilled Migration State Nomination Program is delivered on a competitive basis, prioritising people working in skilled roles in Tasmania in their area of skills assessment or Tasmanian study, or people based overseas who have qualifications and experience well suited to areas of workforce need. Demand consistently exceeds the availability of places, with 2,860 nomination places made available and utilised in 2024-25.
- The program is important to Tasmania because the state does not receive the same level of benefit from the broader migration program and natural migration flows as larger states and territories and metropolitan areas.
- Work is also underway to pursue a Dedicated Area Migration Agreement (DAMA) for Tasmania with the Australian Government, which would provide access to a broader range of potential employees through adjustments to standard employer sponsored visas.
- An annual program of targeted actions and initiatives is developed and delivered to support and increase the benefits of international education for Tasmania. This includes destination promotion, student experience and supporting students and graduates to prepare for and access work opportunities.

Priority issues

Aligning training subsidies and activities to jobs

- Many of Tasmania's key sectors are experiencing prolonged skills shortages. Whilst Skills funding is not the only determinant of skilled labour supply, it is important that government VET funding, including training and support delivered through TasTAFE, is targeted to training aligned with workforce needs and that will get Tasmanians into jobs.
-

PORTFOLIO OVERVIEW

Private RTOs play an important role in servicing key areas where TasTAFE is not well placed to deliver or cannot deliver sufficient capacity, including the care sector and seafood and maritime sectors.

- Private RTOs are seeking greater certainty and sustainability in funding to support more sustainable business models and ability to grow capability. Skills Tasmania has progressed work to review its funding model for private RTOs including consultation with the sector regarding priorities and will be well placed to advise on and implement improvements in the coming months.
- Partnerships with Tasmanian industry and key stakeholders (Industry Skills Compacts) have been established, securing a shared commitment to workforce development, support for training, creating quality workplaces and career pathways.
- These partnerships are intended to help drive greater alignment of training subsidies and activities to jobs including in the details of how VET qualifications are contextualised and delivered in Tasmania.

Delivery against the National Skills Agreement

- The National Skills Agreement enables access to almost \$285 million in Australian Government funding for Tasmania. This includes access to funding of \$242.09 million over five years to maintain and uplift Tasmanian VET activity and \$41.8 million to deliver on specific policy initiatives that will support skills and training for jobs in Tasmania.
- Tasmania has accessed specific policy initiative (SPI) funding as part of the Clean Energy Centre of Excellence in the north-west. Unlocking further SPI funding, for Closing the Gap, Improved Completions and participating in the National TAFE Network, will require the Tasmanian Government to match Australian Government funding.
- Officials are working through implementation plans to deliver on these areas of policy priority under the National Skills Agreement in a way that best suits local needs and relies on reprioritisation of committed funds rather than new investment.

Working with TasTAFE

- TasTAFE commenced as a not-for-profit government business under the *TasTAFE (Skills and Training Business) Act 2021* (the TasTAFE Act) on 1 July 2022, with employment arrangements transferring to the national Fair Work System. The *TasTAFE General Employees Enterprise Agreement 2023* was approved on 4 March 2023 and an Application for Approval of the *TasTAFE Teaching Employees Enterprise Agreement 2023* is currently registered for approval.
- TasTAFE remains substantially funded by the Tasmanian Government through a Deed of Purchasing Arrangement with Skills Tasmania. For 2024-25, Deed funding was \$88.73 million. For 2025-26, the TasTAFE Deed commits \$105.843 million to TasTAFE.
- TasTAFE currently delivers over 50 per cent of funded training activity with expectations for activity to lift more in line with the proportion of funding received.
- Outside the Deed, additional funding for specific initiatives to be delivered by TasTAFE is administered under separate agreements. Currently, this includes \$118.6 million for TasTAFE Budget Initiatives since 2021 (funded from the 2021-22 Budget onwards including additional teaching staff, better facilities and improved regional training options).
- TasTAFE receives Commonwealth funding under the Fee Free TAFE Skills Agreement for the delivery of Fee-Free TAFE (including the Fee Free Construction stream).
- On 16 November 2023, the Legislative Council Sessional Committee Government Administration (A) resolved to commence a short inquiry process into TasTAFE to examine the financial and operational performance of TasTAFE and the transition of TasTAFE under the TasTAFE Act. The government responded to the Report on 8 November 2024 indicating a commitment to continuous improvement.
- The TasTAFE Act provides for three reviews of the Act at six-months, 30-months and six-years from its commencement on 1 July 2022 (section 47).

PORTFOLIO OVERVIEW

- The first six-month review into the implementation of the Act and its impact on the operation of TasTAFE was undertaken by Skills Tasmania in consultation with the TasTAFE Board and senior executive in early 2023. The written report was tabled in Parliament on 30 March 2023.
- The second independent review (concluded June 2025) covered the operation of the Act and the scope and potential scope of the Act since its commencement; and the operation of TasTAFE and its organisational and administrative structure under the Act. It is expected to be tabled in both Houses of Parliament at the next appropriate sitting. A dedicated briefing will be prepared.
- The TasTAFE Act requires the TasTAFE Board to prepare a Corporate Plan for the Minister's approval. The Board has not had a Corporate Plan approved since it was reestablished under the Act. This work is underway, and finalisation of a Corporate Plan ought to be a priority action for the Board in consultation with the department.

Critical ICT systems to service delivery

- Skills Tasmania utilises two ICT systems to underpin core business functions, specifically for the administration of training contracts and payments to RTOs. These systems support delivery of around \$50 million in grants to RTOs to assist nearly 30,000 learners and support around 11,000 training contracts with approximately 4,000 employers annually. These are critical services to the Tasmanian economy and labour market. Skills Tasmania also uses these systems to meet national reporting requirements and provide analysis of VET sector performance to inform policy at state and national level.
- These ICT systems are now reaching end-of-life ('technical obsolescence') and no longer provide contemporary platforms for client-focussed service delivery.
- The Core Systems Replacement Project has been in a procurement phase since November 2024 and is currently negotiating a contract with a preferred vendor for a new ICT system.
- The Project is fully funded utilising the uplift in Australian Government funding provided to Tasmania under the National Skills Agreement.

Australian Government migration reform

- The Australian Government's Migration Strategy was released in December 2023. Tasmania has actively engaged in various reform activities announced under the Strategy, including the future development of multi-year migration plans, state and territory migration plans, quality and integrity measures for international education and a review of regional migration settings.
- The Australian Government has committed to a greater role for states and territories in contributing to Australia's migration settings. These arrangements include Ministerial roundtables, with the next session to be held August 2025.
- There are a range of issues impacting Tasmania's ability to compete for international students, skilled migrants and a range of other visa holders with work rights. Existing regional migration settings are broad, and do not offer compelling advantages or concessions for Tasmania.
- The definition of 'regional' for purposes of skilled visas and post study work rights includes all areas outside of Melbourne, Sydney and Brisbane.
- Tasmanian tourism and hospitality businesses have also raised concerns about restrictions on work locations that qualify Working Holiday visa holders for second and third visas. The current postcode-based system has resulted in employers operating within kilometres of each other, both experiencing the same workforce pressures, being classified differently.

Skilled Migration Programs for Tasmania

- States and territories are currently awaiting communication and advice from the Australian Government on Australia's permanent migration program and State Nomination Program places for 2025-26.
- Tasmania has advised the Australian Government of an intention to pursue a Designated Area Migration Agreement (DAMA). This is a formal agreement between the Australian Government and a state or territory government or regional authority, which provides employers with access to a broader pool of prospective migrants from overseas and onshore to respond to unique economic and labour market conditions.

PORTFOLIO OVERVIEW

- The department is leading this work, with consultation results and a draft business case to be provided to the Minister in August 2025. Should negotiations and subsequent signing of the agreement be completed before the end of the year, it is expected that a program could be implemented by early 2026.

International student numbers

- Tasmania has experienced decline in international student numbers since the pandemic, in contrast to other states and territories and national trends.
- There were 10,216 international student enrolments for Tasmania during the 2024 calendar year, compared to 16,050 in 2020, the highest year on record (note this is total enrolments across courses, which differs from head count).
- Contributing factors have included increased national and global competition, changes in source markets and changes in visa assessment protocols.
- In addition to service export impacts and challenges for international education providers, with the University of Tasmania in particular communicating concerns regarding decline in new commencements, there are also implications for population, skilled migration and workforce.

Jobs Tasmania (part of the Economy and Jobs Strategy Team)

With a projected labour supply shortfall of 31 000 workers by 2027 there is increasing need to lift participation and productivity to support economic growth and the delivery of essential services and infrastructure.

Jobs Tasmania role in navigating this challenge is through:

- Implementation of the Youth Jobs Strategy.
- Working across relevant government portfolios, industry and community sectors to target place-based interventions that address barriers to education, training and employment.
- Alongside the Economic Strategy team, supporting regional economic development policy and project delivery through the lens of participation and productivity.

- The delivery of services to business and jobs seekers, including:
 - The Regional Jobs Hub Network
 - Programs targeting under participating population groups
 - Youth employment programs (including social enterprises)
 - Support for business closures and redundant workers
 - Support for small businesses on employment practice.

Funding

- The estimated budget for Jobs Tasmania is close to \$26.8 million over the forward estimates, noting that cashflow changes remain unapproved and subject to cabinet approval.
- Jobs Tasmania's funding is project and program based.

	2025-26 (\$m)	2026-27 (\$m)	2027-28
Jobs Tasmania	\$18.1m	\$7.1m	\$1.6m

Regional Jobs Hub Network

- The Regional Jobs Hub model is a community-led and place-based network providing support to job seekers and employers to deliver real local training and employment outcomes.
- Jobs Hubs are designed to be flexible and responsive to local needs.
- The seven Jobs Hubs are governed by local advisory boards with local industry, community and service provider representatives who oversight each Hub's activity.
- Jobs Hubs are all funded until September 2027 but several of the Hubs are operating at capacity.

Programs targeting under participating population groups

- Jobs Tasmania administers programs including:

PORTFOLIO OVERVIEW

- Partnerships with Dress for Success (supporting women into the workforce).
- Funding of the Career Connector Service that provides career coaching and job matching for migrants, parents returning to work and older people.
- Some of the funding allocation for these programs ends soon.

Support for business closures and redundant workers

- Jobs Tasmania supports redundant workers through the Jobs Hubs, Career Connector Service and the Rapid Response Skills Initiative – these programs have been integral in supporting the recently made redundant workers at Avebury Mine, and Betta Milk for example.
- The Rapid Response Skills Initiative (RRSI) supports people who have been made redundant in the last 12 months due to retrenchment or business closure with re-skilling to help them secure new employment.
- Eligible job seekers can access up to \$3,000 towards the cost of training or licences to help them re-enter the workforce.

Support for small businesses on employment practice

- The Employer of Choice (EoC) program, operating since 2006 is an alumnus of over 140 businesses who have been through a peer accreditation process (run annually) and recognised as being exemplar employers.
- Feedback from EoC outlines that it gives them a market advantage in recruiting.

Question Time Briefs

The current index of Question Time Briefs for 2025 is provided below.

These briefs are currently being updated by the department and will be forwarded to your office before Parliament commences:

- Apprentices and Trainees
- Apprentice Numbers, NCVER Statistics
- Building and Construction Workforce – High-Vis Army
- Election and Budget Commitments
- Live issues in VET High-level snapshot of live issues or events
- National VET Funding
- Training activity (including TasTAFE Deed)
- Working with Tasmanian Industries – fact sheets
- Skilled migration
- International students
- Jobs Tasmania Programs
- Youth Jobs Strategy including TCCI participation taskforce
- Regional Jobs Hub Network
- Economic Participation and Productivity

Note: there is a separate QTB list that is prepared and led by TasTAFE.

Key Stakeholders

Across the Skills and Jobs portfolio, we work with the following stakeholders:

Training and employment

- TasTAFE
- Endorsed Private Registered Training Organisations
- Apprenticeship providers
- Regional Jobs Hubs
- Group Training Organisations

PORTFOLIO OVERVIEW

- DECYP – VET in Schools
- UTAS and other universities with an interest in Tasmania
 - Keystone
 - Peaks and employers (separate list)

National

- Australian Government – Department of Employment and Workplace Relations
- Skills and Workforce Ministerial Council
- Senior Skills Officials Network
- States and Territories
- National VET regulator – ASQA
- NCVER – National Centre for Vocational Education Research
- Jobs and Skills Councils
- Jobs and Skills Australia

Skilled Migration

- Australian Government - Department of Home Affairs (migration policy, legislation, regulation and visas)
- Migration Institute of Australia (MIA) and migration agents and lawyers
- International education providers (UTAS, TasTAFE, private RTOs)
- Prospective applicants and nominees for skilled migration
- Employers and industry peak bodies

Global Education

- Australian Government – Austrade (marketing and promotion), Department of Education (policy and legislation), Department of Home Affairs (student visas)
- States and Territories and Austrade – Study Australia Partnership (SAP)
- Tasmanian international education providers including University of Tasmania (UTAS), TasTAFE, Tasmanian Government Education International (government schools), Department for Education, Children and Young People, Independent Schools and private Registered Training Organisations (private VET).

Peaks and employers

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- ACEN Renewables
- Aged and Community Services Australia
- Agricultural Contractors of Tasmania Inc.
- Arbre Forest Industries
- AUSactive
- Australian Computer Society
- Bell Bay Advanced Manufacturing Zone
- Carers Tas
- Civil Contractors Federation
- COTA Tas
- Dairy Tasmania
- Early Childhood Australia
- Engineers Australia
- Fruit Growers Tasmania
- Fulton Hogan
- Hazell Bros
- Housing Industry Association
- Hydro Tasmania
- Master Builders Tasmania
- Master Plumbers Association Tasmania
- Mental Health Council of Tasmania
- Multicultural Council of Tasmania
- National Disability Services
- National Electrical and Communications Association
- Neighbourhood Houses Tasmania
- Primary Employers Tasmania
- Rural Business Tasmania
- Salmon Tasmania
 - Shelter Tas
- TasCOSS
- Tasmania Institute of Agriculture
- Tasmanian Agriculture Productivity Group
- Tasmanian Automotive Chamber of Commerce
-

PORTFOLIO OVERVIEW

Tasmanian Chamber of Commerce and Industry

- Tasmanian Council of Social Service
- Tasmanian Farmers and Graziers Association
- Tasmanian Forest Products Association
- Tasmanian Forest Products Association
- Tasmanian Forests and Forest Products Network
- Tasmanian Hospitality Association
- Tasmanian Maritime Network
- Tasmanian Minerals, Manufacturing and Energy Council
- Tasmanian Seafood Industry Council

- Tasmanian Transport Association
- Tasmanian Transport Association
- Tasmanian Whisky and Spirits Association
- TasNetworks
- Tourism Industry Council Tasmania
- Volunteering Tasmania
- Wine Tasmania
- Youth Network of Tasmania

Released under RTI

PORTFOLIO OVERVIEW

Legislation Administered by the department

The following list identifies relevant legislation under the portfolios for which the department has responsibility.

Minister for Skills and Jobs

- *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*

Portfolio Boards and Committees

Minister for Skills and Jobs

The following provides a brief description and current membership of the boards in this portfolio.

TasTAFE Board, an independent statutory board

The TasTAFE Board is responsible to the Minister for the performance of the functions of TasTAFE; and the achievement by TasTAFE of the objectives specified in the TasTAFE corporate plan; and ensuring the business and affairs of TasTAFE are managed and conducted in accordance with sound business practice.

Name	Position	Appointment Expires	Terms (years) at expiry
Tim Gardner	Chair	30/06/2028	3 (7)
Melissa Lukianenko	Director	30/11/2027	1 (3)
Naomi Walsh	Director	31/12/2026	2 (6)
John Maddock	Director	8/12/2027	2 (6)
Darren Mathewson	Director	18/03/2028	1 (3)
Bianca Welsh	Director	22/08/2026	1 (3)
Lee Whiteley	Director	22/08/2026	1 (3)

Keystone Tasmania (Tasmanian Building and Construction Industry Training Board)

The Board was established under the *Building and Construction Industry Training Fund Act 1990* to facilitate quality training for the building and construction industry.

Name	Position	Appointment Expires	Terms (years) at expiry
Paul West	Chair	22/08/2026	1 (3)
Shona Arnold	Member	14/05/2026	1 (3)
Traycee Di Virgilio	Member	8/06/2026	3 (7)
Kim Barker	Member	14/05/2026	1 (3)
Vonette Mead	Member	22/08/2026	4 (9.3)
Neridene Bracken	Member	31/10/2027	2 (6)
Neil Armstrong	Member	31/10/2027	2 (6)
David Gates	Member	8/06/2026	1 (3)
Vacant ¹	Member		

¹ Position to remain vacant until advised otherwise.

Tasmanian Traineeships and Apprenticeships Committee (TTAC)

TTAC was established under the *Training and Workforce Development Act 2013*. TTAC is a seven-person committee. It issues guidelines and procedures for the operation of vocational placements and training contracts and provides advice to the Minister on these matters. The committee may conciliate or arbitrate disputes arising from the terms, conditions and operation of training contracts.

Name	Position	Appointment Expires	Terms (years) at expiry
Nigel Hill	Chair	7/02/2027	1 (3)
Jane Sargison	Member	7/02/2027	1 (3)
Ashling Cannell	Member	7/02/2027	1 (3)
Andrew Winch	Member	7/02/2027	1 (3)
Stephanie Gee	Member	7/02/2027	1 (3)
Andrew Frost	Member	30/11/2027	2 (6)
Prof Sue Kilpatrick	Member	30/11/2027	2 (6)

PORTFOLIO OVERVIEW

Released under RTI

KEY ISSUES BRIEFS

Key Issue	Page
Clean Energy Centre of Excellence	18
Apprentices and Trainees	19
Pathways Partnership Project	20
Skilled Migration – DAMA	21

Released under RTI

Key points

- A key initiative under the National Skills Agreement is the Tasmanian Clean Energy Centre of Excellence in the north west.
- This initiative represents a joint Tasmanian and Australian Government investment of over \$26.4 million to drive substantial growth in the workforce for the clean energy sector and related trades.

Background

- The Tasmanian Clean Energy Centre of Excellence (TCECoE) was jointly announced by the Tasmanian and Australian Governments on 17 February 2025.
- An Advisory Committee has been established to support the strategic development of the TCECoE. The Committee comprises 12 representatives from industry, the Tasmanian Government, and TasTAFE, and is chaired by an independent appointee - Lance Balcombe.
- Since its establishment, the Advisory Committee has convened three times, with the inaugural meeting held on 24 March 2025. At least four additional meetings are scheduled for the remainder of the year. The Committee has also collaboratively developed a set of guiding principles to inform how

members will work together to achieve the project's objectives.

- Work of the Committee is to include a Quality Delivery Plan (QDP) and a Workforce Needs Assessment (WNA).
- Infrastructure development is progressing, with the Capital Works Plan for onsite accommodation at the Burnie TasTAFE campus now underway.
- Alongside this work, there will also be the following:
 - A TASTAFE clean energy workforce (trainer) strategy
 - Upgrades to TasTAFE equipment and teaching resources Skills Tas is looking to make some initial investments in the coming months with input from TasTAFE on priorities and will brief you further on this.
 - The Turbocharging TAFE project: An additional \$800,000 to deliver a Higher Apprenticeship/Paraprofessional qualification in the Clean Energy Sector. This project is being undertaken by TasTAFE and UTAS.
 - A STEM Careers Hub to support attraction into the Clean Energy Industry
 - Canvassing of options for applied research

It is intended that once the Advisory Committee has prepared the final report for the Minister for Skills and Jobs, the remaining funding for implementation be transferred to TasTAFE for delivery of major capital upgrades and ongoing governance of the Centre.

Key points

- Apprenticeships and Traineeships are a fundamental part of the training and workforce development system and provide a structured pathway, particularly for young people, to 'earn while they learn'.
- Apprenticeship commencements are declining nationally due to a combination of factors including economic headwinds and a tailing off of Australian Government incentive payments.
- Tasmania continues to have the highest completion rate of all states and territories.
- Skills Tasmania is working on a number of initiatives to increase apprenticeship commencements and completions (particularly for trades). Further advice and information can be provided to you upon request.

Background

The Tasmanian Government has implemented specific initiatives to support apprentices and trainees.

The majority of apprentices and trainees are employed in trades (as at 31 December 2024 there were 5,220 in trades and 3,335 in non-trades).

The Government supports apprenticeships and traineeships through:

- Apprentice and Trainee Training Fund (for training delivered by endorsed RTOs) and through TasTAFE.
- Travel and accommodation allowances
- Building and Construction Training Policy; and
- Skills Tasmania's advisory service which provides advice and support services to apprentices, trainees, and employers about the conditions of training contracts, and the importance of building a supportive workplace in achieving successful training outcomes.

Key points

- Skills Tasmania is in the process of finalising a partnership with DECYP and TasTAFE aimed at improving training pathways for learners at a system wide level.
- This work will deliver on Tasmania's National Skills Agreement (NSA) obligations and will complement the place based partnerships being worked on by Jobs Tasmania.
- The project scope is expected to include
 - Data integration project – increased data alignment to provide better insights on student journeys and opportunities for intervention.
 - Pathways research project – based on the data project outcomes, track pathways or patterns of behaviour to gain greater insight into how students move through different parts of the education system and labour market. This would include considering options for better alignment of courses between the TasTAFE and DECYP RTO.
 - Quality and consistency of VET– investment in common teaching and learning materials for TasTAFE and DECYP RTO for priority sectors.

- Teacher engagement – bi-annual collaboration events/workshops between TasTAFE and DECYP RTO teachers.
- Collaborative validation of courses – initial focus on community services, agriculture and electrotechnology as training packages that are under review or newly released. This would include a co-design, pre-validation and validation process and a shared library of learning and assessment resources between TasTAFE and DECYP RTO.
- Review approach to service level agreements and consider opportunities to take a more strategic approach.
- Pathways Partnership Program Committee – decision making committee to review progress of Program activities. Committee would meet quarterly and include operational and executive level members from the DECYP RTO, TasTAFE and Skills Tasmania.

Background

The activities align with the NSA to implement and evaluate new, scalable initiatives design to directly support students and take to scale effective completions initiatives.

Key Points

- Tasmania has advised the Australian Government of an intention to pursue a Designated Area Migration Agreement (DAMA) to support efforts to address workforce needs that cannot be met through domestic skilling and standard visa programs.
- A DAMA is a formal agreement between the Australian Government and a state or territory government or regional authority which provides access to a broader pool of prospective migrants from overseas and onshore to respond to unique economic and labour market conditions.
- This is achieved by increasing the range of occupations and adjustments to requirements for employer-sponsored visas (such as age limits, salary and experience).
- The department is leading this work, which has included targeted consultation on occupations and salary thresholds, and the development of a draft business case.
- Your approval will be sought in early August 2025 on the final business case for submission to the Australian Government. This will include advice regarding resourcing options for the program.
- Submission of the business case will allow for the commencement of formal negotiations with the Department of Home Affairs to inform drafting of the agreement.
- Should negotiations and subsequent signing of the agreement be completed before the end of the year, it is expected that a program administered by the

department could be implemented by early-2026.

Background

Migration plays a key role in efforts to help address gaps in workforce availability and the effects of population ageing and decline.

All other states and territories except the ACT have a DAMA applicable to at least one region. The Northern Territory, South Australia and Western Australia governments administer DAMAs covering the whole state or territory.

Agreements are generally in place for a five-year period.

There is currently an over-reliance on the Tasmanian Skilled Migration State Nomination Program to supplement workforce. This program is delivered under dedicated national arrangements which allow states and territories to nominate candidates for skilled work visas. Places are negotiated each year, with 2,860 places allocated to and filled by Tasmania in 2024-25.

Although this program plays a critical role, a DAMA offers flexibility to accommodate a broader range of occupations and skill levels that cannot be met domestically, while also offering the protections of employer sponsored visas for individuals and the broader labour market.

Global Education and Migration, Skills and Workforce in the department, which currently delivers the state nominated program is positioned to administer the DAMA. Existing systems and staff resources can be adapted and scaled

ATTACHMENTS

The following key supporting documents are attached to this package for your information:

- State Growth Corporate Plan 2023-26

Released under RTI

Corporate Plan 2023–26



We acknowledge the Tasmanian Aboriginal people as the original owners and continuing custodians of lutruwita (Tasmania). We pay our deepest respects to their Elders, past and present. We honour the care and connection to their land, sea, waterways and sky which was never ceded. We value the history, culture and strength of the Tasmanian Aboriginal community, and commit to listen deeply to their story and be respectful of Country in our collaborations with them.

Image credit:
Photo by Michael Gissing of Felicity Bott, as part of Deborah Wace's Arts and Screen Digital Production Fund Project.

From the Secretary



It is my pleasure to present the Department of State Growth's Corporate Plan 2023-26. I am excited to keep building on our achievements, shared capacity, values and sense of purpose.

As our organisation evolves, it is vital we work together and take advantage of the opportunity this department presents. The resilience and dedication shown by the State Growth team since the start of the COVID-19 pandemic has been amazing, and together we can carry this energy forward.

State Growth provides a broad range of services to the Tasmanian community: building and keeping us safe on our roads; working with and supporting growth in our businesses and industries; supporting our vibrant

arts, tourism, sporting and cultural communities; responsibly harnessing the natural advantages provided by our mineral resources; providing key services and infrastructure; supporting sustainable development; delivering future-focused energy policy; and facilitating the provision of targeted training and migration programs.

This spectrum of services and roles creates immense opportunity. Our response to the COVID-19 pandemic and subsequent support of our community and economy's recovery, shows we can take advantage of our collective expertise to collaborate and deliver a client-centric approach. The Corporate Plan for 2023-26 builds on this momentum and seeks to ensure we continue to perform at the high level expected of us by the government of the day and the Tasmanian community.

Our clients and their needs – be they Ministers, the community, or businesses – are the focus of our advice and we need to apply insightful and pragmatic policy analysis to reconcile differing interests. Our approach ensures we provide the information our diverse stakeholders need to make decisions and to invest in a manner that is implementable and compliant with relevant legislation.

Each of our outputs are valuable and contribute to the wellbeing of Tasmanians and the liveability of our cities and regions. Our work is aspirational and focused on delivering better outcomes for Tasmanians, harnessing the competitive advantages that set us apart from the rest of the world. We will ensure our organisation has the right culture, tools, support and technology in place to drive these results and take full advantage of new opportunities.

Being able to deliver our objectives starts with our people and ensuring we are an organisation that values and supports the individual to thrive. This means creating a workplace culture where people feel supported, valued, included and empowered to do their best work and be their best selves. Our Corporate Plan recognises the importance of working together and being united in the same goal. When we get this right, our people feel better, they perform better, and the organisation achieves great outcomes.

The Corporate Plan 2023-26 responds to key cultural, environmental and economic shifts since the last version. We have renewed our focus on sustainability and how our work supports liveability and vibrancy in our community and economy. We also turn our attention to how we can respond to and build resilience against the impacts of climate change and other emergencies and disruptions, both internally and externally across Tasmania.

I am proud of what we have achieved in the four years since the 2019-22 Corporate Plan, and how we have gone about it together. As we embark on this next chapter, I am confident we have the tools, environment and team to continue to take full advantage of the opportunity State Growth's broad range of services present.

Kim Evans
Secretary

Our role

To support diverse and sustainable economic growth and facilitate the creation of job opportunities for the benefit of our community.

Who we are

Our agency has the following core focus areas:

- **Business and Jobs** – drives industry capability and regional development for growth including small business support, workforce development, trade, science and technology, advanced manufacturing and defence, international education, business and skilled migration, and tourism and hospitality support.
- **Resources, Strategy and Policy** – provides whole-of-agency strategic policy, project and coordination functions including Antarctic science and research, population strategy, and urban renewal and growth initiatives that build on urban transformation. This area also provides strategic advice on Tasmania's mining policies and resource industries, and is responsible for the sustainable management of mineral resources in Tasmania.
- **Culture, Arts and Sport** – develops policy and programs to deliver economic and social outcomes by supporting development, delivering services, providing funding and stimulating demand for the cultural, creative and sporting sectors in Tasmania.
- **Transport and Infrastructure** – promotes and enables the safe, reliable and efficient transport of people and goods, to connect Tasmanian communities, promote freight efficiency and growth in the Tasmanian economy, and improve the visitor experience. This group also supports state-wide planning and coordination of major stadium projects and infrastructure delivery.
- **Business Services** – working with our partners, Business Services leads the development of organisational culture, business improvement and emergency management in the department through delivery of quality financial, communication, human, information, spatial, asset management and portfolio services.

Our agency also supports and works closely with the following areas:

- **The Office of the Coordinator-General** – the principal entity in Tasmania to attract and support investment in the state, facilitate major projects and reduce red tape.
- **Renewables, Climate and Future Industries Tasmania (ReCFIT)** – is responsible for providing advice on the state's strategic direction on climate change, renewable energy growth and emissions reduction to help shape Tasmania's future while maintaining a secure, sustainable and affordable energy system.
- **The Tasmanian Development Board** – the board's primary focus is the creation of investment and associated employment through working closely with State Growth to implement government policies.

Our approach

We will be guided by the following principles:

Client-centric

We will provide integrated advice and services that are informed by the full range of services our agency provides and the needs of our clients.

Collaborative and coordinated

We will work together and across portfolios to provide informed whole-of-agency advice and services. This will be supported by the strong relationships we will build and maintain with our partners across all three levels of government, business, industry and the community.

Results driven

In keeping with our purpose, we will strategically manage risks to deliver the big and small tasks that support the delivery of the government's priorities and meet the needs of the community.

Efficient

We will make the best use of available resources to give effect to our purpose.

Innovative and creative

We will support innovation and creativity in the work we do and the activities we encourage and promote.

Diverse and supportive

We will encourage and demonstrate leadership as a welcoming, supportive and inclusive organisation. We will continue our investment in driving diversity and building an inclusive workplace as well as continuing to prioritise the accessibility of our services.

Values based

We are a values-based organisation. We will live by, exemplify and demonstrate our values in the way we work with and support each other, and our clients.

Adaptable and agile

We will respond quickly and effectively to changing demands and emerging challenges and opportunities.

Our values

At State Growth, we live by the following values: **Courage** to make a difference through:

Teamwork

Our teams are diverse, caring and productive

- We listen, learn and share.
- We support each other by stepping up and sharing the load.
- We bring out the best in people through strong and supportive leadership.
- We collaborate to get the best outcome.

Integrity

We are ethical and accountable in all we do

- We are transparent and consistent in our decision making.
- We take responsibility for our actions.
- We speak up when things aren't right.
- We do what we say we are going to do.

Respect

We are fair, trusting and appreciative

- We create a diverse and inclusive workplace.
- We care for the health, safety and wellbeing of each other.
- We listen without judgement and seek to understand.
- We resolve issues constructively.

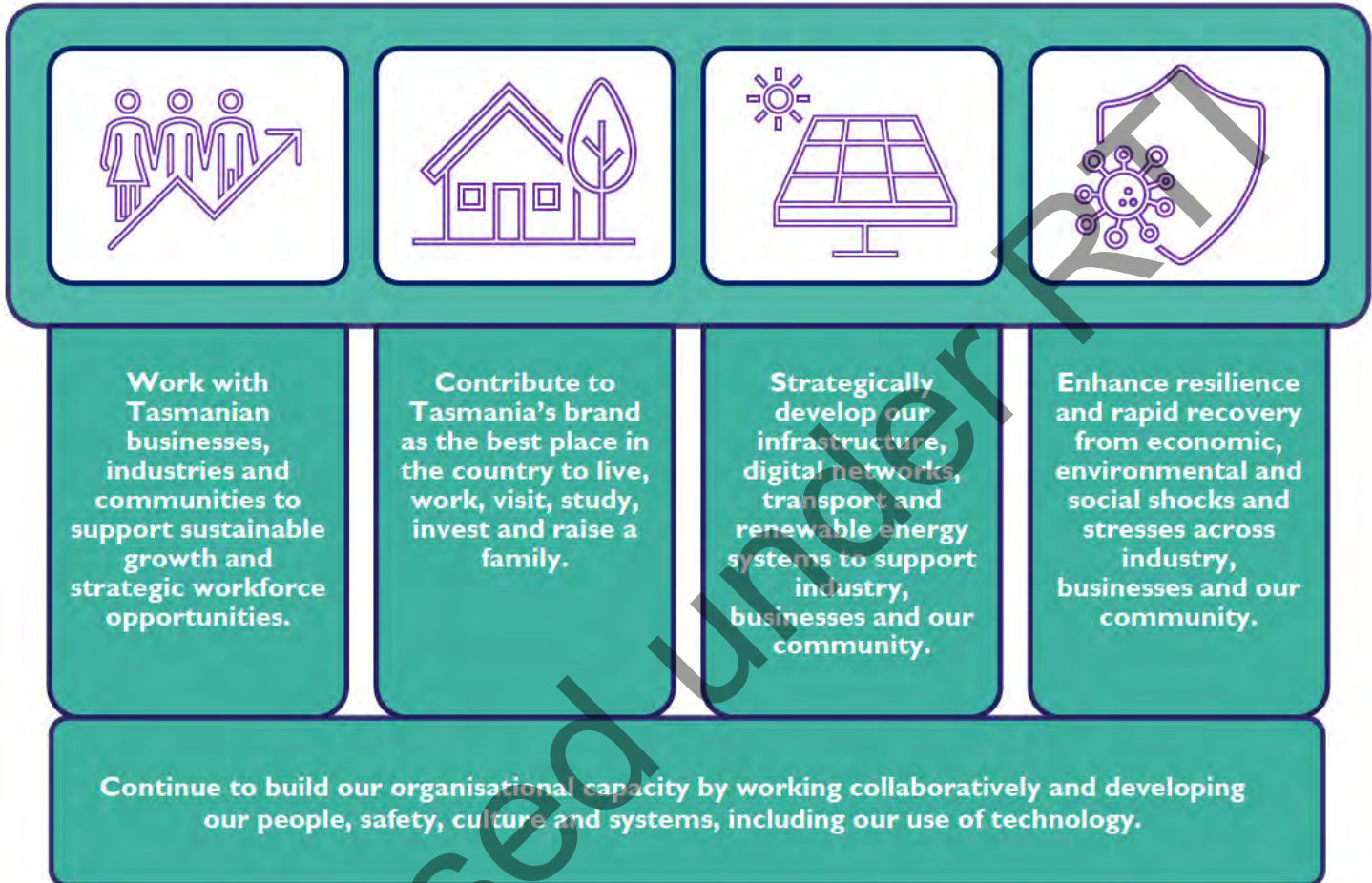
Excellence

We take pride in our work and encourage new ideas to deliver public value

- We innovate, adapt and set ambitious goals.
- We seek continuous improvement and learn from experience.
- We actively engage with our stakeholders, clients and the community.
- We promote sensible risk taking.

Our objectives

Our work will be guided by the following five objectives. In addressing these objectives, the Department will work with businesses, industries and communities to reduce Tasmania's greenhouse gas emissions and build resilience to the effects of climate change.



We will:

Work with Tasmanian businesses, industries and communities to support sustainable growth and strategic workforce opportunities

This will include:

- leveraging partnerships and engaging the community to **build the workforce of the future** by supporting training, job opportunities, pathways to employment and access to a skilled workforce.
- encouraging innovation and facilitating new opportunities in **technology use and digital transformation**.
- **attracting new businesses** to the state and **retaining and promoting investment** in Tasmania.
- **delivering targeted programs and accessible information services**, particularly for small businesses.
- exploring options to **best manage and use our mineral resources and land**.
- encouraging innovation and supporting growth in the **advanced manufacturing, defence and future industries**.

- supporting market expansion, and domestic and international trade through **coordinating Tasmania's whole-of-government Trade Strategy**.
- supporting and facilitating **Tasmania's tourism, hospitality and events industry**.
- **reducing the regulatory burden** for small business and the wider Tasmania community to **make doing business in our state easier**.
- delivering our statutory functions by **adopting best practice methodology and principles to effectively regulate** the laws we are responsible for.
- identifying opportunities to **reduce our emissions and build resilience to the impacts of climate change** in the transition to a low carbon economy.

Contribute to Tasmania's brand as the best place in the country to live, work, visit, study, invest and raise a family

This will include:

- **being recognised as a diverse, welcoming and supportive community**, focusing our population growth on addressing skills shortages and embracing opportunities in regional areas.
- developing new, enhancing existing and supporting emerging **tourism experiences and destinations** that reimagine and encourage investment, renewal and visitation to our regions.
- promoting and delivering **programs, events and activities** that celebrate our communities across all seasons, showcase our regions and **promote artistic, cultural, hospitality and sporting excellence and participation**.
- promoting and delivering support for our **creative and cultural industries** to build industry and individual capacity, and provide opportunities to **drive local investment** and to **build on our brand**.
- **promoting and growing business-related events** hosted in Tasmania.
- working with Brand Tasmania to **promote the state's strengths, brand and opportunities**.
- working in partnership with all levels of government and businesses to **maintain and enhance Tasmania's liveability**, harness opportunities and **drive strategic land use decisions** that support sustainable growth.

Strategically develop our infrastructure, digital networks, transport and renewable energy systems to support industry, businesses and our community

This will include:

- ensuring the right **infrastructure** is built at the right time, in the right place, as efficiently as possible, and with resilience to the impacts of climate change, to **support urban renewal and liveability** for our growing population.
- **managing the State Road Network** as part of an integrated transport system to serve the community, business and industry, including our tourism sector.
- **providing access to the transport system**, enabling access to employment, education, services and social participation.
- **promoting road safe behaviours and working to prevent crashes** that result in death or serious injury.
- boosting our capacity to **host international arts, entertainment, cultural and sporting events** through the development and promotion of our major stadiums.

- **harnessing our renewable energy capability and monitoring Tasmania's energy security** by providing strategic advice on energy policy, regulatory arrangements, climate change and emissions reduction.
- delivering programs that **support renewable energy related industry development** such as Battery of the Nation, Marinus Link and future industries such as green hydrogen production.
- investing in becoming the **Tasmanian Government's leading digital agency** by making strategic improvements to our digital networks and how we use them.
- **ensuring our policy and regulatory programs align** and support these outcomes, including encouraging the uptake of new technology to reduce transport emissions.

Enhance resilience and rapid recovery from economic, environmental and social shocks and stresses across industry, businesses and our community

This will include:

- identifying how short-term disruptions and long-term systemic stresses impact our ability to provide support to Tasmanians, and **proactively building resilience within businesses, the community and State Growth.**
- **building climate change adaptation and mitigation** into our long-term planning so that business, industry and our community are **prepared for the impacts of climate change.**
- **developing thorough and robust emergency management procedures** to enhance our responsiveness and coordination in times of crisis.
- incorporating our learnings from responding to the COVID-19 pandemic and other emergencies into our **business support and community assistance strategies and protocols.**

Continue to build our organisational capacity by working collaboratively and developing our people, safety, culture and systems, including our use of technology

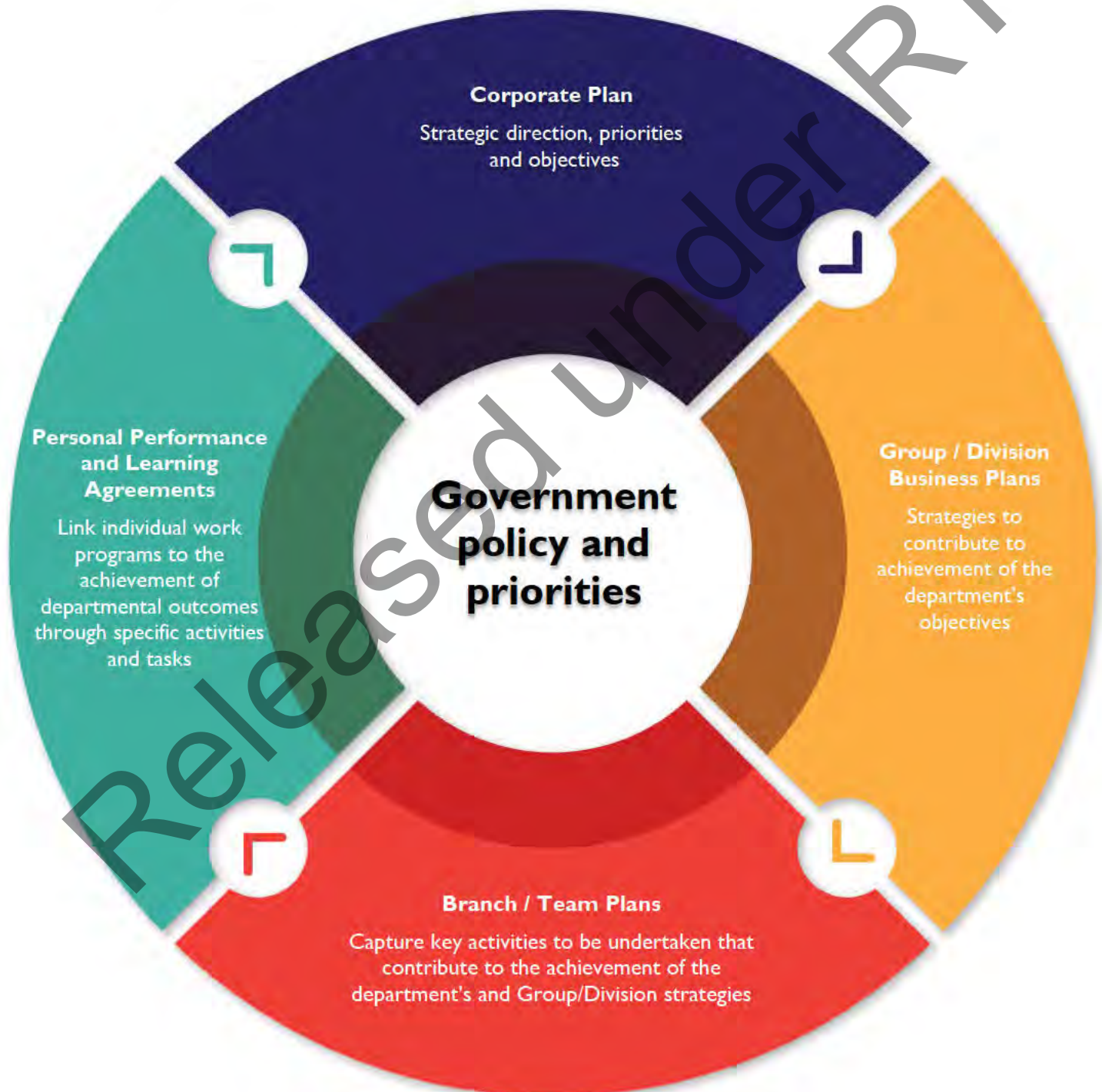
This will include:

- ensuring that the **health, safety and wellbeing of our people** is paramount in all that we do.
- making **collaboration and communication** central to how we work within the department and across government at all levels, breaking down silos to **deliver integrated outcomes.**
- investing in and supporting the **active engagement and development of our people** and building our leadership capability and agility at all levels.
- building an **inclusive workplace** that promotes and supports a **diverse workforce.**
- **strengthening our governance and accountability frameworks**, promoting leadership in good decision making and a culture of risk management.
- through **responsible and careful financial management**, supporting the delivery of priorities and programs.
- **delivering business improvement initiatives that embrace the latest technology**, enhance digital literacy and support flexible and efficient work solutions.
- **upholding a client-centric culture** by being dependable and collaborative, communicating clearly, building trust and working with pace and probity.
- **living by our shared values** to build on our strengths as a department to improve the way we work together and **drive success across all other objectives.**

Our Corporate Plan in action

Our Corporate Plan is part of our planning and strategic framework. Our purpose, objectives and approach inform our planning at a whole-of-agency level, guide our Group and Division Business Plans and inform branch, team and individual work programs.

To support this planning framework, the Executive Committee will review our Corporate Plan on an annual basis and update it as necessary. This review will be informed by our ongoing work and engagement with our people, Ministers and stakeholders and will also consider our effectiveness in delivering on our roles, responsibilities and priorities. Managers should consider the objectives of this Plan in work program discussions with their teams.





Department of State Growth

Incoming Government Package

The Hon Madeline Ogilvie MP

INNOVATION, SCIENCE AND THE DIGITAL ECONOMY

Department of State Growth

August 2025

Released under RTI

Contents

The following package has been prepared as an Incoming Government Brief for your information.

In addition to this initial package the department, through the Secretary, will provide regular briefings, ongoing information, and advice to support decision making and the implementation of your Ministerial responsibilities.

This package includes:

Agency Overview

Information on the department and its roles and responsibilities.

Portfolio Overview

For each of your portfolios, an overview is provided, which includes key context and organisational support, information on relevant Boards and Committees, legislative responsibilities, and a list of Question Time Briefs (QTBs) that will be regularly updated and provided to your office.

Key Issues

An initial overview of critical issues for the portfolio.

Agency Overview

The department's role is to support diverse and sustainable economic growth and facilitate the creation of job opportunities for the benefit of our community.

The Secretary, Craig Limkin, is supported by the following senior executives: Angela Conway, Vanessa Pinto, Jenna Cairney, Cynthia Heydon Brett Stewart and Denise McIntyre.

State Growth's Corporate Plan 2023-26 (the Corporate Plan)

The Corporate Plan identifies five key objectives. These are to:

- work with Tasmanian businesses, industries and communities to support sustainable growth and strategic workforce opportunities
- contribute to Tasmania's brand as the best place in the country to live, work, visit, study, invest and raise a family
- strategically develop our infrastructure, digital networks, transport and renewable

energy systems to support industry, businesses and our community

- enhance resilience and rapid recovery from economic, environmental and social shocks and stresses across industry, businesses and our community
- continue to build our organisational capacity by working collaboratively and developing our people, safety, culture and systems, including our use of technology.

A key focus of the Corporate Plan is to drive a collaborative, coordinated and client-centric approach across the agency's broad range of services, programs, and portfolio areas, supported by an agile and flexible workforce.

The department had commenced work on a new Corporate Plan however this was paused early in 2025.

The department is a values-based organisation and seeks to undertake its roles and responsibilities with the **courage** to make a difference through **teamwork, respect, excellence, and integrity**.

Organisational Structure

The department has five business areas:

- **Economic Development** (Acting Deputy Secretary – Jenna Cairney) – Provides advice and assistance to businesses to aid economic growth and partners with communities to remove barriers to employment, training, and workforce participation.
- **Strategy, Housing, Infrastructure and Planning** (Acting Deputy Secretary – Denise McIntyre) – Provides an integrated and strategic approach to planning, infrastructure and projects throughout the regions. Brings together the economic levers that will shape our state's future.
- **Creative Industries, Sport and Visitor Economy** (Deputy Secretary – Brett Stewart) – The principal advisory, development and funding body in Tasmania for the cultural and creative industries, sport and the visitor economy by supporting sector development, delivery of services, stimulation of demand and provision of funding.
- **Transport** (Deputy Secretary – Cynthia Heydon) – Delivers a strategic, coordinated and state-wide approach to the policy, planning and delivery of the state's transport system and transport infrastructure.
- **Renewables, Climate and Future Industries Tasmania (ReCFIT) and Resources** (Acting Chief Executive Officer – Vanessa Pinto) – Provides strategic advice on energy, climate change, mining and forest policy through key strategies, plans and projects, and supports new and emerging industries, with an emphasis on growing Tasmania's renewable energy and resource industries.
- **Business Services** (Deputy Secretary – Angela Conway) – Leads the development of organisational culture, business improvement and emergency management in the department through delivery of quality financial, communication, human, information, spatial, asset management and portfolio services.

A number of Deputy Secretary positions were in active recruitment and have been paused due to the 2025 election. It is the intention of the Secretary is to finalise recruitment as quickly as possible to ensure stability for the organisation.

The department also supports and works closely with the following area.

- **The Office of the Coordinator-General** (Coordinator-General – John Perry) – The principal entity in Tasmania to attract and support investment in the state, facilitate major projects and reduce red tape.

Working with Ministerial Offices

The department has a protocol in place for engagement with ministerial and political offices. In general, all contact between Ministerial Offices and the department is facilitated via the Office of the Secretary (OTS), relevant Deputy Secretaries or the Communications team.

There will be some instances where a Ministerial Office will work with a Deputy Secretary to agree an officer contact for quick clarification or factual information that can be given over the phone or via email.

This ensures that the department provides accurate advice, in a consistent format, and that any issues which cross portfolios or other business areas are taken into account.

Workforce Profile

As at 30 June 2025, the department had an employee headcount of 1,118 employees (964.59 paid Full Time Equivalents (FTE)). A summary of this information by business area is provided in the below table.

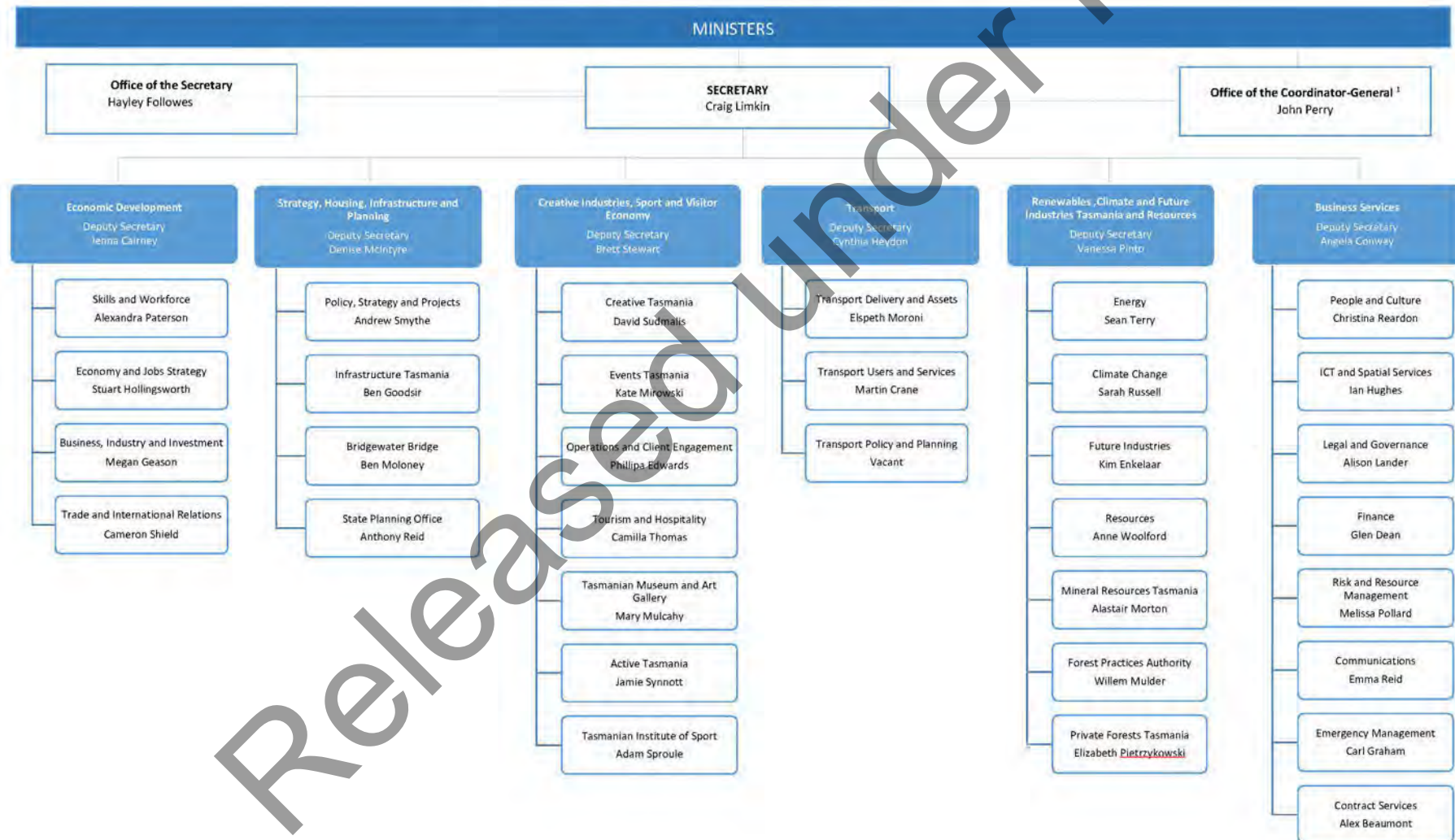
As at 30 June 2025, the workforce demographic for the department remains relatively constant, with an average age of 46.90 years and an average length of employment in the Tasmanian State Service of 7.93 years.

The department's gender profile is 56.03 per cent female, 43.62 per cent male and 0.27 per cent not specified. The gender profile for the department's senior roles - Senior Executives, Equivalent Specialists and General Stream Band 9's is 44 per cent female and 56 per cent male.

	Headcount	Paid FTE
Business Services Numbers include 45 staff who have relinquished roles and are held against Business Services so could return to Agency.	158	140.05
Office of the Coordinator General	16	14.60
Creative Industries, Sport and Visitor Economy	3	1.9
• Active Tasmania	19	18.71
• Arts Tasmania	10	8.20
• Events Tasmania	8	7.80
• Operations & Client Engagement	5	3.80
• Screen Tasmania	6	5.02
• Tasmanian Institute of Sport	25	22.14
• Tasmanian Museum and Art Gallery (TMAG)	85	73.67
	4	3

• Tourism and Hospitality		
Economic Development	4	3.9
• Business, Industry and Investment	50	46.25
• Jobs Tasmania	12	11.4
• Skills and Workforce	74	67.2
• Trade	21	17.94
Office of the Secretary	5	3.8
• Secretariat	9	9.29
ReCFIT and Resources	6	5
• Climate Change	15	12.27
• Energy	40	38.74
• Mineral Resources Tasmania	46	44.49
• Mining Policy	1	0.8
• Forest Policy	8	7.7
• Forest Practices Authority	18	16.12
• Private Forests Tasmania	10	8.31
Strategy, Housing, Infrastructure and Planning	2	2
• Infrastructure Tasmania	29	26.23
• New Bridgewater Bridge	7	6.89
• Policy, Strategy and Projects	25	23.47
• State Planning Office	13	9.78
Transport	5	4
• Road User Services	220	146.55
• State Roads	156	147.53
• Transport Systems and Policy	7	6.04
TOTALS	1122	964.59

Department of State Growth Organisational Structure as at 30 June 2025



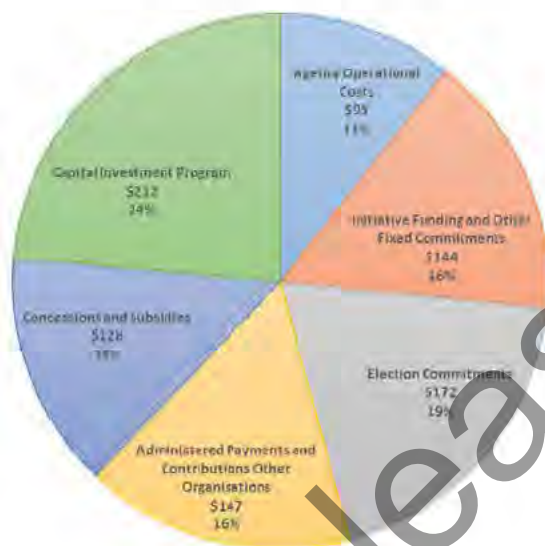
¹ The Coordinator-General reports directly to the relevant Minister

DEPARTMENT OVERVIEW

Budget Information

The department's total Appropriation (Final) in 2024-25 was \$897.9 million, as shown in the table below.

DEPARTMENT OF STATE GROWTH
2024-25 BUDGET SPLIT (\$ M)



2024-25 Budget

Forward Estimate Appropriation allocations included in the 2024-25 Budget Papers for the department are as follows:

2025-26 - \$849.3 million

2026-27 - \$714.7 million

2027-28 - \$634.1 million

These figures include the Capital Investment Program.

2025-26 Budget

A total of \$663.2 million has been allocated to the department through the *Supply Act (No.1) 2025* which allows for the interim provision of appropriation from the Public Account to enable the provision of Government Services until the 2025-26 Budget Appropriation Acts are in place. The amount of appropriation provided reflects funding to continue the normal services of Government for a period of up to six months from 1 July 2025 to 31 December 2025.

In addition to the amount allocated through the *Supply Act (No.1) 2025*, the department has approved Budget Rollovers of \$48.1 million (as per Section 23 of *Financial Management Act 2016*).

PORTFOLIO OVERVIEW

The Innovation, Science and the Digital Economy portfolio is supported by the Business, Industry and Investment division and the Economy and Jobs Strategy division within the Economic Development group, led by Acting Deputy Secretary, Jenna Cairney.

Antarctic, Science and Technology Unit

The Antarctic, Science and Technology unit leads various economic and industry engagement initiatives across the ICT (information and communications technology) sector, science research sector, space sector, digital capability and digital infrastructure.

ICT sector

- Industry engagement activities
- Technology industry support initiatives under the Trade Action Plan
- Supporting ICT workforce development initiatives under the Industry Skills Compact led by Skills Tasmania
- Development of an Advanced Technology Industries Strategy (yet to be released)

Science research sector

- Investment in science research and development, and related infrastructure
- Representing Tasmania at the Forum of Australian Chief Scientists and Advisors
- Menzies Research Institute grant
- National Science Week program
- Science Meets Parliament event
- Tasmanian STEM Excellence Awards

Space sector

- Space Medicine and Life Sciences initiatives through the Centre for Antarctic Remote and Maritime Medicine

- PEGASUS Envirolab at the Royal Hobart Hospital - for space flight simulation and research
- Southern Guardian Space Domain Awareness System (Team Tasmania partnership with HENSOLDT and UTAS)
- SmartSAT Cooperative Research Centre Tasmanian Node proposal development

Digital capability

- Digital Ready for Daily Life program – community digital capability building

Digital infrastructure

- St Helens mobile tower – partnership with Telstra
- Queenstown Transmission upgrade commitment
- Regional Roads Australia Mobile Program Tasmanian Pilot
- National digital infrastructure and network resilience funding programs
- Subsea Cable Project
- Tasmanian Government Free Wi-Fi Network transition out

Question Time Briefs

The current index of Question Time Briefs for 2025 is provided below.

These briefs are currently being updated by the Department and will be forwarded to your office before Parliament commences:

- ICT Sector including Advanced Technology Industry Strategy
- Science Sector
- Space Sector Overview – Key Outcomes
- Digital Ready for Daily Life
- Digital Infrastructure including Subsea Cable

PORTFOLIO OVERVIEW

Key Stakeholders

Primary representative groups

- TasICT, General Manager Russell Kelly
- Australian Computer Society, Tasmania State Manager Stuart Brinsmead

Specialised systems and technical equipment

- Currawong Engineering
- Definium Technologies
- Ignite Digi
- Fire Foresight
- Fulcrum Robotics
- Lightning Protection International
- Muir Engineering
- Pivot Maritime International
- Southern Ocean Subsea
- Scootboot

ICT sector

- Procreate
- DXC Technology
- ISW
- Firmus Co
- CyberCX
- Handbuilt Creative

Digital infrastructure

- Australian Government Department of Infrastructure, Transport, Regional Development, Communications, Sport and the Arts
- Telstra
- Optus
- NBN Co
- 42-24
- AARNet
- Launtel
- Marinus Link

Space sector

- Australian Antarctic Division
- Australian Space Agency
- HENSOLDT
- Geoneon
- FortifyEdge
- Indiciu Dynamics
- Royal Hobart Hospital – Hyperbaric Unit

Research, education and training, and innovation partners

- CSIRO
- Institute for Marine and Antarctic Studies
- Menzies Institute for Medical Research
- TasTAFE
- TMEC Manufacturing Centre of Excellence
- University of Tasmania (UTAS) and the Australian Maritime College (AMC)

PORTFOLIO OVERVIEW

Legislation Administered by the department

The following list identifies relevant legislation under the portfolios for which the department has responsibility.

Minister for Innovation, Science and the Digital Economy

N/A

Portfolio Boards and Committees

Minister for Innovation, Science and the Digital Economy

N/A

Released under RTI

KEY ISSUES BRIEFS

Key Issue	Page
Regional Roads Australia Mobile Program (RRAMP)	11
Tas Government St Helens Base Station 2024 election commitment	12
Transition out of Free Wi-Fi	12
West Coast mobile upgrade	15
SmartSat Tasmanian node establishment	16
Advanced Technology Industries Strategy	17
Digital Ready for Daily Life	18

Key Points

- The Australian Government is providing \$5 million to the Tasmanian Government under a Federation Funding Agreement (FFA) to design and implement a Tasmanian pilot of the Regional Roads Australia Mobile Program.
- The Tasmanian pilot is intended to deliver new and improved mobile coverage on regional and remote roads and highways.
- The pilot will:
 - preference multi-carrier mobile coverage outcomes through active or passive sharing of infrastructure - but will allow single-carrier applications to be submitted (all successful applicants must still offer co-location during construction), and
 - target a set of eight Priority Roads in areas most impacted by poor or no coverage - but will also allow applicants to propose Alternative Roads if they can demonstrate clear need.
- The flexibility of the pilot's requirements is intended to ensure that the program delivers an outcome to the state, recognising that there is little commercial interest in multi-carrier road coverage investments in the challenging Tasmanian context.

Progress

- The department is now working to develop Program Guidelines and will soon engage Crown Law to develop a corresponding draft Funding Agreement.
- The first milestone under the FFA (to deliver an accepted program plan to the Australian Government) has been met.

- However, the department and the Australian Government have agreed to extend the remaining milestone deadlines due to resource constraints, the complexity of program design, and the desire to integrate learnings from the NSW pilot (around active sharing and integration approaches) into the Tasmanian pilot design.
- The department will now deliver the second milestone (to submit draft guidelines and corresponding report) to the Australian Government in mid-November 2025.

Background

The Australian Government is providing \$50 million to state and territory governments to deliver pilots which test innovative solutions to increase mobile coverage on regional roads, and which strongly encourage or mandate multi-carrier outcomes.

Larger states will receive \$8 million and smaller states will receive \$5 million.

This funding was contingent on the Tasmanian Government's agreement to provide in-kind or financial support towards the program since Australian Government funding cannot be used for program overheads.

Tasmania will fund program overheads and has engaged external consultants to assist with program design and application assessments.

As funding for this external advice is capped at under \$100,000, the department must carefully limit its requests for consultant support during program development to ensure there is sufficient budget to fund assistance during the assessment phase.

The department is not confident that it can complete application assessments without this external support and has, therefore, identified this issue as a key program delivery risk.

Key Points

- In 2024 the Government committed to deliver \$200,000 towards building a new Telstra Tower at St Helens.
- The initiative was a response to the mobile phone service issues experienced by the St Helens community during the February 2024 floods and was intended to strengthen mobile communications during future natural disasters and peak periods.
- The intention had been to construct and commission the tower in time for the 2024/25 summer peak period.
- However, despite community support for enhanced mobile services, Telstra's development application to build the tower in central St Helens was refused by the Break O-Day Council due to concerns about the tower's visual impact and electromagnetic emissions.
- Telstra appealed the decision.
- Both parties attended a TasCAT mediation session on 30 May 2025, but no agreement was reached.
- The matter was referred to TasCAT arbitration on 16 and 17 July 2025, with the decision to be finalised in September 2025.
- If the TasCAT decision is unfavourable to Telstra, it is likely that Telstra will abandon the project through a formal site frustration.

Background

Telstra initially intended to uplift services in St Helens by installing a small cell (at a total cost of \$400,000) but decided there was sufficient network demand to warrant a new macro base station (at an expected cost of \$800,000).

Prior to submitting its refused development application, Telstra examined at least 16 alternative site options but concluded that the exchange site was the only location that would allow it to balance demand across three (antennae) sectors.

If Telstra were to construct a tower that relies on one or two sectors, it would later need to build an additional site to meet demand, resulting in additional cost and delays.

Under the terms of the Funding Agreement with the Tasmanian Government, Telstra is expected to make all endeavours to complete the St Helens asset by December 2025 but, in the event of unavoidable delays, has until December 2027 to complete construction.

Beyond this 'longstop' date, the Tasmanian Government is not obliged to consider or grant any further extensions to the Agreement. However, should Telstra decide not to progress the base station, under the standard grant agreement terms the Government is still required to pay any infrastructure delivery 'sunk costs' to that point.

Key Points

- The Tasmanian Government's second contract with Telstra for the delivery of free public wi-fi services across the state ended in December 2024.
- Under the terms of that agreement, Telstra was obliged to provide the department with a Transition Out plan, detailing how it would remove its 'Contractor Network Assets' (ie equipment) from all network locations, by August 2024.
- Following extensive effort by the department, Telstra provided this plan, in the form of a letter, on 18 December 2024.
- Telstra has since advised that most of the 123 non-payphone access points across the network will require 'de-energisation'¹ works, to disconnect the power supply to those access points, prior to Telstra

[REDACTED]

Background

Telstra delivered the free wi-fi service under two main Agreements, dated December 2015 and December 2020.

[REDACTED]

¹ 'De-energisation' is an industry term meaning to disconnect (an electrical circuit) from its source.

5-7

[REDACTED]

[REDACTED]

Released Under PTT

Key Points

- In 2024, the Tasmanian Government committed to 'work with the Australian Government and Telstra to deliver a significant uplift and co-investment in transmission into the network hubs of Queenstown and Mt Read'.
- It was not clear whether the co-investment referenced in the commitment referred to a Tasmanian Government co-investment or only to an Australian Government co-investment.
- The intention of the commitment was to address local congestion and capacity issues to enhance existing 4G services and provide new 5G services in Strahan, Queenstown, Tullah, Zeehan, and Rosebery.
- Telstra presented a \$16.65 million proposal to the Australian and Tasmanian Governments in March 2025 in the hope that it would secure political support for the proposal in the lead-up to the 2025 Australian Government election.
- While the Australian Government did commit funding to uplift mobile services in the region, that funding was not specifically tied to either the West Coast municipality or to Telstra.
- Instead, the Australian Government announced a \$9.8 million package to boost mobile connectivity in the West Coast, Waratah-Wynyard and Circular Head LGAs.
- It is understood that this funding will be offered through a competitive grants program, but the department has not yet received any indication of when the program will be run.

Background



Telstra proposed to contribute 10 per cent of the total capital cost of \$16.65 million (inc. GST), with the remaining 90 per cent to be provided by the Australian and Tasmanian Governments.

Telstra advised that it could not contribute more than 10 per cent of the program costs, due to the low number of users, ongoing operational expenses, and transmission availability to the area.

Telstra also advised there were no faster, or more affordable, ways to address the West Coast's service issues.

It is unclear from the wording of the 2024 election commitment whether the Tasmanian Government committed to provide a financial contribution to the project or to facilitate a co-investment partnership between Telstra and the Australian Government.

In May 2025, the Department of Infrastructure, Transport, Regional Development, Communications, Sport and the Arts informally reached out to the department to enquire whether the Tasmanian government would be interested - or had the capacity - to implement the \$9.8 million package to boost mobile connectivity in the West Coast, Waratah-Wynyard and Circular Head LGAs on behalf of the Australian Government (noting this had not been raised with either the current or former Ministers or their offices).

As the department is already implementing the Regional Roads Australia Mobile Program (RRAMP(Tas)) - and its resource constraints would impact its ability to develop and implement this specialised program in a timely manner - it declined this offer.

Key Points

- SmartSat is seeking partners to continue investment in the next stage of the Centre. All existing nodes (including all states except Tasmania) have expressed a desire to continue their commitment.
- The focus of “SmartSat 2.0” (name TBC) will be on bringing space and satellite-related inventions to the demonstration stage.
- The repositioning opens the opportunity to establish a Tasmanian node that leverages the state’s unique space, innovation, science and technology capabilities and natural assets, and the potential opportunities that could emerge from the added capability.
- SmartSat CRC State Nodes are typically joint Programs with state governments that aim to supercharge the state’s Space innovation ecosystem by supporting industry and research collaboration to solve valuable industry problems and support the commercialisation of space-related technologies.
- Foundation Partners will collectively control the legal entity, will be able to set its strategic direction, appoint the Board and define the research agenda.
- For a Tasmanian node to be considered part of SmartSat 2.0 there needs to be an in-principal commitment from the Tasmanian Government for investment, and the support of the Tasmanian industry-research

community, confirmed by 30 September 2025. Investment can be tiered, beginning at \$500,000 per annum.

- No decision or commitment on funding or membership of SmartSat 2.0 has been made to date.

Background

The SmartSAT Cooperative Research Centre (CRC) is a consortium of universities and other research organisations, partnered with industry, that has been funded by the Australian Government to develop know-how and technologies in advanced telecommunications and IoT connectivity, intelligent satellite systems and Earth observation next generation data services.

Australian Government CRC funding for the SmartSAT CRC concludes in June 2026, and it is seeking to reposition to a self-funding national institute. SmartSat are seeking to announce SmartSat 2.0 at the International Astronautical Conference on 30 September 2025 and is seeking to have in-principle partners in place by that time. The announcement will be followed by a 6-month transition period, with SmartSat 2.0 to commence on 1 July 2026.

A Discussion Paper has been prepared by the department to guide industry stakeholder engagement. A Tasmania Challenge co-design workshop planned for 16 June 2025 to discuss capabilities, processes and opportunities was postponed due to the election being announced.

Key Points

- The Advanced Technology Industries Strategy (ATIS) aims 'to accelerate the development and adoption of advanced technologies and enabling infrastructure across Tasmania's economy to drive innovation, productivity, sustainability, jobs and growth'.
- ATIS has undergone a consultation process with an industry roundtable followed by targeted engagement with key organisations, and feedback received through a public consultation paper and survey.
- ATIS is intended for release by the end of this calendar year in conjunction and alignment with the 'Our Digital Future' strategy consultation process being led by the Department of Premier and Cabinet (DPAC).
- The 'Our Digital Future' strategy (announced in March 2025) is a whole of government policy that aims 'to accelerate digital transformation across key sectors of the Tasmanian economy to drive innovation, productivity, sustainability, jobs, and growth through the adoption of digital technologies'.
- Given the apparent areas of intersection and similarity, consideration is being given to the consistency, alignment and integration of both strategies, and to ensuring a coordinated approach to stakeholder engagement, communications and policy design.
- It should be noted that there is no budget allocation for the development or implementation of ATIS.

Background

To inform the development of ATIS an extensive research and consultation process was undertaken. The process included a roundtable involving senior leaders and representatives from across key sectors, including ICT, Defence, Advanced Manufacturing, Antarctic research, Energy, Medical, Agriculture and Scientific Research. This was followed by targeted one-on-one discussions with selected organisations and businesses to gather in-depth sectoral and subject matter insights.

A public Consultation Paper was released (www.stategrowth.com.au/atis), inviting input from across industry and the community. Through these efforts, 24 written submissions were received, 16 individuals participated in the roundtable and 10 targeted interviews were conducted.

The research and consultation process explored priority technologies, Tasmania's strengths, high-impact applications, barriers to adoption, critical infrastructure, skills needs, and recommendations for attracting technology partnerships and investment.

In addition, ongoing engagement has been held between the department, DPAC and other government agencies to ensure alignment of digital and advanced technology related government policies.

Key Points

All allocated funding for the Digital Ready for Daily Life program in 2024-25 was expended.

With funding for both the Digital Ready for Business and Digital Ready for Daily Life programs concluding by 30 June 2025, the Department used a small amount of available Digital Ready for Business funding to extend the scope and delivery of the Digital Ready for Daily Life program.

In total, \$255,722 in Digital Ready for Business 2024-25 funding was used to enable three digital trainers to work across a broader geographical footprint – continuing delivery in the Northern Suburbs of Launceston with the addition of working collaboratively in Southern Tasmania to:

- Address organisational digital transformation opportunities at selected workplaces, and
- To work with individuals to build their foundational digital skills, with a longer-term view to improving workforce participation outcomes.

This funding enabled the Digital Trainers' appointments to be extended by an additional year with all contracts now ending 30 June 2026.

Background

The Digital Ready for Daily Life program is focused on helping improve the confidence and digital capability of Tasmanians, particularly the more vulnerable in our community.

Initial funding in 2018-19 provided \$100,000 per year for four years. Between 2019 and 2022 the program partnered with selected non-government organisations to build the confidence and digital capability of clients and community members. In March 2021 the Government allocated \$700,000 to

extend the program to June 2025 (i.e. an additional \$100,000 in 2021-22 and then

annual funding of \$200,000 per annum until 30 June 2025).

Among other activities, in 2022 the program delivered a successful pilot to provide digital assistance at three neighbourhood houses in the northern suburbs of Launceston. This confirmed that individual confidence, digital capability and participation are vastly enhanced if the assistance is:

- Provided at premises that are familiar and local (access to transport is a barrier).
- Tailored to an issue or task that has personal relevance to the participant.
- Repeated several times without judgement.

The department and Libraries Tasmania (Department of Education, Children and Young People) then agreed to expand the pilot via a partnership with the 26TEN Communities' *Local literacy for work and life program*. Through this arrangement, the Digital Ready for Daily Life program was able to embed digital trainers in the original four 26TEN communities (Glenorchy, Clarence Plains, Launceston Northern Suburbs and the Huon Valley), commencing in 2023. The digital trainers were contracted by the community organisations for a period of 18 months to two years (depending on appointment date) and expected to conclude in 2024-25.

ATTACHMENTS

The following key supporting documents are attached to this package for your information:

State Growth Corporate Plan 2023-2026

Released under RTI

Corporate Plan 2023–26



We acknowledge the Tasmanian Aboriginal people as the original owners and continuing custodians of lutruwita (Tasmania). We pay our deepest respects to their Elders, past and present. We honour the care and connection to their land, sea, waterways and sky which was never ceded. We value the history, culture and strength of the Tasmanian Aboriginal community, and commit to listen deeply to their story and be respectful of Country in our collaborations with them.

Image credit:
Photo by Michael Gissing of Felicity Bott, as part of Deborah Wace's Arts and Screen Digital Production Fund Project.

From the Secretary



It is my pleasure to present the Department of State Growth's Corporate Plan 2023-26. I am excited to keep building on our achievements, shared capacity, values and sense of purpose.

As our organisation evolves, it is vital we work together and take advantage of the opportunity this department presents. The resilience and dedication shown by the State Growth team since the start of the COVID-19 pandemic has been amazing, and together we can carry this energy forward.

State Growth provides a broad range of services to the Tasmanian community: building and keeping us safe on our roads; working with and supporting growth in our businesses and industries; supporting our vibrant

arts, tourism, sporting and cultural communities; responsibly harnessing the natural advantages provided by our mineral resources; providing key services and infrastructure; supporting sustainable development; delivering future-focused energy policy; and facilitating the provision of targeted training and migration programs.

This spectrum of services and roles creates immense opportunity. Our response to the COVID-19 pandemic and subsequent support of our community and economy's recovery, shows we can take advantage of our collective expertise to collaborate and deliver a client-centric approach. The Corporate Plan for 2023-26 builds on this momentum and seeks to ensure we continue to perform at the high level expected of us by the government of the day and the Tasmanian community.

Our clients and their needs – be they Ministers, the community, or businesses – are the focus of our advice and we need to apply insightful and pragmatic policy analysis to reconcile differing interests. Our approach ensures we provide the information our diverse stakeholders need to make decisions and to invest in a manner that is implementable and compliant with relevant legislation.

Each of our outputs are valuable and contribute to the wellbeing of Tasmanians and the liveability of our cities and regions. Our work is aspirational and focused on delivering better outcomes for Tasmanians, harnessing the competitive advantages that set us apart from the rest of the world. We will ensure our organisation has the right culture, tools, support and technology in place to drive these results and take full advantage of new opportunities.

Being able to deliver our objectives starts with our people and ensuring we are an organisation that values and supports the individual to thrive. This means creating a workplace culture where people feel supported, valued, included and empowered to do their best work and be their best selves. Our Corporate Plan recognises the importance of working together and being united in the same goal. When we get this right, our people feel better, they perform better, and the organisation achieves great outcomes.

The Corporate Plan 2023-26 responds to key cultural, environmental and economic shifts since the last version. We have renewed our focus on sustainability and how our work supports liveability and vibrancy in our community and economy. We also turn our attention to how we can respond to and build resilience against the impacts of climate change and other emergencies and disruptions, both internally and externally across Tasmania.

I am proud of what we have achieved in the four years since the 2019-22 Corporate Plan, and how we have gone about it together. As we embark on this next chapter, I am confident we have the tools, environment and team to continue to take full advantage of the opportunity State Growth's broad range of services present.

Kim Evans
Secretary

Our role

To support diverse and sustainable economic growth and facilitate the creation of job opportunities for the benefit of our community.

Who we are

Our agency has the following core focus areas:

- **Business and Jobs** – drives industry capability and regional development for growth including small business support, workforce development, trade, science and technology, advanced manufacturing and defence, international education, business and skilled migration, and tourism and hospitality support.
- **Resources, Strategy and Policy** – provides whole-of-agency strategic policy, project and coordination functions including Antarctic science and research, population strategy, and urban renewal and growth initiatives that build on urban transformation. This area also provides strategic advice on Tasmania's mining policies and resource industries, and is responsible for the sustainable management of mineral resources in Tasmania.
- **Culture, Arts and Sport** – develops policy and programs to deliver economic and social outcomes by supporting development, delivering services, providing funding and stimulating demand for the cultural, creative and sporting sectors in Tasmania.
- **Transport and Infrastructure** – promotes and enables the safe, reliable and efficient transport of people and goods, to connect Tasmanian communities, promote freight efficiency and growth in the Tasmanian economy, and improve the visitor experience. This group also supports state-wide planning and coordination of major stadium projects and infrastructure delivery.
- **Business Services** – working with our partners, Business Services leads the development of organisational culture, business improvement and emergency management in the department through delivery of quality financial, communication, human, information, spatial, asset management and portfolio services.

Our agency also supports and works closely with the following areas:

- **The Office of the Coordinator-General** – the principal entity in Tasmania to attract and support investment in the state, facilitate major projects and reduce red tape.
- **Renewables, Climate and Future Industries Tasmania (ReCFIT)** – is responsible for providing advice on the state's strategic direction on climate change, renewable energy growth and emissions reduction to help shape Tasmania's future while maintaining a secure, sustainable and affordable energy system.
- **The Tasmanian Development Board** – the board's primary focus is the creation of investment and associated employment through working closely with State Growth to implement government policies.

Our approach

We will be guided by the following principles:

Client-centric

We will provide integrated advice and services that are informed by the full range of services our agency provides and the needs of our clients.

Collaborative and coordinated

We will work together and across portfolios to provide informed whole-of-agency advice and services. This will be supported by the strong relationships we will build and maintain with our partners across all three levels of government, business, industry and the community.

Results driven

In keeping with our purpose, we will strategically manage risks to deliver the big and small tasks that support the delivery of the government's priorities and meet the needs of the community.

Efficient

We will make the best use of available resources to give effect to our purpose.

Innovative and creative

We will support innovation and creativity in the work we do and the activities we encourage and promote.

Diverse and supportive

We will encourage and demonstrate leadership as a welcoming, supportive and inclusive organisation. We will continue our investment in driving diversity and building an inclusive workplace as well as continuing to prioritise the accessibility of our services.

Values based

We are a values-based organisation. We will live by, exemplify and demonstrate our values in the way we work with and support each other, and our clients.

Adaptable and agile

We will respond quickly and effectively to changing demands and emerging challenges and opportunities.

Our values

At State Growth, we live by the following values: **Courage** to make a difference through:

Teamwork

Our teams are diverse, caring and productive

- We listen, learn and share.
- We support each other by stepping up and sharing the load.
- We bring out the best in people through strong and supportive leadership.
- We collaborate to get the best outcome.

Integrity

We are ethical and accountable in all we do

- We are transparent and consistent in our decision making.
- We take responsibility for our actions.
- We speak up when things aren't right.
- We do what we say we are going to do.

Respect

We are fair, trusting and appreciative

- We create a diverse and inclusive workplace.
- We care for the health, safety and wellbeing of each other.
- We listen without judgement and seek to understand.
- We resolve issues constructively.

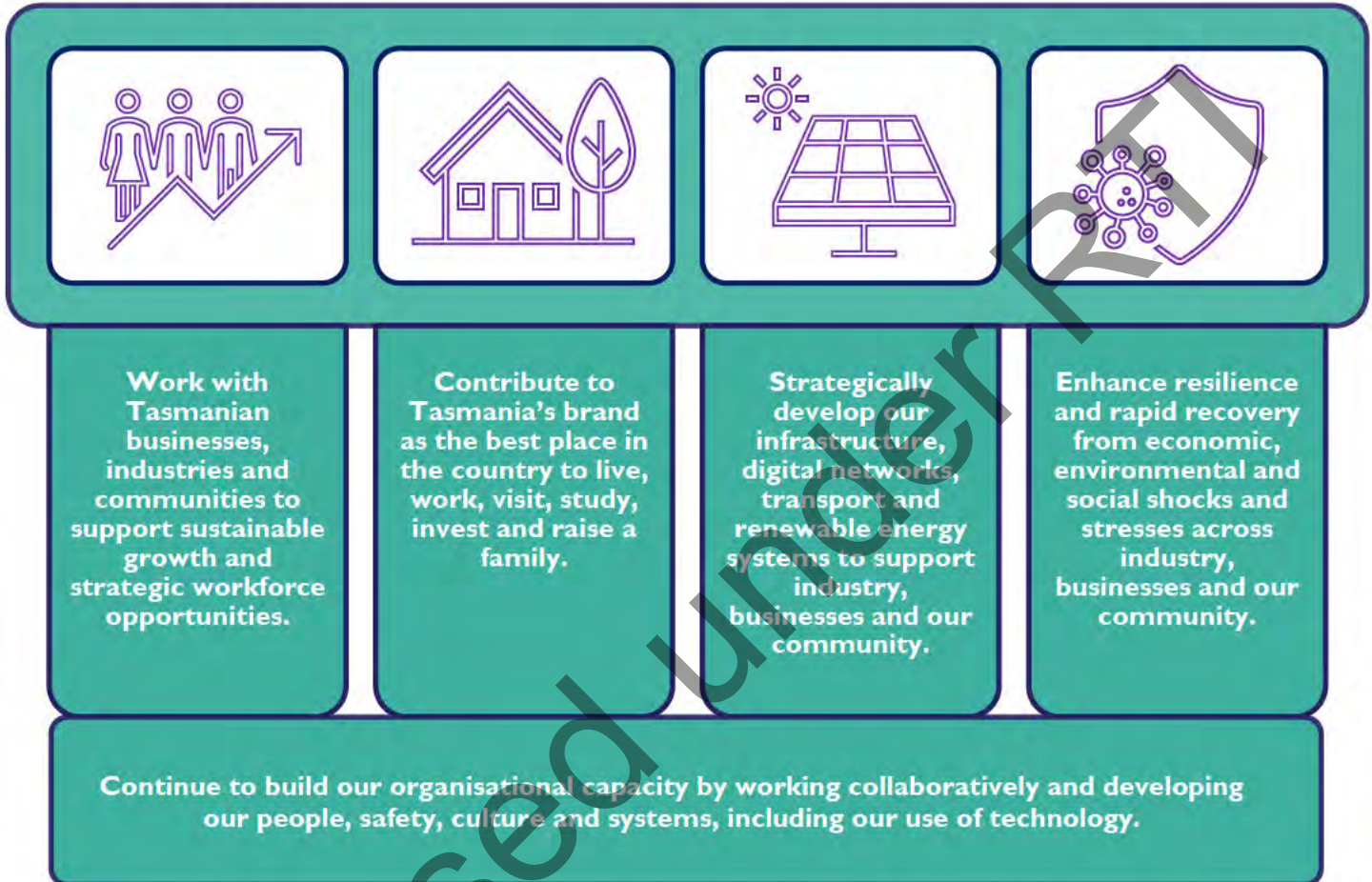
Excellence

We take pride in our work and encourage new ideas to deliver public value

- We innovate, adapt and set ambitious goals.
- We seek continuous improvement and learn from experience.
- We actively engage with our stakeholders, clients and the community.
- We promote sensible risk taking.

Our objectives

Our work will be guided by the following five objectives. In addressing these objectives, the Department will work with businesses, industries and communities to reduce Tasmania's greenhouse gas emissions and build resilience to the effects of climate change.



We will:

Work with Tasmanian businesses, industries and communities to support sustainable growth and strategic workforce opportunities

This will include:

- leveraging partnerships and engaging the community to **build the workforce of the future** by supporting training, job opportunities, pathways to employment and access to a skilled workforce.
- encouraging innovation and facilitating new opportunities in **technology use and digital transformation**.
- **attracting new businesses** to the state and **retaining and promoting investment** in Tasmania.
- **delivering targeted programs and accessible information services**, particularly for small businesses.
- exploring options to **best manage and use our mineral resources and land**.
- encouraging innovation and supporting growth in the **advanced manufacturing, defence and future industries**.

- supporting market expansion, and domestic and international trade through **coordinating Tasmania's whole-of-government Trade Strategy**.
- supporting and facilitating **Tasmania's tourism, hospitality and events industry**.
- **reducing the regulatory burden** for small business and the wider Tasmania community to **make doing business in our state easier**.
- delivering our statutory functions by **adopting best practice methodology and principles to effectively regulate** the laws we are responsible for.
- identifying opportunities to **reduce our emissions and build resilience to the impacts of climate change** in the transition to a low carbon economy.

Contribute to Tasmania's brand as the best place in the country to live, work, visit, study, invest and raise a family

This will include:

- **being recognised as a diverse, welcoming and supportive community**, focusing our population growth on addressing skills shortages and embracing opportunities in regional areas.
- developing new, enhancing existing and supporting emerging **tourism experiences and destinations** that reimagine and encourage investment, renewal and visitation to our regions.
- promoting and delivering **programs, events and activities** that celebrate our communities across all seasons, showcase our regions and **promote artistic, cultural, hospitality and sporting excellence and participation**.
- promoting and delivering support for our **creative and cultural industries** to build industry and individual capacity, and provide opportunities to **drive local investment** and to **build on our brand**.
- **promoting and growing business-related events** hosted in Tasmania.
- working with Brand Tasmania to **promote the state's strengths, brand and opportunities**.
- working in partnership with all levels of government and businesses to **maintain and enhance Tasmania's liveability**, harness opportunities and **drive strategic land use decisions** that support sustainable growth.

Strategically develop our infrastructure, digital networks, transport and renewable energy systems to support industry, businesses and our community

This will include:

- ensuring the right **infrastructure** is built at the right time, in the right place, as efficiently as possible, and with resilience to the impacts of climate change, to **support urban renewal and liveability** for our growing population.
- **managing the State Road Network** as part of an integrated transport system to serve the community, business and industry, including our tourism sector.
- **providing access to the transport system**, enabling access to employment, education, services and social participation.
- **promoting road safe behaviours and working to prevent crashes** that result in death or serious injury.
- boosting our capacity to **host international arts, entertainment, cultural and sporting events** through the development and promotion of our major stadiums.

- **harnessing our renewable energy capability and monitoring Tasmania's energy security** by providing strategic advice on energy policy, regulatory arrangements, climate change and emissions reduction.
- delivering programs that **support renewable energy related industry development** such as Battery of the Nation, Marinus Link and future industries such as green hydrogen production.
- investing in becoming the **Tasmanian Government's leading digital agency** by making strategic improvements to our digital networks and how we use them.
- **ensuring our policy and regulatory programs align** and support these outcomes, including encouraging the uptake of new technology to reduce transport emissions.

Enhance resilience and rapid recovery from economic, environmental and social shocks and stresses across industry, businesses and our community

This will include:

- identifying how short-term disruptions and long-term systemic stresses impact our ability to provide support to Tasmanians, and **proactively building resilience within businesses, the community and State Growth.**
- **building climate change adaptation and mitigation** into our long-term planning so that business, industry and our community are **prepared for the impacts of climate change.**
- **developing thorough and robust emergency management procedures** to enhance our responsiveness and coordination in times of crisis.
- incorporating our learnings from responding to the COVID-19 pandemic and other emergencies into our **business support and community assistance strategies and protocols.**

Continue to build our organisational capacity by working collaboratively and developing our people, safety, culture and systems, including our use of technology

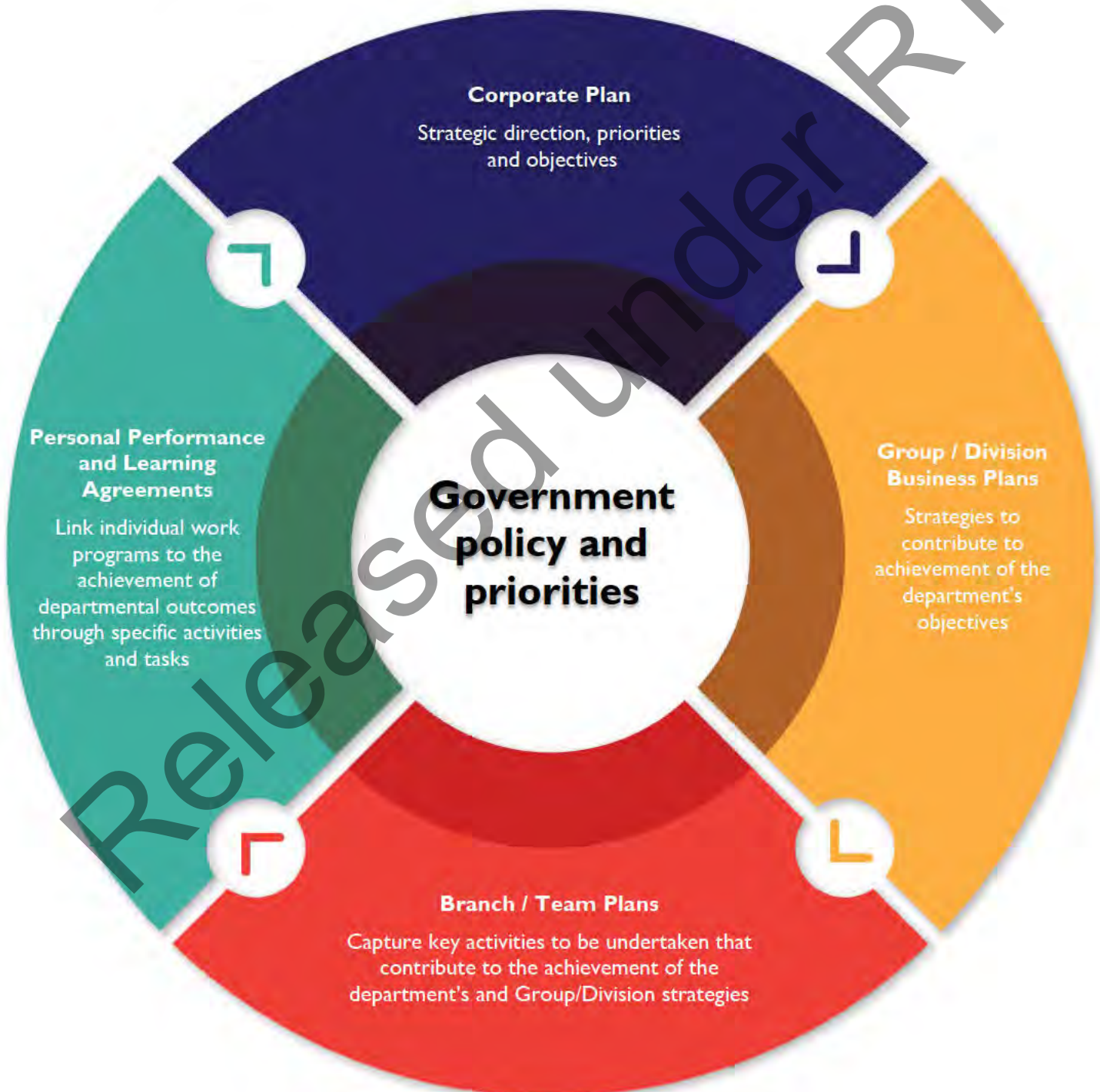
This will include:

- ensuring that the **health, safety and wellbeing of our people** is paramount in all that we do.
- making **collaboration and communication** central to how we work within the department and across government at all levels, breaking down silos to **deliver integrated outcomes.**
- investing in and supporting the **active engagement and development of our people** and building our leadership capability and agility at all levels.
- building an **inclusive workplace** that promotes and supports a **diverse workforce.**
- **strengthening our governance and accountability frameworks**, promoting leadership in good decision making and a culture of risk management.
- through **responsible and careful financial management**, supporting the delivery of priorities and programs.
- **delivering business improvement initiatives that embrace the latest technology**, enhance digital literacy and support flexible and efficient work solutions.
- **upholding a client-centric culture** by being dependable and collaborative, communicating clearly, building trust and working with pace and probity.
- **living by our shared values** to build on our strengths as a department to improve the way we work together and **drive success across all other objectives.**

Our Corporate Plan in action

Our Corporate Plan is part of our planning and strategic framework. Our purpose, objectives and approach inform our planning at a whole-of-agency level, guide our Group and Division Business Plans and inform branch, team and individual work programs.

To support this planning framework, the Executive Committee will review our Corporate Plan on an annual basis and update it as necessary. This review will be informed by our ongoing work and engagement with our people, Ministers and stakeholders and will also consider our effectiveness in delivering on our roles, responsibilities and priorities. Managers should consider the objectives of this Plan in work program discussions with their teams.





Department of State Growth