

Annual Report

2023-24



Acknowledgement of Country

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

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

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Disclaimer: The information contained within the Annual Report 2023–24 is considered to be correct at the time of publication.

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

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SUBMISSION TO MINISTERS

Dear Ministers

In accordance with the requirements of Section 36 of the *State Service Act 2000* and Section 42 of the *Financial Management Act 2016*, I submit to you, for presentation to Parliament, this report on the affairs and activities of the Department of State Growth for the financial year ended 30 June 2024.

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

Yours sincerely



Craig Limkin

Secretary
Department of State Growth
October 2024



Jeremy Rockliff

Premier
Minister for Trade and
Major Investment
Minister for Tourism and
Hospitality



Michael Ferguson

Deputy Premier
Treasurer
Minister for
Infrastructure



Eric Abetz

Minister for Business,
Industry and Resources
Minister for Transport



Nick Duigan

Minister for Energy and
Renewables



Felix Ellis

Minister for Skills and
Training



Madeleine Ogilvie

Minister for Small
Business and Consumer
Affairs
Minister for the Arts



Nic Street

Minister for Sport and
Events

FROM OUR SECRETARY



I am pleased to present my first Department of State Growth Annual Report since taking on the role of Secretary in late October 2023.

I would particularly like to acknowledge the long-term leadership of my predecessor, Kim Evans, for the tremendous legacy he has left the organisation. I also thank Gary Swain for his stewardship while at the helm during the interim period.

I am committed to maintaining their strong track record in delivering results that drive economic growth and support the community, industry and business in the creation of jobs and opportunities for Tasmanians.

The breadth of the State Growth portfolio means that this department touches the lives of Tasmanians every day. We work across sectors and services that include investment attraction, transport, infrastructure, skills, training and workforce growth, the visitor economy, the creative industries, sport and events, trade, science and technology, resources, energy and renewables, and regional economic development.

I am mindful of the responsibilities that come with this, and the achievements described throughout this report evidence the quality of the work undertaken by our people.

The new government has set itself an ambitious work program through its 2030 plan and initial 100-day plan. Given where Tasmania currently sits in the economic cycle, the government has identified the need to encourage new private sector investment and drive a strong public sector investment program to push through the current challenging headwinds affecting economies everywhere.

It is therefore timely to commence a broad strategic realignment of our department. We have begun an all-staff consultation process based on principles around maximising client service, simplifying systems, structures and processes, efficient and effective operation and collaboration. Final decisions on the realignment are expected towards the end of July, with implementation to begin in mid-August.

Externally this year has been one of building strong foundations for the future for our state. One of the biggest infrastructure proposals in our state's history, Marinus Link, made significant progress this year, particularly the finalisation of the new ownership arrangements providing more certainty for Marinus as well as Battery of the Nation. We expect that a final investment decision for Marinus Link will be made in the second quarter of 2025, and investment decisions for the Battery of the Nation projects in 2026.

Excitement has continued to grow as the New Bridgewater Bridge has been rapidly rising above the River Derwent. The project remains on time and on budget with completion expected in mid-2025.

This year we have also taken the Midland Highway safety upgrades project to near-completion with only 10 kilometres of upgrades still to go from the 10-year program with the last stretch to be completed in 2024–25, as scheduled.

Other projects that will increase capacity into the future include in the north-west finishing the new Cam River Bridge as part of the Bass Highway – Cooee to Wynyard upgrades, and in the south the new peak hours clearway on Macquarie Street was installed, as part of the bigger Southern Outlet Transit Lane project.

Looking at traffic and road users, in 2023–24 more than \$11 million went towards specific road safety initiatives and in May we played host to National Road Safety Week for the first time, bringing experts from around Australia and the world to Hobart.

Significantly, this year we added the ability to detect seat-belt non-compliance and mobile phone use to the fleet of 16 mobile speed cameras that can be, and are, deployed at any place and at any time. Since initially being deployed the units have detected more than 54,000 infringements.

In relation to broader infrastructure, we have been working closely with the Macquarie Point Development Corporation and the AFL to progress the new multipurpose stadium, with some designs already released and more expected in the coming months to fully illustrate the scope and fit of the facility.

We are also continuing work on the Devils' AFL High Performance Centre (HPC) and were proud to have been part of the behind the scenes work to launch the Tasmania Devils Football Club which is fast approaching 200,000 foundation members.

In looking to harness this renewed interest in sport and recreational activities at the grassroots level, we are also making significant progress on other facilities including the Dial Sports Complex, Glenorchy Sports Facility, JackJumpers HPC, Northern Suburbs Recreation Hub and UTAS Stadium. All these facilities will act as beacons for getting more people, especially young Tasmanians, out and active.

To support this ongoing economic activity, we were pleased to have facilitated the new five-year National Skills Agreement with the Australian Government, locking in funding for vocational education and training and this year alone we helped more than 27,300 students go through nearly 6.9 million hours of training.

At the end of the financial year we are also pleased to have finalised the new Tasmanian Population Policy, *Planning for our Future*, ready for release and to support this strong outlook.

While we will continue to deliver for the Tasmanian community, ensuring we maintain a physically and mentally healthy workplace where there is a strong culture of consultation and communication is also a priority for me.

At the core of State Growth is the strength of the department's values of excellence, integrity, respect and teamwork. These values underpin a culture that balances the importance of responsiveness to our stakeholders, with supporting a safe, sustainable and efficient workplace for our employees, contractors and suppliers.

Part of this is continuing to make progress on diversity and inclusiveness so that we can create a greater sense of belonging at work for everyone and ensure our services are more inclusive for the Tasmanian community.

Our new *Disability Access and Inclusion Plan* expands on our previous disability action plan and links directly with the targeted actions under *Australia's Disability Strategy 2021-31*. We all have a role and responsibility for ensuring that everyone is treated with dignity and respect, and no-one is left behind. This plan takes us closer to that vision.

Throughout this report we have highlighted some of our more prominent achievements especially focusing on the benefit we work to provide Tasmanian businesses, industries, communities, families and individuals.

It is always difficult to capture all that we do, but as I look back on the past year, I am very proud of our many accomplishments and the dedicated State Growth staff who have contributed to them all. We have a broad remit but we are united by our shared purpose.

It is an honour to lead a department that plays such a critical role for Tasmania and its future, and I am excited for what the year ahead holds for this agency and our island state.



Craig Limkin
Secretary

WHO ARE WE

The Department of State Growth supports diverse and sustainable economic growth and facilitates the creation of job opportunities for the benefit of the Tasmanian community.

The department 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 resources 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. The group also supports statewide planning and coordination of major stadium projects and infrastructure delivery.
- ▶ **Business Services** – works with our partners to lead the internal development of organisational culture, business improvement and emergency management through the delivery of quality financial, communication, human, information, spatial, asset management and portfolio services.

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

- ▶ **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 delivering programs to Tasmanian businesses and households and 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.
- ▶ **Tasmanian Development Board** – the Board's primary focus is the creation of investment and associated employment to implement government policies.

Our Corporate Plan

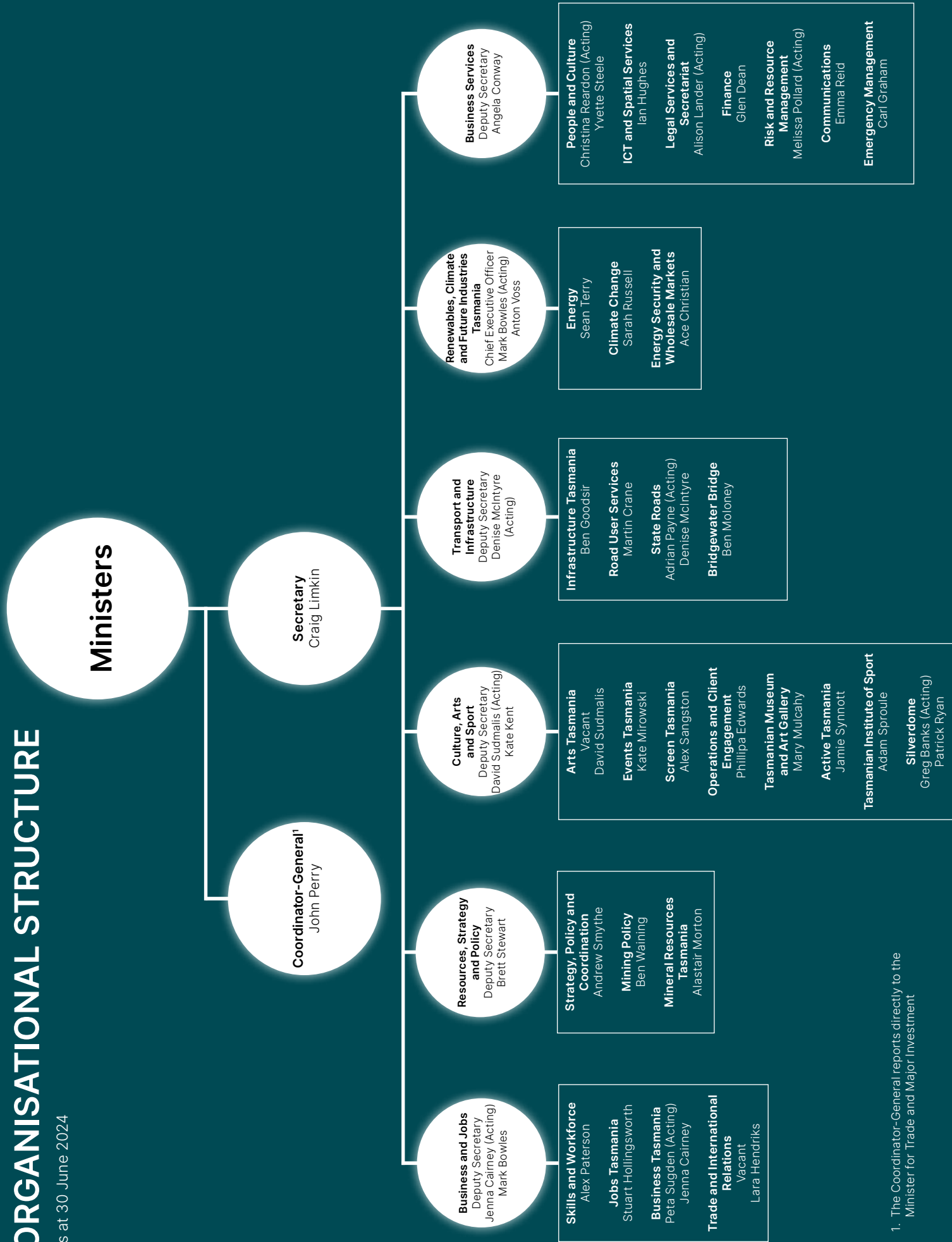
The Department of State Growth Corporate Plan 2023–26 was endorsed in May 2023 and sets our direction, guided by the following five objectives. In addressing these, the department will work with businesses, industries and communities to reduce Tasmania's greenhouse gas emissions and build resilience to the effects of climate change.

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

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

ORGANISATIONAL STRUCTURE

as at 30 June 2024



1. The Coordinator-General reports directly to the Minister for Trade and Major Investment

OUR PEOPLE

The wellbeing of our people was our focus this year, along with initiatives to enhance a supportive and inclusive workplace for our teams to thrive.

We continue to adopt a holistic approach for health, safety and wellbeing to enhance productivity, engagement, and prevent work-related injuries and illness.

We delivered a comprehensive myWellbeing program, offering a variety of activities and initiatives designed to support the wellbeing of both individuals and the organisation. These included the Resilience Project's Authentic Connections program and Digital Wellbeing series, free on-site skin checks and flu vaccinations, mental health education programs, webinars on topics such as sleep, stress and burnout, as well as workshops and self-care sessions.

The program also provided financial wellbeing and resilience webinars, manager and employee support programs and raised awareness of our Employee Assistance Program.

We consulted across the department to refresh our departmental and divisional health and safety risk registers to ensure that we are aware of and can manage risks to the safety of our people.

We continue to build a positive workplace with the implementation of the Respectful Workplace Behaviour Policy and a suite of resources to support managers and employees to identify and address disrespectful behaviours including the delivery of 'Respect at State Growth' workshops and development of a confidential reporting tool for reporting unacceptable behaviours.

Creating a workplace that is safe for children and young people was another focus for us this year with the implementation of our Child and Youth Safety and Wellbeing Policy. We also implemented measures to ensure that our people and those that engage with our services are able to report concerns about harm to children and young people.

Our commitment to diversity and inclusion continued with the delivery of our action plan. We supported and implemented disability awareness training, cultural competency training, women supporting women forums and created a calendar of diversity-related events to support employee engagement across the department.

In support of our LGBTIQ+ employees and their families, we participated in the 2024 TasPride Parade and Wear it Purple Day. We also introduced a Gender Affirmation Policy and resources to support any employee affirming their gender.

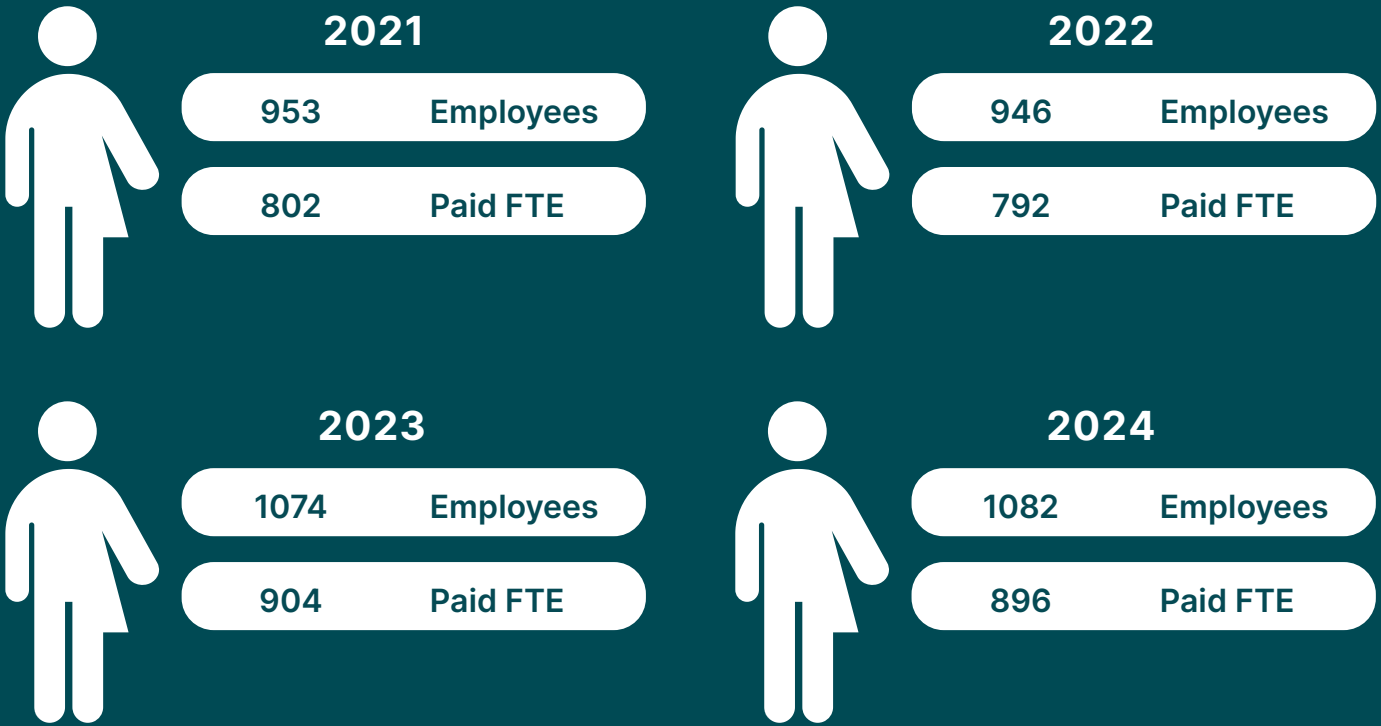
The department continues to participate in a range of advisory groups, collaborating with key stakeholders to provide support to government on community-related issues.

This year we also prioritised enhancing leadership capability through a trauma-informed approach. We conducted workshops to equip our leaders with the skills needed to manage conversations and interactions sensitively.

Additionally, our leaders engaged in a range of both whole-of-government and department-specific initiatives throughout the year. We continue to support youth employment with the recruitment of 12 graduates and three school-based trainees.



As at 30 June 2024 we employed 1082 people (896 paid full-time equivalents)



As at 30 June 2024, permanent employees represented 84 per cent of our workforce, with 12 per cent employed fixed term and the remaining four per cent being senior executive service and equivalent specialist employees. Twenty-seven per cent of our employees work part-time.

Our gender profile has remained consistent with previous years, with 55 per cent of the workforce being female and 45 per cent being male. The number of females in the senior executive service and equivalent specialist roles is 40 per cent, an increase of three per cent on last year.

Senior Executive and Equivalent Specialists by Gender

Classification	Female	Male	Other	Total
SES 1	11	12	0	23
SES 2	3	5	0	8
SES 3	2	4	0	6
SES 4	0	3	0	3

BUSINESS AND JOBS





BUSINESS AND JOBS

Throughout 2023–24, Business and Jobs had a strong focus on partnerships and client service to help businesses, job seekers, vocational learners and industry across Tasmania.

Business Tasmania had another strong year with the frontline team supporting businesses with information and referrals, receiving almost 2,000 phone calls and 575 emails, as well as meeting face-to-face with clients and engaging directly through social media.

In a further boost for Tasmanian businesses, through the ongoing implementation of the *Small Business Growth Strategy 2026*, we launched the new Tasmanian Business Advice Service and the Small Business Advice and Financial Guidance Program, both providing free business advice to Tasmanian small businesses.

Looking wider, with our exports expected to top \$6 billion for the year, we have continued our focus on helping Tasmanian businesses grow their overseas markets. Eighty-three grants through the Accelerating Trade Grant Program have generated \$36.1 million in sales and our International Business Development Network of Tasmanian Trade Advocates has helped secure 14 major new contracts worth more than \$91 million.

Under the Trade and Investment Mission Plan 2024, we led missions to the United Kingdom, Europe and the United States of America and focused on increasing 'TASMANIAN' brand awareness at Fine Food Australia, the China International Import Expo, FOODEX 2024 in Japan, Sea-Air-Space in the US and Food and Hotel Asia in Singapore.

This year the *Advanced Manufacturing Action Plan* finished its four-year cycle having taken the sector to an improved position. We issued 44 grants under the plan and engaged individually with more than 460 manufacturers. The defence sector continued its rise with almost 90 contracts worth nearly \$200 million awarded to Tasmanian companies. The Industry Capability Network Tasmania engaged with industry on more than \$1.1 billion worth of Tasmanian projects.

We also supported Tasmania Development and Resources in management of its loan portfolio, including amending the loan to Incat to help them construct an electric vessel to tap into the global market for low emission vessels.

Additionally, Tasmania Development and Resources approved nine loans this year for a total of approximately \$12 million assisting young farmers to progress farming in their own right, tourism operators to improve or develop their tourism offering and business owners to expand their business.





As well as the funding support for tourism operators, we worked closely with industry under the *2030 Visitor Economy Strategy* to develop tourism and hospitality in Tasmania. Key areas of focus were innovation in product offerings, making Tasmania a carbon neutral destination, attracting business events and helping to grow our hospitality industry.

Across all industries, Skills Tasmania continued to invest in priority vocational education and training to support the Tasmanian economy, community and learner needs. Collaboration and partnerships, particularly through Industry Skills Compacts, helped direct investment and were a focus under the new Industry Partnerships Program and the Collaborate and Elevate stakeholder forum in May.

Importantly, we supported the Tasmanian Government to negotiate and sign the five-year National Skills Agreement, securing future skills funding from the Australian Government.

This year more than \$165 million of grant funding was provided to Registered Training Organisations and TasTAFE to support workforce development, capital improvements and training delivery to enable Tasmanians to develop their skills, upskill or reskill and find fulfilling careers. Overall we helped more than 27,300 students to further their careers and delivered nearly 6.9 million hours of training and as at April there were more than 10,000 apprentices and trainees in training.

Building on this, Study Tasmania promoted Tasmania as a study destination for international students and Migration Tasmania filled all 1,200 places under the Skilled Migration State Nomination Program, which supported a range of critical sectors, businesses and industries to address skills and workforce needs.

Across the financial year Jobs Tasmania continued to coordinate employment and workforce participation programs, strategy and policy and the Regional Jobs Hub Network was recognised as a nation-leading model in driving real impact and outcomes for Tasmanian job seekers, employers and communities, having helped almost 5,000 people into work.

Jobs Tasmania also led the development of the *Youth Jobs Strategy* which included hosting the inaugural Youth Jobs and Participation Summit in February.

This year our Employer of Choice program supported businesses embrace workplace practices to help them attract and retain a workforce. In 2023, 15 new organisations were recognised as Employers of Choice and the Employer of Choice Assist advisory service for small and micro businesses was launched and has so far fielded 150 enquiries.

Importantly, regional digital connectivity issues were also addressed through the completion of the Great Eastern Drive Mobile Coverage Project: 98 per cent of the highway now has 4G coverage, and over 13,500 households in the region have new handheld 4G coverage, including at Falmouth, Four Mile Creek and Binalong Bay.

Overall, this year for Business and Jobs was about fostering and strengthening partnerships, whether across government, with business and industry, communities or individuals to drive economic growth and local success.

CULTURE, ARTS AND SPORT





CULTURE, ARTS AND SPORT

This year has been one of growth in our programs and initiatives to encourage Tasmanians and visitors to get out and be active, entertained, challenged and inspired.

Across 2023–24, the newly established Active Tasmania provided a renewed focus on encouraging more Tasmanians to actively participate in sport and recreation.

We issued more than 17,400 vouchers through Ticket to Play, our means-tested sport and activity voucher program designed to get children and young people into physical activity by helping with the costs of registration and memberships.

We also delivered the Tasmanian Active Infrastructure Grants Program, with \$5 million made available to the sport and active recreation sector to build new, and upgrade existing, infrastructure with 37 projects approved. We also approved almost \$1.3 million for 142 local clubs for new equipment through the Active Tasmania Equipment Grant Program.

Through the Tasmanian Institute of Sport (TIS) we continued to support the state's elite and developing athletes, as well as those striving for selection for the 2024 Paris Olympic and Paralympic Games. Eighteen TIS athletes achieved top-eight results at benchmark international events across a range of sports.

We were also excited to welcome the first intake of 81 young athletes to spend 12 months in the Talent ID for 2032 program which focuses on discovering athletes with the potential to compete at the 2032 Olympic and Paralympic Games.

The Silverdome experienced an uplift in bookings and enquiries during the 2023-24 financial year, hosting 14 major events totalling more than 27,000 attendees. Events hosted by this major Tasmanian venue included the Tasmania JackJumpers NBL northern home games and the National DanceSport Championships.

As a significant driver of economic activity, in the last year Events Tasmania invested more than \$24.5 million to support 145 events across the state, bringing in more than 112,000 visitors and generating a projected 550,000 bed nights.

A highlight of the year was the inaugural Australian edition of Red Bull Hardline in February 2024. The sell-out event staged at Maydena Bike Park showcased a course which has drawn international acclaim from mountain bikers.





This year Tasmania's recent screen successes continued with Screen Tasmania focusing on both investing in local content and attracting investment to Tasmania. More than \$2.7 million was provided to support local screen content in 2023-24, resulting in more than \$19 million of expenditure on Tasmanian goods and services.

We were also pleased to see Tasmania as the backdrop for two big-budget drama series: *The Survivors* and *Bay of Fires Season 2*.

Looking to the future, Screen Tasmania this year provided a combined \$291,750 to 14 films and series and two video games through the Project Development and Games Development programs, setting up the next round of creative projects to be produced in the coming years.

In the arts more broadly, this year Arts Tasmania invested more than \$11.6 million in the arts and cultural heritage sector through administered and competitive funding programs. This included multi-year support for 11 arts organisations including Assembly 197, Second Echo Ensemble and the Tasmanian Youth Orchestra through the new arts organisations multi-year program which covers the next four years.

Additionally, we helped Tasmanian creatives to access significant opportunities, such as attending the Australian Performing Arts Exchange and participating in the Venice Biennale delegates program through our Industry Development program.

Arts Tasmania also managed 16 new commissions under the Tasmanian Government Art Site Scheme and administered loans totalling more than \$1.2 million through the COLLECT Art Purchase Scheme.

Continuing our connection with Tasmania's many small museums and collections through our Roving Curator program, in 2023-24 we provided 78 days of roving curator time to seven organisations. Our roving curators helped volunteers and museum professionals all over Tasmania with the curation and management of community collections, art galleries and museums.

The Tasmanian Museum and Art Gallery (TMAG) had another strong year hosting more than 245,000 visitors, nearly 40,000 up on the previous year, helping take total engagement numbers to almost 512,000.

This year's program highlights included *Lands of Light: Lloyd Rees in Tasmania*, *Unshackled: The True Convict Story*, *Hobart Current: Epoch*, *Twist*, *SIXTY: The Journal of Australian Ceramics 60th Anniversary 1962-2022* and *Extinction Studies*.

A particularly popular program this year was the Hidden Creature Gallery, an augmented reality trail of 25 creatures 'hidden' in galleries across TMAG with the animated creatures created by young Tasmanians inspired by objects in the TMAG collection.

By supporting sport, culture and the arts, we are proudly working for the health and wellbeing of Tasmanian individuals, teams, clubs and communities while, attracting more visitors and boosting the local economy.

RESOURCES, STRATEGY AND POLICY





RESOURCES, STRATEGY AND POLICY

This year our work has had a strong focus on the future, particularly population growth, the coordinated delivery of infrastructure and services for the community and the ongoing oversight of our biggest export earner, the mineral resources sector.

Continuing as our most prominent project has been our AFL future, as we provide oversight and support for both the team and infrastructure.

Possibly the biggest single achievement this year was the establishment and launch of the 'Tasmania Devils', our AFL and AFLW club in March. This major event was important in setting our club up for success so it can strongly represent this proud football state.

Exceeding all expectations, foundation memberships reached 150,000 after just four days and is expected to exceed 200,000 in the coming months which, we understand, makes the Devils one of only six sporting clubs in the world to have this many members.

In supporting the club, we continue to provide support and advice on the design and planning for the high performance training facility which will serve as the administrative home of the Devils.

We also continue to work closely with the AFL and the Macquarie Point Development Corporation on the Mac Point urban renewal project with the multipurpose stadium that will become the playing fortress for the Devils as its centrepiece.

Excitingly, a funding agreement to progress the urban renewal of Macquarie Point was signed with the Australian Government this year and we expect the Corporation to release more information and designs for the stadium in the coming months.

Also looking to the future, at the end of the financial year we have now finalised the new Tasmanian Population Policy *Planning for our Future*, which is set to be released as part of the Premier's 2024 State of the State Address at the start of the new financial year.

The policy will lead the state's move towards a more balanced and sustainable population and has been developed through extensive consultation and collaboration across government and the community. It will provide a strategic framework to bring together the services and infrastructure to support projected growth including housing, skills and training, workforce development, urban renewal and transport.

In looking to the future of our second most visited attraction, in 2024–25 we will be undertaking a holistic review of kunanyi/Mount Wellington and the wider Wellington Park. The review will consider how we can both protect and enjoy the mountain for generations to come and provide a world-class visitor experience for locals and visitors alike. We expect community consultation to commence in the coming months with the review expected to be completed by June 2025.





This year was particularly strong for our Antarctic sector with our Antarctic Gateway of Hobart hosting a record six National Antarctic Programs from around the world.

November's *Economic Value of the Antarctic Sector to the Tasmanian Economy 2021–22* report, showed the sector contributes more than \$183 million each year to the local economy and employs almost 1,000 people in Tasmania – an increase of 32 per cent over the last decade.

In advancing diversity and representation in the sector, this year we were also proud to support the establishment of the Antarctic Women's Network as a sub-committee of the Tasmanian Polar Network. The new network is already seeing success in advancing the role of women and other under-represented groups in the Antarctic sector and promoting the sector as a rewarding career choice.

Turning to a staple in the Tasmanian economy, this year the Tasmanian mining industry delivered \$52.2 million in royalties and more than \$2.2 million in fees and rentals into taxpayer coffers. The sector remains Tasmania's highest export income earner, bringing in around \$2.9 billion in the year to May 2024, to our economy while directly employing 6,800 people.

Across the year, Mineral Resources Tasmania granted 145 licences including exploration, retention and special licences. Additionally, at the end of the financial year there were 471 current mining leases in place with 30 applications under assessment.

In supporting the future of the sector, the Exploration Drilling Grant Initiative (EDGI) has continued its success this year. Eight rounds of grants have been awarded since inception, totalling \$1.88 million for 19.6 km of drilling, with an estimated industry expenditure exceeding \$5.5 million, with the ninth in progress. Due to the success of the program an additional \$1.5 million has been committed to extend it to 2028.

EDGI has contributed to help exploration in Tasmania reach its highest levels on record with more than \$36.6 million spent over the past 12 months.

With an extensive work program ahead, we look forward to more significant achievements in the coming financial year and are well placed to continue the provision of centralised policy and strategic advice across the department and government.

TRANSPORT AND INFRASTRUCTURE





TRANSPORT AND INFRASTRUCTURE

This year \$542.3 million was spent upgrading and maintaining the state road network, generating jobs and helping people, goods and services move safely and efficiently. This included \$282.7 million from the Australian Government with \$223.6 million spent on the New Bridgewater Bridge, \$197.5 million on road upgrades and \$121.2 million on maintenance.

This year we made major progress on the \$786 million New Bridgewater Bridge which remains on track to come in on time and within budget with all four lanes on the new bridge due to open to traffic several months ahead of the scheduled completion date in mid-2025.

The flow-on benefits of the project are being felt across Tasmania, providing increased capacity and capability within the civil construction industry. Many of the project's activities are delivered by Tasmanian businesses, helping keep the skills and knowledge created in the state and more than \$12 million a month going to local subcontractors.

Overall, a total of 44 road and bridge projects were completed in 2023–24.

With much anticipation, we also completed the new Cam River Bridge at Somerset, providing a higher, wider and more resilient crossing with new traffic signals at the Murchison Highway junction, improving safety and efficiency when accessing the west coast's mining and agriculture areas.

Also in the north, we finished the first section of the upgrade of the Tasman Highway across the Sideling, and the Lyell Highway upgrades between Queenstown and Strahan, improving safety and access in these regional areas.

In Hobart, we installed a new peak hours clearway on Macquarie Street, the first stage of improvements to the Davey Street/Macquarie Street couplet under the Hobart City Deal, increasing the capacity of this busy road when most needed. It will also be an important part of the improved traffic flow that will come from the planned Southern Outlet Transit Lane project.

This year we oversaw a focus on long-term strategic planning for a number of key transport routes. The *Huon Highway - Kingston to Southport Corridor Strategy* was published and progress made on strategies and 10-year action plans for Devonport to Cradle Mountain and the Arthur, Ridgley, Channel and East Tamar highways. This planning helps us improve Tasmania's roads in a coordinated way and will support funding proposals over the coming years.

In another significant milestone, we completed another 40 kilometres of the *Midland Highway 10-Year Action Plan* near Oatlands, Ross and north of Campbell Town. Only 10 kilometres north of Campbell Town is left of the \$605 million program to make the highway safer, lifting it to a consistent 3-star AusRAP safety rating.





On top of the safety benefits delivered through these projects, we invested over \$11 million on dedicated road safety initiatives including grants of \$2.5 million through the Vulnerable Road User Program. This program supported 24 councils to implement small-scale infrastructure projects to keep vulnerable road users, including pedestrians and cyclists, safe.

While the number of fatalities in 2023 was down on the previous year, far too many crashes continue to claim the lives of Tasmanians. It is why we relaunched the Over is Over campaign to target speeding and extended the use of mobile traffic cameras to now also capture three of the fatal five crash factors: speeding, seat-belt non-compliance and distraction (mobile phone use). To the end of 2023–24 more than 54,000 infringements had been detected by the cameras.

Of note, in May 2024 Tasmania hosted National Road Safety Week for the first time. Many events were held to raise awareness and promote safer driving, including a launch at the Tasmanian Museum and Art Gallery. The exhibition featured the life-like sculpture Graham, “the only person designed to survive on our roads”.

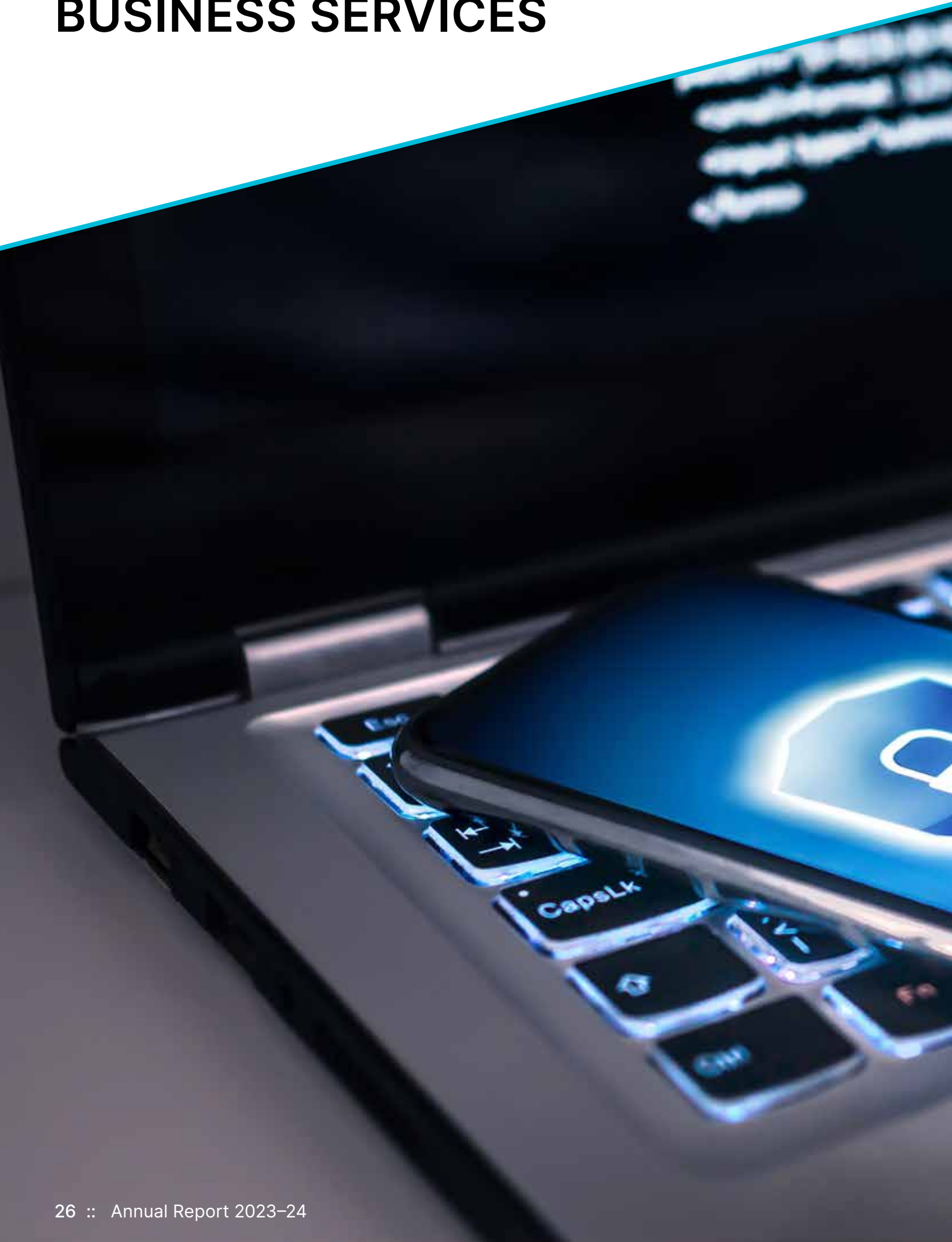
Continuing with the theme of safety, this year we saw a 40 per cent increase in escorts of oversize loads by Transport Safety Officers, supporting infrastructure and business development across the state and we continued work on our Heavy Vehicle Access Management System which has been selected as the basis for the new national heavy vehicle access system.

On public transport, at the start of the financial year we implemented a new state-wide fare structure across all general access bus operators and the Derwent ferries which created a fairer fare structure, replacing historical arrangements which saw different fare amounts being charged for similar journeys.

In making bus travel even more attractive, this year saw another 68 bus stops at priority locations across five local council areas upgraded to all-access, all-weather standards, including 11 new shelters, recognising the importance of improving transport access for people with a disability.

By coordinating our efforts around the state, modes and planning in this way, we aim to make the biggest improvements to our transport system for business, the economy and our communities.

BUSINESS SERVICES





BUSINESS SERVICES

This year we have focused on driving organisational change, ensuring our central systems, processes and frameworks support the broader department in providing quality, timely and effective advice, support and services to the government and the community.

We have been actively reinforcing our departmental expectations in maintaining a productive, respectful and thriving workplace through the delivery of a number of wellbeing, diversity and inclusion activities.

We also continued to prioritise creating a workplace that is safe and supportive for children and young people with our Child and Youth Safety and Wellbeing Policy emphasising our zero-tolerance for harm to children and young people.

In support of the commitment to achieve 100 per cent electric vehicles in the government fleet by 2030, this year we welcomed the first fully electric vehicle into our fleet and commenced scoping electric vehicle charging across our entire property portfolio.

In accommodation, we focused on accessibility for our visitors and staff, with the installation of push button access doors across three of our largest office accommodation sites, with plans to extend this feature to more sites in the near future.

Across the year we continued to focus on harnessing technology and streamlining systems to help us work more efficiently, ensuring our services provided are fit for purpose and support our people and their changing workplace requirements.

Across 2023–24 we upgraded 371 desktop computers and 18 meeting room audio-visual devices and our IT Service Desk team responded to more than 10,500 calls from staff on technical or user issues.

We have continued to embed the department's Risk Management Framework, including holding eight risk workshops for departmental staff on strategic risks and strategic projects with these sessions catering to more than 80 employees.

We made significant improvements to our financial management system through configuration improvements to our web-based platform, which will position us for future business process improvements, including e-invoicing.





We continued to provide tailored grants management support across the department with more than 180 staff taking part in dedicated training sessions and grants clinics across the year. We provided support to nearly 190 grant funding rounds attracting almost 5,300 applications and resulting in \$252 million in grant payments.

Our emergency management arrangements were activated and we coordinated efforts across our agency to support the whole-of-government response in relation to the Coles Bay, Central Highlands and Port Latta bushfires.

Additionally, we led the development of a whole-of-government procurement panel of service providers to support emergency response and recovery when government agencies and local governments have exhausted their capacities.

As we move towards the new financial year we are set to welcome forest policy responsibilities and staff into State Growth to align these functions with our wider growth and industry facilitation activities.

Additionally, in June the Secretary launched consultation on a proposed strategic realignment of our functions and internal structure to better align functions and roles. We look forward to working with the Secretary and respective business areas to embed these changes over the coming year.

We look forward to continuing to provide a strong foundation to enable our colleagues across the department to deliver services and outcomes for the Tasmanian community.

REPORT FROM THE OFFICE OF THE COORDINATOR-GENERAL



This year we are pleased to report the facilitation of approximately \$476 million in investment for Tasmania, bringing the total facilitate since 2015–16 to more than \$4.9 billion.

While some projects can take significant time to bring to fruition, nearly \$2 billion of projects we have helped facilitate have been completed, supporting more than 3,000 jobs through construction and ongoing operation.

Building on last year's momentum, in 2023–24 we expanded our in-person engagement activities, achieving even greater reach and impact. Our participation in investment conferences, international delegations, site visits and trade missions has exceeded previous years, strengthening our connections and presence in key markets locally and internationally.

To date more than \$235 million of projects progressed directly through our international investment missions have achieved operation and more than \$140 million of other projects are working towards construction.

One of our proudest achievements this year has been attracting world-leading ocean exploration and marine robotics company, Ocean Infinity, beating out other cities across Australasia to host its Remote Operations Centre (ROC). The ROC will create up to 50 full-time jobs locally, providing highly skilled positions in the maritime and technology sectors.

Ocean Infinity will soon remotely operate autonomous exploration vessels across the globe and particularly in our region, from its new Hobart home.

Looking to tourism investment, this year we furthered work on the remaining areas of the Cradle Mountain Master Plan with a focus on collaborating with land managers, business operators and the broader tourism industry to identify immediate investment priorities.

We have also continued work on securing the funding for the overall project while also progressing the surveying and planning for the development of staff accommodation, the gateway precinct and the sustainable transport solution in the form of a cableway.

This year the Tourism EOI process received one new proposal, with ten approved projects continuing to progress through development and approvals. A further ten projects have invested more than \$27.4 million in their projects and supported 63 jobs to become operational.

On investment in our cities, the Northern Cities initiative and the now-\$609.4 million Launceston City Deal continue to generate important social and economic activity and reshape Launceston, Devonport and Burnie.

Under the City Deal, the start of 2023-24 saw the opening of the \$45.5 million River's Edge building under the \$304 million UTAS Inveresk Relocation and Transformation Project and in September early works began on the \$43.6 million Northern Suburbs Community Recreation Hub in Mowbray, with an opening expected in late 2025.

At improving government efficiency, this year the Red Tape Reduction Program entered its tenth year of operation in which time 198 red tape issues have been identified and at the end of the year 86 per cent of those red tape issues have been resolved. This year a particular success has seen reform of processes affecting 300 permits and approvals which will increase efficiency and certainty for small businesses across the state.

Across each of these main areas of our remit, our team is proud to continue helping influence the future of our state and working to make it more prosperous for all Tasmanians.

John Perry

Coordinator-General

REPORT FROM INFRASTRUCTURE TASMANIA



There has been a great deal achieved at Infrastructure Tasmania (ITas) this year and I thank our hard-working staff.

While we routinely advise on maritime, rail and aviation policy, both locally and nationally, the emergency response to the King Island drought this year has been outstanding. Specifically, we have assisted with building freight capacity to the island to assist farmers in managing their livestock.

Looking longer-term, we also worked on the ongoing Port Services Governance Review and led input into the Australian Government's Aviation White Paper, emphasising the needs of our regional communities. We also supported heritage rail on the west coast, working with the Abt Railway Ministerial Corporation and volunteer heritage groups on new insurance requirements.

We continue to manage the 10-year Infrastructure Pipeline, providing critical information for public infrastructure delivery. The pipeline currently contains information on around 385 projects totalling more than \$27 billion of planned investment from across government agencies, government businesses, statutory authorities, local government and known projects from the private sector.

The Building and Construction Roundtable met in July 2023 and while the scheduled follow-up for March 2024 was postponed due to the state election, many actions from the roundtable's memorandum of understanding have been completed or significantly progressed including improving procurement processes and practices across government and continuing the momentum of the High-Vis Army workforce initiatives.

As advised in last year's report, we are pleased to have expanded our services to assist other departments in the design and delivery of projects by providing access to experts in architecture, urban design, engineering and commercial advice. This has included support of the Burnie Court relocation, Macquarie Point stadium, QuayLink, Royal Tasmanian Botanical Gardens and University of Tasmania Stadium projects this year.

We continue our administration of the Project Assurance Framework, an independent and confidential third-party review process designed to help identify and manage risks and improve outcomes for state government projects. We have been trialling the framework on a voluntary basis since January 2022 with 12 projects registered for reviews and eight completed, with positive results for each.

In the north of the state, in August the Tamar Estuary Management Taskforce launched the *Phase One: Implementation Plan 2023-2027*, setting priorities for the estuary. Delivery on the River Health Action Plan provided ongoing infrastructure upgrades to Launceston's combined stormwater and sewerage system and catchment management and riparian works under the Tamar Action Grants program. In February 2024, the Australian and Tasmanian governments entered into a funding agreement to deliver a trial wetland restoration project.

Looking at important recreational infrastructure, we continue to deliver more than \$400 million in public infrastructure, focusing on sporting infrastructure for community wellbeing and grassroots competition. As part of this, in June we were pleased to take the \$43.6 million Northern Suburbs Community Recreation Hub at Mowbray through to become the first ITas project to break ground and we continue work on both the AFL and JackJumpers high performance centres, the Glenorchy Community Sports Facility, UTAS Stadium Redevelopment and the Dial Regional Sports Complex.

With this number of projects, and their significance, we look forward to another busy and productive year ahead in 2024-25.

Ben Goodsir

Chief Executive

REPORT FROM RENEWABLES, CLIMATE AND FUTURE INDUSTRIES TASMANIA



This year has been one of considerable strategic advancements for Renewables, Climate and Future Industries Tasmania (ReCFIT), as we continue to position Tasmania as a leader in renewable energy and support businesses and the community to decarbonise.

Our focus has remained on expanding Tasmania's renewable energy capacity, reducing our emissions, supporting climate resilience and driving innovative industry initiatives.

Making particular progress in 2023-24 has been the Project Marinus and Battery of the Nation initiatives. A new tripartite ownership arrangement for Project Marinus between the Australian, Tasmanian and Victorian governments came into effect in March providing for 49, 17.7 and 33.3 per cent ownership respectively. The focus now turns to the state's involvement in final investment decisions for Marinus, the North West Transmission Developments and the Tarraleah redevelopment, the first of these scheduled for May 2025.

Another major project this year has been to progress planning and consultation on the rules and processes for establishing Renewable Energy Zones (REZ) in Tasmania. Across the year we have been undertaking detailed geographic assessments across a possible zone in the north west and have drafted an enabling legislative framework.

These have resulted in significant community interest that saw about 150 members of the community attending public information sessions held in Ridgley and Burnie in May and June. As part of these engagements, throughout the 2023-24 financial year we received over 9,000 site visits and 390 contributions through our community engagement portal. We also helped the government develop guidelines on community engagement, benefit-sharing and local procurement for renewables projects.

This year we have continued to drive the development of emerging industries that are key to Tasmania's economic future.

Looking at alternative fuels and future industries, a significant highlight of this year was securing \$70 million in funding from the Australian Government in January for the development of the Tasmanian Green Hydrogen Hub at Bell Bay. This funding through the Regional Hydrogen Hubs program marks a major step forward in Tasmania's ambition to be part of the global hydrogen market and confirms the Bell Bay hub as the cornerstone of Tasmania's green hydrogen economy.

This initiative is part of Tasmania's broader strategy to diversify its energy portfolio and reduce greenhouse gas emissions. The Tasmanian Green Hydrogen Hub will not only contribute to local economic growth but also position Tasmania as a key player in the international hydrogen economy. Our work this year has focused on finalising the necessary infrastructure plans and securing partnerships that will drive the successful implementation of the hub.

In the same vein, we have been making significant progress on the Tasmanian Renewable Hydrogen Industry Development Fund to support the adoption of hydrogen technologies, including the \$8 million Green Hydrogen Price Reduction Scheme.

This scheme seeks to bring the sale price of green hydrogen down to a level that is competitive with other energy or fuel sources to become an attractive zero emissions substitute for end users. The application process opened to potential proponents in September and Countrywide Hydrogen was announced as the preferred proponent in May.

Also in paving the way to a cleaner future, this year saw continued implementation of the *Tasmanian Climate Change Action Plan 2023-2025* and there was progress in developing emissions reduction and resilience plans for our key sectors.

Draft plans are now being finalised for energy, transport, waste, agriculture, industrial processes and land and forestry sectors, as well as for government operations. Draft plans have been released for consultation with a view to finalising the plans before the end of the calendar year.

Building climate resilience at the community level has been another key focus of our work this year, collaborating with the local government sector to support their capacity to respond to climate change. Of particular note from this work was the initiation of a statewide climate change capability program in December 2023, co-designed with the sector to equip councils with the tools and knowledge that they need to further reduce emissions and adapt to climate impacts.

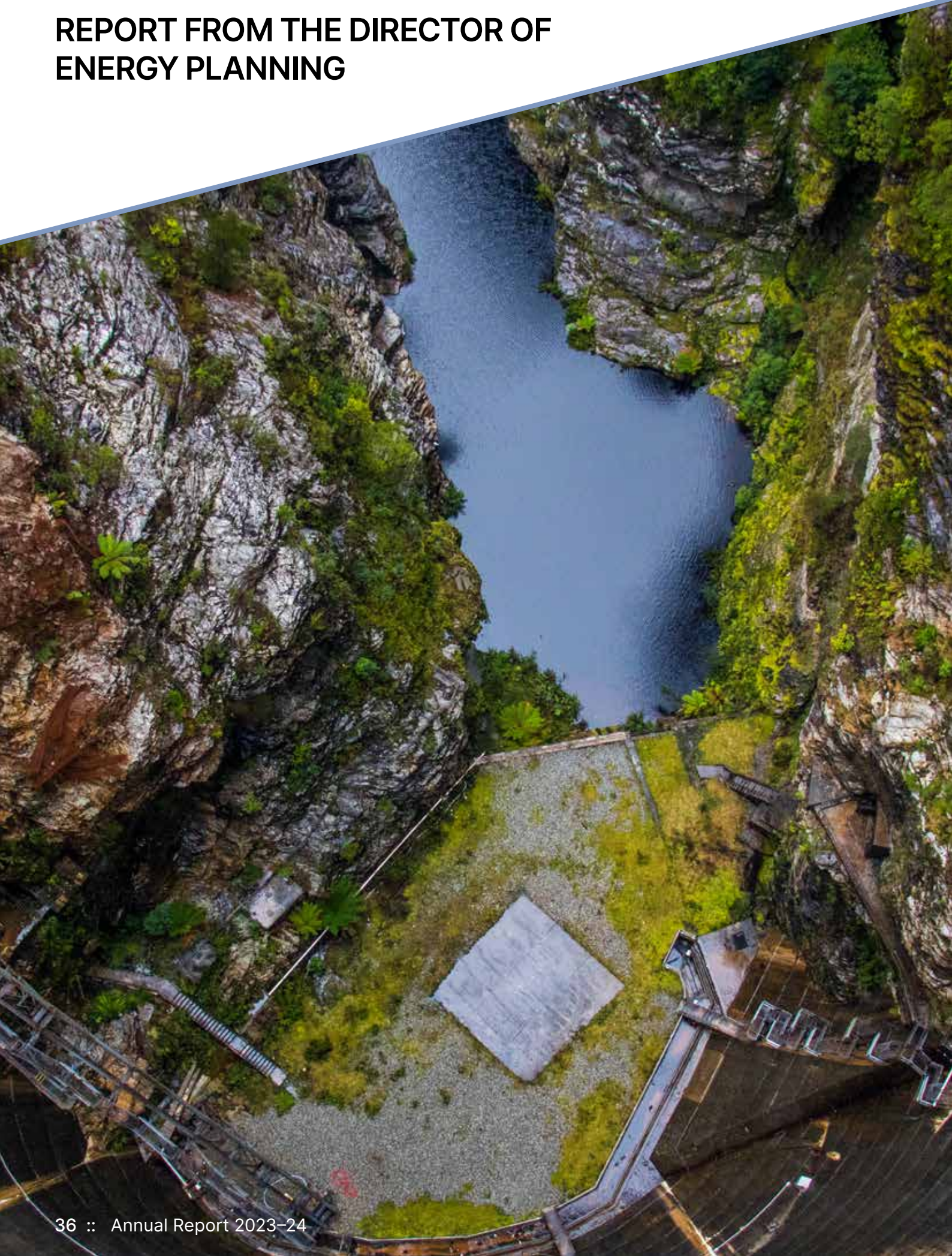
In addition to supporting local governments, we have continued to empower Tasmanian communities through a range of grants and programs. Across the year the popular Energy Saver Loan Scheme has provided \$43.8 million in approved loans to around 5,250 residential and small business applicants and our e-transport rebates have provided \$362,000 to 181 applicants for electric vehicles, and \$200,000 for 501 e-bikes, cargo e-bikes and personal mobility devices such as e-scooters, helping households and businesses improve energy efficiency and reduce energy costs.

As we look forward to 2024-2025, major priorities include establishing a renewables developer case management function, the execution of a formal funding agreement with Countrywide Hydrogen under the Green Hydrogen Price Reduction Scheme, negotiation on a Renewable Energy Transformation Agreement and reaching a final investment decision on Stage 1 of Marinus Link.

Mark Bowles

Acting Chief Executive Officer

REPORT FROM THE DIRECTOR OF ENERGY PLANNING



In accordance with the provisions of the *Energy Planning and Coordination Act 1995*, I am pleased to provide this report in my capacity as both Director of Energy Planning and Energy Security Co-ordinator for the 2023-24 financial year.

In my capacity as Energy Security Co-ordinator, I am pleased to advise on Tasmania's hydroelectric generation management for 2023-24.

In the 2023-24 financial year Tasmania's energy in storage remained well above the High Reliability Level (HRL) and as such, I was not required to exercise any powers available under Part 2A of the Act. The HRL is a threshold to which reserve water is held for energy security purposes, where the reserve is sufficient to withstand a six-month Basslink outage coinciding with a very low water inflow period.

The risk to energy security was very low over the entirety of the year, again demonstrating the effectiveness of the established energy security framework and arrangements. It is noted that the Tamar Valley Power Station continues to be an important part of Tasmania's energy infrastructure, generating consistently over the period and allowing energy to be retained in hydro storages.

Across the year the Basslink interconnector remained a crucial element of Tasmania's energy security. Since my last report the owner of Basslink Pty Ltd, APA Group (Australia), has applied to the Australian Energy Regulator (AER) to have the interconnector converted from a 'market service' to a 'regulated transmission service'.

Broadly speaking, transitioning Basslink to a regulated asset will provide access to the AER's transparent regulatory process, bringing it in line with all other interconnectors in the National Electricity Market. The AER subsequently accepted APA's request and is working through an extensive assessment process required to effect this change. We are actively monitoring progress and providing input as required and appropriate with the final decision on whether or not Basslink is regulated a matter for the AER.

Under the Act, I am again pleased to report on progress made towards meeting Tasmania's renewable energy targets of 15,750 gigawatt hours of generation by the end of 2030, and 21,000 gigawatt hours by the end of 2040, with reporting required against calendar years.

In the 2023 calendar year, Tasmania's electricity generation from on-island renewables (hydro generation, wind and rooftop solar) was 10,380 gigawatt hours, or 99 per cent of the Tasmanian Renewable Energy Target baseline of 10,500 gigawatt hours. This reflects below-average hydro inflows during the calendar year, leading to above average imports via Basslink.

As reported in previous years, there is a compelling need to start planning now for the forecast growth in Tasmania's electricity demand.

I am pleased to report that the 2023-24 financial year saw good progress on this front, with Tasmania securing an initial allocation of 300 MW under the Australian Government's Capacity Investment Scheme to underwrite new generation. Work is also continuing on planning for the supporting transmission required to host new generation including developing a framework for Renewable Energy Zones in Tasmania.

Overall our current position remains strong and our progress towards targets within acceptable ranges.

Sean Terry

Director of Energy Planning

REPORT FROM THE ABT RAILWAY MINISTERIAL CORPORATION



I am pleased to report on behalf of the Abt Railway Ministerial Corporation for the 2023–24 financial year.

As reported last year, by 1 July 2023 the West Coast Wilderness Railway had already entered temporary closure so that key strategic works could be undertaken to both the rail corridor and its rolling stock.

Pleasingly, a phased return began on 5 November 2023 when we recommenced tourist operations with passenger services on the newly curated, *'Lynchford Express'*, a 1.5-hour return journey to Lynchford from Queenstown. This service remained our only offering for 2023.

Steam services from Queenstown re-commenced in January 2024 once reliability issues arising from quality control of the recycled oils used by the steam locomotives were resolved.

The short service became very popular with families to such an extent we ran double services to cater for the newly discovered market.

On 28 February 2024, phase two of our reopening began with the *Teepookana and the King* service. This is a 2.5 hour, diesel-hauled passenger service from Strahan to Lower Landing and return.

The Strahan service has proved our most popular since reopening due to its length and immersive rainforest experience.

Obviously the period of closure has limited our revenue generation over 2023–24 however, on a positive note, we came in under budget for the year with a surplus to forecast of \$317,218.

Overall we operated 511 services across the financial year, providing more than 23,000 passengers with special memories, compared to 36,000 passengers from 420 services the previous year.

Planning for phase 3 of the re-opening is well advanced and will encompass the extension of Queenstown services to Rinadeena. This will deliver a three hour 'rack' and 'rainforest' experience pulled by the fully restored Abt 2 steam locomotive which we expect to attract significant interest and patronage.

Over the year our average occupancy rate was 78 per cent. This compares reasonably favourably to 86 per cent the previous year considering the difference in the service offerings available.

Our cafes performed particularly well this year, especially considering the economic headwinds being felt right across the national and local economies, and particularly impacting on visitor expenditure.

Combined, Tracks and Tracks on Point cafés racked up another record year with 95,550 individual transactions processes, up from 83,000 last year, and with an average transaction of almost \$25.

Our motto of 'find a way or make it' remains firmly intact as we look to a new year of creating memorable experiences for visitors and providing a major attraction and significant employer for the West Coast of Tasmania.

Ian Robertson

General Manager

PERFORMANCE INFORMATION

Business and Jobs

Performance Measure	Unit of Measure	2022-23 Actual	2023-24 Actual	2024-25 Target
International students commencing their studies in Tasmania ¹	Number	5,524	5,535	5,000
Supporting access to a skilled workforce through state nomination of skilled migrants ²	Number	4,250	1,200	2,860
Grow the value of Tasmania's premium exports to international markets ³	\$ million	3,936	3,927	4,045
Provision of information and advisory services to SMEs ⁴	Number	3,346	3,759	2,750
Policy, project and program advice and implementation meets the expectations of stakeholders (State Growth) ⁵	Stakeholder feedback survey	Satisfied	Satisfied	Satisfied
VET graduates employed after training ⁶	%	83.8	85.4	86.6
VET graduates with improved employment status after training ⁷	%	72.6	76.2	76.1
Apprentice/trainee in training ⁸	Number	11,645	11,800	10,460

Notes

1. The 2022-23 actual figure has been changed from 5,460 to 5,524 based on the latest Department of Education data (retrieved 2 September 2024). The figure for 2023-24 is a target only, with actuals yet to become available for the period. National reforms are underway that impact the international education sector. This is reflected in the 2024-25 target. This makes it difficult to anticipate future trends.
2. Figures include nominations under the Skilled Nominated visa (subclass 190) and Skilled Work Regional visa (subclass 491). The ability to achieve targets is dependent upon the number of nomination places allocated to Tasmania by the Australian Government for the financial year. The 2023-24 figure represents actual outcomes. The original 2023-24 target of 3,500 was not met as the Australian Government provided only 1,200 nomination places.
3. The 2022-23 actual figure has been revised as the Australian Bureau of Statistics (ABS) released the final 2022-23 merchandise export figures (Cat. 5368.0) in February 2024. The 2023-24 actual figure has been changed based on the actual ABS data already released for the financial year in September 2024 (these figures are subject to revision in ABS's future releases). A further three per cent growth has been estimated in determining the 2024-25 target figure. The value of premium merchandise exports is calculated as total goods exports less iron ores and concentrates.
4. This measure captures the number of information and advice services provided by Business Tasmania to small to medium sized enterprises with 19 or less Full-Time Equivalent (FTE) staff. The 2021-22 actual outcome reflects a significant increase in enquiries to Business Tasmania in response to the COVID 19 pandemic. This number does not include Digital Ready engagements which it did in 2021-22. The 2023-24 figure represents actual outcomes.
5. Satisfaction and outcomes are measured by feedback from the Minister's Office and, where appropriate, colleagues and clients. The feedback focuses on the quality, relevance and timeliness of advice.
6. The data for VET graduates employed after training was sourced from National Centre for Vocational Education Research Limited Student Outcomes Survey 2023, which was released in December 2023. This data relates to government funded VET graduates (qualification completers) from 2022.
7. The data for government funded VET graduates (qualification completers) with improved employment status after training was sourced from NCVET Limited Student Outcomes Survey 2023, which was released in December 2023. Improved employment status after training, is employment status changing from not employed before training to employed after training, or employed at a higher skill level after training, or received a job-related benefit as reported by the graduate.
8. Apprentice/Trainee in training represents the number of Tasmanian apprentices and trainees undertaking training as at 30 June. The 2022-23 actual has been updated from preliminary figure to align with the Tasmanian State Budget Papers and is sourced from Skills Tasmania internal data as at 19 July 2024.

Culture, Arts and Sport

Performance Measure	Unit of Measure	2022-23 Actual	2023-24 Actual	2024-25 Target
Arts Industry Development				
Attendance at selected cultural venues ¹	Number	175,950	181,171	185,000
Contribution to Gross State Product of selected arts industries ²	\$ million	154	162	170
Attendance at selected performing arts events ³	Number	296,643	246,751	291,600
Number of artists, arts and museum-workers supported ⁴	Number	2,544	3,307	3,373
Screen Industry Development				
Developed projects that advance into production ⁵	Ratio	6:1	4:1	10:1
Leveraged spend in the state ⁶	Ratio	3.51:1	7:1	4:1
Sport and Recreation				
Performance of Tasmanian athletes at benchmark international sporting events	Number	24	18	19
Tasmanian Museum and Art Gallery (TMAG)				
TMAG total visitors per annum ⁷	Number	207,284	245,321	250,000
TMAG total visitor engagement ⁸	Number	459,826	511,783	520,000

Notes

- Attendance at selected cultural venues includes only those organisations receiving assistance under Arts Tasmania's Cultural Heritage program. The group of venues will change from year-to-year.
- Contribution to the Gross State Product of selected arts industries is taken from the annual Australian Bureau of Statistics publication *5220.0 Australian National Accounts: State Accounts* released in November each year. Prior year actual figures are revised in accordance with: Cat.5220.0 Table 7 Expenditure, Income and Industry Components of Gross State Product, Row 161 Column EU, Row 44 = \$415 million, multiplied by Arts factor (determined by the Statistics Working Group) of 37.2 per cent = \$154.4 million for 2022-23. The 2023-24 figure is the target, as Australian Bureau of Statistics figures for 2023-24 are to be released in November 2024. The updated historical figures incorporate new and revised national estimates that reflect changes in methods, concepts, classifications and data sources to maintain a consistent time series.
- Attendance figures from Administered Outputs and identified special projects in Tasmanian State Budget Papers. The target for 2024-25 is reflective of a Ten Days on the Island festival year.
- Number of Tasmanian artists, arts workers and museum workers employed on paid engagements in approved applications during the financial year. This total also includes the number of works purchased under the COLLECT Art Purchase Scheme.
- The industry standard ratio for developed projects advancing into production is 10:1. A lower ratio is a better result. The ratio varies due to the time taken by some projects to achieve a production outcome. The Key Performance Indicator is calculated as a rolling average over three years. This ratio may result in previously reported actuals being restated to reflect the final actual position.
- The calculation of the actual Tasmanian spend leveraged by productions is updated as projects acquit against investments. This spend may result in previously reported actuals being restated to reflect the final action position.
- TMAG Total Visitors represent the combined number of visits made across the TMAG sites. The target for 2024 25 indicates growth in attendance, though not to pre COVID 19 levels. This reflects the still slow re-emergence of attendee and participant confidence. Visitation figures include data up to May 2024 only for Narryna and Markree.
- Total Visitor Engagement represents the visitation and engagement across both physical and digital platforms and includes all visits to museum sites, visits to TMAG websites measured in sessions, social media engagement across all platforms and visits to TMAG programming taking place at other sites.

Performance information continued

Infrastructure Tasmania

Performance Measure	Unit of Measure	2022-23 Actual	2023-24 Actual	2024-25 Target
Tasmania's 10-year Infrastructure Pipeline online dashboard updated at least twice a year ¹	Yes/No	Yes	No	Yes
Percentage of Tier 1 major projects that have undergone an independent project assurance review coordinated by Infrastructure Tasmania ²	%	100	100	100
Speed limit reviews on the state road network completed within 28 days of request ³	%	80	92	80
Number of road corridor strategies on the state road network completed during the reporting period ⁴	Number	2	2	2
Average consent request response time for heavy vehicle access permit applications on the state road network ⁵	Days	6.7	5.6	10

Notes

1. The 10-Year Infrastructure Pipeline is now being published through an online database. The information is gathered from the asset owners, including Tasmanian Government agencies, government businesses, relevant statutory authorities, local government and includes several known major private sector projects. Updated information is routinely published on an online database twice a year, after the State Budget and the Revised Estimates Report. This year it was updated in January 2024. Due to the March election reporting is being aligned to the updated budget cycle.
2. This measure captures Tasmanian Government agency projects that are determined to be Tier 1 major projects under the Infrastructure Tasmania Project Assurance Framework. Tier 1 major projects are those assessed under the framework as being 'High Risk, High Value' projects following a weighted risk score matrix and risk criteria.
3. This measure is calculated from the date a request is made to undertake a speed limit review on the state road network to the date the technical review is signed off and a decision has been made by the Transport Commissioner.
4. The department is working towards the goal of having a road corridor strategy in place for every major state road in Tasmania as part of its strategic approach to transport planning.
5. The statutory timeframe for responding to heavy vehicle access permit applications under section 156 of the Heavy Vehicle National Law is 28 days.

Renewables, Climate and Future Industries Tasmania

Performance Measure	Unit of Measure	2022-23 Actual	2023-24 Actual	2024-25 Target
Renewable Energy Target ¹	Number (GWh)	10,303	9,664	10,680
Proportion of actions completed or on track in the <i>Tasmanian Renewable Energy Action Plan</i> and <i>Tasmanian Renewable Hydrogen Action Plan</i>	% of total	90	92	100
Total Energy in Storage remained above the High Reliability Level ²	Yes/No	Yes	Yes	Yes
Progress towards implementing the initiatives, projects and actions in the Climate Change Action Plan ³	%	na	97	100

Notes

1. The actual results are sourced from OpenNEM. The targets for the outyears are with reference to the 100 per cent renewable generation baseline of 10,500 GWh, with step increases expected towards 2030 as large scale renewables come online.
2. High Reliability Level is a threshold to which reserve water is held for energy security purposes, where the reserve is sufficient to withstand a six month Basslink outage coinciding with a very low inflow sequence and avoid extreme environmental risk for Great Lake.
3. Tasmania's 2023-25 Climate Change Action Plan was launched in mid-2023.

NB. The performance measure relating to the electrification of the Tasmanian Government vehicle fleet is now reported in the Annual Climate Change Activity Statement.

Resources, Strategy and Policy

Performance Measure	Unit of Measure	2022-23 Actual	2023-24 Actual	2024-25 Target
Project management, policy advice and analysis is consistent with stakeholder expectations (Resources) ¹	Satisfaction	Satisfied	Satisfied	Satisfied
Tasmania's percentage of industry's mineral exploration expenditure in Australia ²	%	1.0	0.8	0.9
Area covered by modern geoscientific data collection techniques with subsequent 1:25,000 geological mapping coverage ³	%	70	70	71
Programmed abandoned mining lands rehabilitation projects completed	%	100	100	100

Notes

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

Performance information continued

Transport and Infrastructure

Performance Measure	Unit of Measure	2022–23 Actual	2023–24 Actual	2024–25 Target
Road User Services				
Motor Registry System availability	%	99.7	99.8	99
Vehicles found to be unregistered of those checked ¹	%	0.60	0.46	0.65
Number of serious casualties from road crashes ²	Number	353	317	247
Passenger Transport				
Wheelchair accessible taxis licensed ³	Number	63	57	58
Average bus age on contracted services ⁴	Number	11.86	12.45	14
Number of route and timetable reviews undertaken of the general access bus network in Tasmania ⁵	Number	6	3	3
Percentage of scheduled and timetabled trips delivered per operator for the general access bus network ⁶	%	98.82	>99	98
Capital Program				
Percentage of customer requests relating to maintenance on state roads responded to within prescribed timeframes ⁷	%	98.18	96.60	95

Notes

1. This data is based on five automatic number plate recognition cameras installed on transport safety vehicles with a target of collecting 50,000 images per month. The 2023–24 result was 0.46, however in last quarter of the financial year there was a notable increase and there is an upward trend in unregistered detections.
2. The 2022–23 actual number has been amended, reflecting changes in reported fatal and serious injuries during this period. Serious casualties include road fatalities and road serious injuries (admitted to hospital for 24 hours or longer).
3. WAT licence number decreased in 2023–24 due to an exercise to clear inactive licences.
4. This is a measure of the effectiveness of government strategies to ensure that the average age of buses on government contracted services is appropriate. This target reflects that the average bus age varies over the duration of bus contracts. The lowest average bus age is generally at the commencement of contracts due to incentives for the purchase of newer fleet vehicles with the average age then increasing over the course of the contract.
5. Network reviews are an important way for the department to ensure that general access bus services are fit for purpose and being delivered in the most efficient manner. This measure includes reviews of both trial and existing services, with reviews varying in size and complexity (classified as minor, moderate and major).
6. This measure is based on reporting of dropped trips by non-metro general access operators. This does not include force majeure events such as weather impacts and medical emergencies.
7. The timeliness of responding to customers about maintenance requests on state roads is a key measure of the department's success in meeting customer needs. Depending on the nature of the maintenance request, the prescribed timeframes differ.

Office of the Coordinator-General

Performance Measure	Unit of Measure	2022-23 Actual	2023-24 Actual	2024-25 Target
Publish the Annual Red Tape Reduction Report and continue to reduce red tape by addressing issues identified in the report ¹	Yes/No	Yes	Yes	Yes
Investment facilitated by the Office of the Coordinator-General ²	\$ million	1,540	476	340

Notes

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



PREMIER'S ECONOMIC AND SOCIAL RECOVERY ADVISORY COUNCIL UPDATE

Final report recommendations

Rec F-20

Status: Underway

Industry bodies (associations and employer representatives) should enter into industry compacts with the State Government that include step-up commitments to:

- support and advocate for a re-established TasTAFE through the reform journey;
- provide clear and specific advice to TasTAFE and Skills Tasmania on current and future industry-wide training requirements, including training product development; implement a range of training and education pathways, including school-age work experience, apprenticeships, and university cadetships and internships;
- collaborate with TasTAFE and other training providers to support more people from industry working as trainers;
- collaborate with TasTAFE and other training providers to share infrastructure to enable students to train on modern technology;
- collaborate with education providers to support the provision of career information in schools; and
- better promote the availability, attractiveness, and benefits of jobs in their industries.

The Industry Skills Compacts are agreements between government and industry bodies (such as associations and employer representatives) that recognise the strengths and responsibilities of both parties and improve industry engagement by supporting stronger partnerships between participants in the training and workforce development system.

Compacts have so far been signed with nine sectors – Automotive, Advanced Manufacturing, Mining, Transport, Energy, Early Childhood Education and Care, Information and Computing Technology, Building and Construction and Tourism and Hospitality.

Industry input into the training system is critical for the system to work. The Tasmanian Government is working with and listening to key industries to ensure that training investment meets workforce needs and addresses emerging challenges.

The Industry Partnerships Program was released on 3 August 2023 and encourages partnerships, collaboration and innovation between Registered Training Organisations and Tasmanian employers and industry groups. The program provides grant funding for training-related equipment and resources of up to \$50,000 for small grants and \$250,000 for large grants (to a total of \$2 million). As of 1 April 2024, 14 applications for funding have been received, of which three have been approved and six are currently under assessment.

The Train Now Fund, aligned with the Industry Partnerships Program, was released on 31 August 2023. This fund supports the delivery of nationally recognised training for single unit and multi-unit skill sets to existing workers and/or jobseekers to meet immediate or unexpected industry or enterprise training needs. The fund complements the strategic, longer-term funding provided under Skills Tasmania's Building a Skilled Workforce program.

Both of these programs align with the Tasmanian Government's commitment to develop Industry Skills Compacts to improve industry engagement and support stronger partnerships in the training and workforce development system, supporting innovative training solutions and improving access to modern equipment and facilities.

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

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

State Growth delivered a *Digital Infrastructure Gaps and Investment Priorities – Progress Report* for the (then) Minister for Science and Technology's consideration on 21 August 2023. This report was intended for internal use only and detailed progress in addressing the requirements of Recommendation 33.

The Department continues to collaborate with the Australian Government and all states and territories via the regular Senior Officials meetings and in relation to specific issues such as the Regional Telecommunications Independent Review. This includes exploration of collaboration and co-investment opportunities via the Australian Government's digital infrastructure funding programs including:

- Regional Connectivity Program
- Mobile Black Spots Program
- Regional Roads and Mobiles Pilot Program

In exploring potential opportunities to collaborate, State Growth regularly engages with telecommunications carriers via the delivery of initiatives intended to strengthen regional connectivity such as:

- the Great Eastern Drive Mobile Upgrade Project implemented by Optus (completed)
- the King Island Telecommunications Transformation delivered by Telstra (completed)
- the Tasmanian Government's commitment to upgrade mobile services in St Helens in partnership with Telstra
- the Tasmanian Government's commitment to improve transmission into the network hubs of Queenstown and Mt Read in partnership with Telstra and the Australian Government – a working group has been formed to clarify the proposal and
- the Tasmanian Government's commitment of \$11.5 million to improve Tasmania's digital connectivity and support an additional subsea cable link.

Commission of Inquiry

The final report of the Commission of Inquiry into the Tasmanian Government's Responses to Child Sexual Abuse in Institutional Settings was handed to the Governor, Her Excellency the Honourable Barbara Baker AC, on 31 August 2023 and publicly released on 26 September 2023. This report provided a blueprint for change, with 75 findings and 191 recommendations to keep children safe.

The government response, *Keeping Children Safe and Rebuilding Trust*, was released on 1 December 2023. It accepted all 191 recommendations and most of the Commission's proposed timeframes: Phase 1 (by 1 July 2024), Phase 2 (by 1 July 2026) and Phase 3 (by 1 July 2029). The government committed to implementing the recommendations as a priority and continued the reform process already underway through 30 interim actions.

On 27 June 2024, the government released *Immediate Change*, the Phase 1 progress report, on what the government has done to date, to implement the Commission's recommendations. Phase 1 recommendations outlined the immediate actions to prevent, identify and respond to child sexual abuse in Tasmania and to set the foundations for longer-term reforms, to ensure the outcomes sought by the Commission are enduring and become embedded as standard policy and practice in the Tasmanian system.

On 27 June 2024, the government released the draft *Change for Children* 10-year strategy for upholding the rights of children by preventing, identifying and responding to child sexual abuse. This is open for public consultation until 30 September 2024.

Change for Children includes a two-year action plan for the next phase of work. Activity has been organised into priority areas which link recommendations to programs of work requiring collaboration across government agencies and the community services sector. These priority areas address specific elements of how we will change the systems with a key focus on building integration, coherence and accountability.

State Growth is committed to the safety and wellbeing of children and young people and has zero tolerance for child harm of any kind. State Growth has taken active steps to meet its obligations under the *Child and Youth Safe Organisations Act (2023)* and was on the Inter-Departmental Committee supporting implementation of the Act. State Growth also played a key role in informing and supporting businesses, industry, sporting clubs and associations in their implementation of the Act and Framework.

State Growth released its Child and Youth Safety and Wellbeing Policy and Reporting and Investigating Reportable Conduct Policy and Procedure in December 2023 which are publicly available on our website.

Both policies outline the department's commitment and the responsibilities of workers to keep children and young people safe from harm and to report all concerns of child harm (whether observed, reasonably suspected or disclosed) as defined under the Act.

Reporting mechanisms are available to report concerns relating to harm to children and young people.

State Growth delivered trauma-informed training for its Executive Leadership Team and will continue to deliver training for people leaders.

Right to Information

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

The RTI Act:

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

During 2023–24, the department dealt with 65* applications for assessed disclosure for information under the RTI Act.

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

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

The department is also committed to routinely publishing information covering a broad range of categories.

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

Public Interest Disclosures Act

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

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

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

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

The department did not receive any disclosures, either directly or indirectly referred via the Ombudsman, in the year to 30 June 2024.

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

Integrity Commission

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

The three primary objectives of the Integrity Commission are to:

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

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

Appeals process

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

Individual programs or initiatives may provide specific avenues or processes for appeal. Where statutory review rights apply, the affected person is provided advice about those rights and how to exercise them along with the relevant decision.

Ex-gratia payment

One ex-gratia payment of \$3,000.00 was made in 2023–24.



Legislation administered by the Department of State Growth 2023–24

Minister for the Arts

Cultural and Creative Industries Act 2017

Meteorites Act 1973

Museums (Aboriginal Remains) Act 1984

Plomley Trusts Act 1984

Tasmanian Museum and Art Gallery Act 2017

Theatre Royal Management Act 1986

Theatre Royal Precinct Redevelopment Act 2016

Minister for Business, Industry and Resources

Beauty Point Landslip Act 1970

Cable Car (kunanyi/Mount Wellington) Facilitation Act 2017

Closer Settlement Act 1957

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

Employment Incentive Assistance Act 1984

Farm Water Development Act 1985

Forest Management Act 2013

Forest Practices Act 1985

except in so far as it relates to the Tasmanian Civil and Administrative Tribunal (see Department of Justice under this Minister)

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 Premier and Cabinet 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 and Environment)

Rosetta Landslip Act 1992

Rural Adjustment Act 1995

Timber Promotion Act 1970

War Service Land Settlement Act 1950

Minister for Energy and Renewables

Climate Change (State Action) Act 2008

Electricity – National Scheme (Tasmania) Act 1999

Electricity Reform Act 2012

Electricity Supply Industry Act 1995

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

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

Electricity Wayleaves and Easements Act 2000

Energy Co-ordination and Planning Act 1995

Gas Industry Act 2019

Hydro-Electric Corporation Act 1995

National Energy Retail Law (Tasmania) Act 2012

National Gas (Tasmania) Act 2008

Petroleum Products Emergency Act 1994

Minister for Infrastructure

Port Companies Act 1997

Rail Company Act 2009

Tasmanian Ports Corporation Act 2005

Minister for Skills and Training

Building and Construction Industry Training Fund Act 1990

TasTAFE (Skills and Training Business) Act 2021

Training and Workforce Development Act 2013

Training and Workforce Development (Transitional Provisions) Act 2013

Vocational Education and Training (Commonwealth Powers) Act 2011

Minister for Small Business and Consumer Affairs

N/A

Minister for Sport and Events

Macquarie Point Development Corporation Act 2012 *Stadiums Tasmania Act 2022*

Minister for Tourism and Hospitality

Tourism Tasmania Act 1996

Minister for Local Government

Local Government (Highways) Act 1982

Supporting information continued

Minister for State Development, Construction and Housing

Fire Damage Relief Act 1967

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

Minister for Trade and Major Investment

Tasmanian Development Act 1983

Minister for Transport

Abt Railway Development Act 1999

Aerodrome Fees Act 2002

Air Navigation Act 1937

Civil Aviation (Carriers' Liability) Act 1963

Common Carriers Act 1874

Commonwealth Powers (Air Transport) Act 1952

Damage by Aircraft Act 1963

Emu Bay Railway (Operation and Acquisition) Act 2009

Heavy Vehicle Accreditation Scheme Validation Act 2013

Heavy Vehicle National Law (Tasmania) Act 2013

Highways Act 1951

Marine and Safety Authority Act 1997

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

Metro Tasmania Act 1997

Metro Tasmania (Transitional and Consequential Provisions) Act 1997

Motor Accidents (Liabilities and Compensation) Act 1973

except in so far as it relates to the functions, powers and operation of the Tasmanian Civil and Administrative Tribunal (see Department of Justice under the Attorney-General/Minister for Justice)

Passenger Transport Services Act 2011

Roads and Jetties Act 1935

Rail Infrastructure Act 2007

Rail Safety National Law (Tasmania) Act 2012

Strategic Infrastructure Corridors (Strategic and Recreational Use) Act 2016

Taxi and Hire Vehicle Industries Act 2008

Traffic Act 1925

Transport Act 1981

TT-Line Arrangements Act 1993

Vehicle and Traffic Act 1999

Vehicle and Traffic (Transitional and Consequential) Act 1999

Legislation enacted 2023–24

Vehicle and Traffic Act (Regulatory Reforms) Amendment Act 2023

Rail Safety National law (South Australia) (Fees) Amendment Act 2023 applying to Rail Safety National Law (Tasmania) Act 2012 (Tas)

Policies to help manage our business

Asset management

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

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

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



Supporting information continued

Risk management

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

The Executive and Risk and Audit committees undertake annual reviews of the department's strategic risks. Risk assessments are completed by each division with the aim of identifying key residual risk exposures and management/mitigation strategies. In 2023–24, we continued to manage risk under our department-wide risk management framework.

This included a strategic risk refresh and divisional-based risk assessment workshops.

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

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

It is also subject to external surveillance and incorporates:

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

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

Gifts, benefits and hospitality

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

In accordance with the policy, all declarations of gifts, benefits or hospitality to the value of \$100 or greater or a declaration of token mementos and modest refreshments (reaching the annual threshold of \$100 from a single supplier) must be published.

The Gifts, Benefits and Hospitality Policy and the Gifts and Hospitality Register are available on the department's website.

Major contracts and consultancies

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

The department conducted 114 procurement processes resulting in the award of 115 significant contracts and consultancies with a value of \$50,000 or more for the period of 1 July 2023 to 30 June 2024.

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

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

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

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

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

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



Supporting information continued

Table A

Summary of procurement including participation by local business for procurement processes of \$50,000 or more (ex. GST)	
Total number of contracts awarded	115
Total number of contracts awarded to Tasmanian businesses	77
Total value of contracts awarded to Tasmanian businesses	\$308,761,921.71
Total number of tenders called and/or quotation processes run	114
Total number of bids and/or written quotations received	206
Total number of bids and/or written quotations received from Tasmanian businesses	138
Total number of new consultancies awarded	43
Total number of new consultancies awarded to Tasmanian businesses	25
Total value of new consultancies awarded	\$9,612,721.25
Total value of new consultancies awarded to Tasmanian businesses	\$6,853,359.25
Total number of tenders called and/or quotation processes run	43
Total number of bids and/or written quotations received	69
Total number of bids and/or written quotations received from Tasmanian businesses	35
Total number of new contracts awarded	72
Total number of new contracts awarded to Tasmanian businesses	52
Total value of new contracts awarded	\$320,305,850.43
Total value of new contracts awarded to Tasmanian businesses	\$301,908,562.46
Total number of tenders called and/or quotation processes run	71
Total number of bids and/or written quotations received	137
Total number of bids and/or written quotations received from Tasmanian businesses	103

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

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

Table B

Contracts with a value of \$50,000 or more (ex. GST) and excluding consultancy contracts					
Contract ID	Title	Supplier name	State for reporting	Period of contract including any options to extend	Value (\$) including any options to extend
3687	Budget Forecasting and Reporting Tool (BART) Support and Hosting Agreement	Geometry Pty Ltd	Tasmania	08/07/2023 - 30/09/2026	\$97,828.68
3608	Kanunnah Bridge Strengthening Stage 2	Bridgepro Engineering Pty Ltd	Tasmania	27/07/2023 - 10/01/2024	\$1,271,300.00
3690	HVAMS Hosting and Support Services	Intuit Technologies Pty Ltd	Tasmania	10/08/2023 - 30/06/2024	\$59,308.75
3544	On-Road Traveller Information System (OTIS)	Shaw Contracting (Aust) Pty Ltd	Tasmania	15/08/2023 - 19/11/2024	\$7,096,939.79
3561	Pavement Resurfacing 2023-24 - South	Roadways Pty Ltd	Tasmania	18/08/2023 - 24/05/2024	\$8,444,494.62
3563	Pavement Resurfacing 2023-24 - North-West	Roadways Pty Ltd	Tasmania	18/08/2023 - 24/05/2024	\$7,681,436.70
3709	Public Transport Identity - Phase Two	The20 Pty Ltd	Tasmania	23/08/2023 - 27/07/2024	\$125,000.00
3658	Consultation Manager (and Social Pinpoint) Stakeholder Engagement Software	MySite Design Pty Ltd	New South Wales	01/07/2023 - 30/06/2029	\$639,121.00
3703	State Roads Conservation Program - 2023/24	North Barker Ecosystem Services Pty Ltd	Tasmania	09/08/2023 - 30/10/2023	\$161,200.00
3701	Regional Economic Profile - Analysis Suite	ID Consulting Pty Ltd	Victoria	10/07/2023 - 30/06/2025	\$190,600.00
3711	Heavy Vehicle Access Management System (HVAMS) Development	Intuit Technologies Pty Ltd	Tasmania	30/08/2023 - 24/12/2023	\$500,840.00
3562	Pavement Resurfacing 2023-24 - North-East	Fulton Hogan Industries Pty Ltd	Tasmania	31/08/2023 - 24/05/2024	\$7,943,990.76
3632	Northern Suburbs Community Recreation Hub (NSCRH) Early Works Package	Anstie Constructions (Tas) Pty Ltd	Tasmania	01/09/2023 - 08/02/2025	\$1,635,206.00
3535	Production and Distribution of Identity Cards	ABCorp Group (Australasia) Pty Ltd	Victoria	08/09/2023 - 07/09/2031	\$6,000,000.00
3661	Exhibition Stand at the Indo Pacific International Maritime Exposition 2023	Expo Centric Pty Ltd	New South Wales	12/09/2023 - 24/11/2023	\$68,869.39
3729	Heavy Vehicle Access Management System (HVAMS) Development	Spatial Enterprises Pty Ltd t/a Esk Spatial	Tasmania	01/07/2023 - 22/12/2023	\$150,000.00
3693	Supply, Production and Distribution of Australian Disability Parking Permits	The Trustee for the De Saumarez Group Unit Trust	Victoria	19/09/2023 - 18/09/2024	\$80,000.00
3500	Huon Link Road - Flood Road to Orchard Avenue - Roadworks	AWC Pty Ltd	Tasmania	20/09/2023 - 03/01/2025	\$14,257,896.93

Supporting information continued

Table B

Contracts with a value of \$50,000 or more (ex. GST) and excluding consultancy contracts					
Contract ID	Title	Supplier name	State for reporting	Period of contract including any options to extend	Value (\$) including any options to extend
3716	Priority Weed Program 2023-24 - Central Highlands Sub-region	Whispering Landscapes	Tasmania	28/09/2023 - 28/06/2024	\$67,000.00
3714	Priority Weed Program 2023-24 - North West and Sub-region	Axel Meiss	Tasmania	28/09/2023 - 28/06/2024	\$50,000.00
3545	Dynnyrne Road - Property Demolition	Hazell Bros Group Pty Ltd	Tasmania	06/10/2023 - 24/11/2023	\$322,272.00
3513	Electronic Payment System for the Taxi Subsidy Program	Cabcharge Payments Pty Ltd	New South Wales	26/09/2023 - 25/09/2025	\$360,000.00
3744	Asset Inventory and Geo-Location Data Collection	ARRB Group Ltd	Victoria	01/06/2023 - 30/04/2024	\$151,620.00
3778	Over is Over- Marketing Campaign	The20 Pty Ltd	Tasmania	01/12/2023 - 08/04/2024	\$98,565.50
3743	Graduated Licensing System - Logbook Application	Eat More Pixels Pty Ltd	Queensland	01/12/2023 - 02/01/2026	\$240,000.00
3659	Graduated Licensing System - Digital Products	Compono Australia Pty Ltd	Queensland	01/09/2023 - 31/08/2026	\$750,000.00
3704	Macquarie and Davey Street Bus Improvements	BlackCap Construction Pty Ltd	Tasmania	15/01/2024 - 30/07/2024	\$1,849,019.27
3696	Provision of Road Safety Marketing and Advertising Services	Cummins & Partners Pty Ltd	Victoria	01/01/2024 - 31/12/2026	\$3,000,000.00
3794	Scotia Mine - Main Pit Dewatering Pipe	PWS Poly Welding Solutions Pty Ltd	Tasmania	18/12/2023 - 31/03/2024	\$145,633.00
3795	Heavy Vehicle Access Management System (HVAMS) Documentation Services	The Trustee for the Draheim Family Trust	Queensland	08/01/2024 - 28/06/2024	\$96,000.00
3721	Short-term Traffic Count Program	Pentagon Systems (QLD) Pty Ltd	Queensland	01/01/2024 - 31/12/2029	\$586,560.00
3756	Permanent Traffic Count Data Services	Pentagon Systems (QLD) Pty Ltd	Queensland	01/01/2024 - 05/01/2025	\$53,343.00
3796	Purchase and Transport of Hardwood Timber Beam Logs	Tas-Span Pty Ltd	Tasmania	09/01/2024 - 28/02/2024	\$70,221.20
3526	HASTUS Bus Network Timetabling Tool	GIRO INC./LE GROUPE EN INFORMATIQUE ET RECHERCHE OPERATIONNELLE	International	20/12/2023 - 30/06/2026	\$4,911,804.00
3521	Birrree Main Road Westbury Industrial to Brushy Creek Shoulder Sealing	Gradco Pty Ltd	Tasmania	8/01/2024 - 07/01/2025	\$4,404,820.66
3664	Replacement of Styx River Bridges and Strengthening of Derwent River Bridge	DCS Civil Tas Pty Ltd	Tasmania	08/01/2024 - 31/03/2025	\$8,763,604.00
3520	Zeehan Highway - Murchison Highway to Henty Main Road	Shaw Contracting (Aust) Pty Ltd	Tasmania	10/01/2024 - 09/04/2025	\$9,596,908.00

Table B continued

Contracts with a value of \$50,000 or more (ex. GST) and excluding consultancy contracts					
Contract ID	Title	Supplier name	State for reporting	Period of contract including any options to extend	Value (\$) including any options to extend
3767	Provision of a School Bus Service between Huonville and Hobart College	RSB Travel Pty Ltd	Tasmania	01/02/2024 - 31/12/2025	\$142,745.46
3614	Black Snake Inn - Heritage Restoration Works	Duratec Limited	Tasmania	16/01/2024 - 04/06/2024	\$431,564.73
3642	Howth Heavy Vehicle Driver Rest Area (HVDRA) Toilet Block Works	Shaw Contracting (Aust) Pty Ltd	Tasmania	25/01/2024 - 28/06/2024	\$251,192.00
3698	State-Wide Concrete Bridge Repairs	DCS Civil Tas Pty Ltd	Tasmania	25/01/2024 - 16/05/2024	\$391,413.00
3735	Bass Highway - Leith Junction Upgrades - Street Light Works	Hazell Bros Group Pty Ltd	Tasmania	14/02/2024 - 30/04/2024	\$300,519.00
3717	Registration of Mix Designs and Quarry Accreditation Services	Head, Transport for Victoria	Victoria	01/01/2024 - 31/12/2028	\$500,000.00
3539	State Roads Maintenance Services - Southern Region	Stornoway Maintenance Pty Ltd	Tasmania	01/07/2024 - 30/06/2031	\$117,275,314.18
3753	West Tamar Highway Duplication Between Acropolis Drive and Freshwater Point	AWC Pty Ltd	Tasmania	14/02/2024 - 11/08/2025	\$25,494,398.32
3742	Skid Resistance Survey - 2024-2030	ARRB Group Ltd - trading as NTRO - National Transport Research Organisation	Tasmania	08/03/2024 - 30/06/2030	\$1,787,382.00
3798	Bellerive Wharf Maintenance and Construction Advice	Hunter Marine & Civil Contracting Pty Ltd	Tasmania	03/03/2024 - 02/08/2024	\$98,000.00
3634	Freight Capacity Upgrade Program - Bridge Strengthening - Carbon Fibre Package	Fulton Hogan Construction Pty Ltd	Tasmania	06/03/2024 - 09/04/2025	\$2,217,283.69
3540	State Roads Maintenance Services - North Region	Fulton Hogan Industries Pty Ltd	Tasmania	01/07/2024-30/06/2031	\$86,535,314.18
3803	Establishment and Maintenance of Seastar Habitat	Elgin Associates Pty Ltd	Tasmania	12/03/2024 - 17/05/2024	\$350,200.00
3780	Midland Highway - Ross - Works on Private Property	Shaw Contracting (Aust) Pty Ltd	Tasmania	19/03/2024 - 28/05/2024	\$122,731.65
3746	Mersey River Bridge (B5864) Bearing Resetting and Alignment	Bridgepro Engineering Pty Ltd	Tasmania	20/03/2024 - 12/06/2024	\$562,900.00
3821	Redevelopment of the Freight Demander Survey Tasmania Explorer Tool	Spatial Enterprises Pty Ltd t/a Esk Spatial	Tasmania	28/03/2024 - 23/05/2024	\$51,894.00
3688	Landslip Stabilisation Package - Break-Me-Neck Hill Drape Mesh Installation	Shaw Contracting (Aust) Pty Ltd	Tasmania	28/03/2024 - 01/08/2024	\$694,977.00
3830	Guidance on Bike Parking Design	Big Street Bikers Limited	International	10/04/2024 - 31/08/2024	\$60,000.00
3785	Landslip Stability Package - Claremont Link Road Landslip Stabilisation	Batchelor Construction Group Pty Ltd	Tasmania	09/04/2024 - 13/08/2024	\$599,288.00

Supporting information continued

Table B continued

Contracts with a value of \$50,000 or more (ex. GST) and excluding consultancy contracts					
Contract ID	Title	Supplier name	State for reporting	Period of contract including any options to extend	Value (\$) including any options to extend
3692	Road Assets Data Intelligence Unified System (RADIUS) Horizon Two - Minimum Viable Product (MVP)	Jacobs Group (Australia) Pty Ltd	Tasmania	12/04/2024 - 13/04/2026	\$1,200,000.00
3812	Installation of Automated Access Doors - 4 Salamanca Place, Hobart	Dormakaba Australia Pty Ltd	Tasmania	17/02/2024 - 02/03/2024	\$55,868.50
3826	Household Travel Survey 2023 data dashboard	Stephen Mark Roddius trading as Sift Research	Victoria	22/04/2024 - 30/07/2024	\$70,000.00
3810	K2 Support	Tempus Pty Ltd	Tasmania	06/05/2024 - 05/05/2027	\$90,000.00
3815	HVAMS System Development	Intuit Technologies Pty Ltd	Tasmania	17/02/2024 - 30/06/2024	\$306,533.00
3824	Demolition of Redundant Sheds in Waratah and Queenstown	Joe Langham Family Trust	Tasmania	13/05/2024 - 31/07/2024	\$88,315.60
3754	Northern Suburbs Community Recreation Hub - Stage 2 - Main Works	Vos Construction and Joinery Pty Ltd	Tasmania	16/05/2024 - 16/10/2025	\$31,648,130.20
3797	Islands to Ice: Exhibition Upgrade	Soda Projects Pty Ltd	Tasmania	17/05/2024 - 21/06/2024	\$180,500.00
3291	Blackman River Bridge (599 Tunbridge) Deck and Superstructure Replacement	Hazell Bros Group Pty Ltd	Tasmania	23/05/2024 - 23/11/2024	\$1,391,170.00
3570	Standing Offer for the Provision of Pavement Marking Services	Statewide Linemarking (Tas) Pty Ltd	Tasmania	01/07/2024 - 30/06/2028	Total value of panel contract is \$14,088,300.00
		Supalux Linemarking Pty Ltd	Tasmania	01/07/2024 - 30/06/2028	
3856	Southern Vegetation Maintenance Contract 2024-26	B.C Fenton & M.A Smith	Tasmania	01/07/2024 - 30/06/2026	\$50,000.00
3847	Exhibition Stand at Land Forces 2024	Expo Centric Pty Ltd	New South Wales	28/06/2024 - 20/09/2024	\$94,825.58
3848	State Roads Hazard and Maintenance 24/7 Call Centre	Oracle Customer Management Solutions Pty Ltd	Victoria	24/06/2024 - 23/06/2026	\$134,784.00
3741	Davey to Macquarie Streets - Transit Lane Connection	Fulton Hogan Construction Pty Ltd	Victoria	24/06/2024 - 17/08/2024	\$5,898,186.00
3869	Finance Branch Project Assistance	Joe Kanizay	Tasmania	3/06/2024 - 30/06/2025	\$50,000.00

Table C

Consultancy contracts with a value of \$50,000 or more (ex. GST)					
Contract ID	Title	Supplier name	State for reporting	Period of contract including any options to extend	Value – including any options to extend
3700	Tasmanian Trade Advocate Republic of Korea	Lapis International Co., Limited	International	01/08/2023 - 31/01/2023	\$70,000.00
3749	Renewable Energy Zone Market Design - Marinus Interconnector	KMPG	New South Wales	04/10/2023 - 27/10/2023	\$93,563.00
3656	Update to UTAS Stadium Infrastructure Profile	KPMG	Queensland	11/07/2023 - 31/12/2023	\$90,000.00
3730	Heavy Vehicle Access Management System - Development	Matthew Paul Elischer	Queensland	14/09/2023 - 22/12/2023	\$137,000.00
3689	Skills Tasmania Project Management Services – Core System Replacement Project	Ignite Project Services	Tasmania	04/08/2023 - 17/11/2023	\$92,000.00
3710	Project Management and Business Analysts Services – HVAMS-Systems Development	Ignite Project Services	Tasmania	17/08/2023 - 19/12/2023	\$305,000.00
3708	High Performance Centre - Project Manager - Scoping Phase	Taplin Consulting Pty Ltd	Tasmania	15/08/2023 - 30/06/2024	\$50,000.00
3706	High Performance Centre - Urban Planning Consultancy Services - Scoping Phase	Planning Tas Pty Ltd	Tasmania	15/08/2023 - 30/06/2024	\$50,000.00
3724	Heavy Vehicle Access Management System - Project Management Services	The Project Lab Pty Ltd	Tasmania	01/09/2023 - 15/12/2023	\$200,000.00
3722	Heavy Vehicle Access Management System - Test Manager	Knight Errant Pty Ltd	Tasmania	21/08/2023 - 22/12/2023	\$90,000.00
3739	Digital Ready for Daily Life - Digital Mentor	Anima Mundi Therapy Pty Ltd	Tasmania	01/07/2023 - 30/06/2025	\$50,050.00
3699	Principal Consultant Services for Northern Suburbs Community Recreation Hub	Philp Lighton Architects Pty Ltd	Tasmania	01/09/2023 - 01/07/2026	\$1,703,585.00
3650	Tasmanian Government Whole of State Business Case Assessment for Major Energy Projects	Deloitte Touche Tohmatsu	Tasmania	16/10/2023 - 31/12/2024	\$2,298,235.00
NR1491	Printed Circuit Board Manufacturing Feasibility Study	Systematiq Pty Ltd	Victoria	14/07/2023 - 06/10/2023	\$58,160.00
3707	High Performance Centre - Sports Facility Specialist - Scoping Phase	Waypoint Pty Ltd	Victoria	13/09/2023 - 30/06/2024	\$50,000.00
3705	High Performance Centre (Tasmanian AFL Package) - Cost Estimation and Programming Consultant - Scoping Phase	WTP Australia Pty Ltd	Victoria	18/09/2023 - 30/06/2024	\$50,000.00
3712	Greater Hobart Network Revision	PBA Transit Planning Pty Ltd	Victoria	25/10/2023 - 17/01/2024	\$99,400.00

Supporting information continued

Table C continued

Consultancy contracts with a value of \$50,000 or more (ex. GST)					
Contract ID	Title	Supplier name	State for reporting	Period of contract including any options to extend	Value – including any options to extend
3745	Electrotechnology Training in Tasmania	Nous Group Pty Ltd	Victoria	06/11/2023 - 20/12/2023	\$99,000.00
3764	Wilkinsons Point - Access and Circulation	Howarth Fisher and Associates Pty Ltd	Tasmania	01/08/2023 - 22/12/2023	\$98,500.00
3747	Wilkinsons Point - Multi Sport Facility - Transport Planning and Design	Howarth Fisher and Associates Pty Ltd	Tasmania	08/12/2023 - 31/12/2027	\$600,000.00
3781	AFL High Performance Centre (HPC) Site Selection - Technical Advice	GHD Pty Ltd	Tasmania	15/12/2023 - 30/06/2024	\$97,700.00
3643	Motor Registry System Redevelopment Business Case	Scyne Advisory Pty Ltd	New South Wales	16/1/2024- 28/2/2025	\$484,750.00
3763	AFL High Performance Centre (HPC) Site Selection - Project Management	COHA Group Pty Ltd as trustee for COHA Business Trust	Queensland	30/01/2024 - 30/09/2027	\$974,910.00
3820	Design Services for the Geotechnical Laboratory, Mineral Resources Tasmania	BPSM Pty Ltd	Tasmania	30/04/2024 - 30/06/2024	\$58,000.00
3748	Balfour Central Mine Environmental Risk Reduction	GHD Pty Ltd	Tasmania	29/02/2024 - 25/06/2024	\$112,000.00
3811	Core Systems Replacement - Business Analyst	Cloud Delivered	Tasmania	28/02/2024 - 28/06/2024	\$99,900.00
3822	Change Management Framework - Core Systems Replacement Project	The Project Lab Pty Ltd	Tasmania	08/03/2024 - 31/05/2024	\$54,000.00
3805	E-Bike Regulations Review and Recommendations	Zwart Transport Planning Pty Ltd	Queensland	07/03/2024 - 30/06/2024	\$53,444.00
3834	Ports Review Interagency Transition Planning - Project Manager	S White Consulting Pty Ltd	Tasmania	22/3/2024 - 30/06/2024	\$60,000.00
3823	Ice Rink Facilities Options Paper	Otium Planning Group Pty Ltd	Victoria	15/03/2024 - 30/05/2024	\$54,978.00
3853	Tasmanian Active Transport Wayfinding Guidance	Zwart Transport Planning Pty Ltd	Queensland	08/05/2024 - 29/11/2024	\$98,290.00
3861	Renewable Energy Zone Commercial Advice Consultancy	KPMG	New South Wales	27/05/2024 - 21/06/2024	\$50,000.00
3854	Tasmanian Green Hydrogen Hub - Vessel Project Advisor	BMT Defence and Security Australia Pty Ltd	Queensland	27/05/2024 - 26/08/2024	\$75,000.00
3867	Microsoft Fabric Implementation	Intuit Technologies Pty Ltd	Tasmania	05/06/2024 - 31/12/2024	\$79,977.25
3863	Defence Science Institute Tasmania: Pilot Project	University of Melbourne	Victoria	18/06/2024 - 31/12/2026	\$50,000.00

Table C continued

Consultancy contracts with a value of \$50,000 or more (ex. GST)					
Contract ID	Title	Supplier name	State for reporting	Period of contract including any options to extend	Value – including any options to extend
3836	AFL High Performance Centre - Engineering Site Investigations	GHD Pty Ltd	Tasmania	29/05/2024 - 02/08/2024	\$236,760.00
3755	Programming Services - University of Tasmania Stadium Redevelopment	Hinds Blunden Pty Ltd	Victoria	19/06/2024 - 18/06/2028	\$158,980.00
3878	Predicting and Measuring Impact of an Investment (Predictive model build, Documentation)	Mimesis Labs Pty Ltd	New South Wales	25/06/2024 - 31/07/2024	\$83,000.00
3873	Compass Dashboard	The Brotherhood of St Laurence	Victoria	14/06/2024 - 31/10/2024	\$87,100.00
3825	UTAS Stadium Redevelopment Project - Landfill Gas Rapid Screening Risk Assessment	Elgin Associates Pty Ltd	Tasmania	28/03/2024 - 28/09/2024	\$64,664.00
3793	Heavy Vehicle Access Management System Version 3- Testing Management Services	Knight Errant Pty Ltd	Tasmania	4/03/2024 - 3/08/2025	\$494,100.00
3865	AFL High Performance Centre- Cultural Heritage Consultancy Services	CHMA Pty Limited	Tasmania	14/06/2024 - 31/07/2024	\$54,725.00
3841	Heavy Vehicle Access Management System Version 3- Cybersecurity Advisory Services	CyberCX Pty Ltd	Victoria	28/06/2024 - 20/12/2024	\$75,350.00

Supporting information continued

Table D

Consultancies or Contracts awarded where a disaggregation exemption has been applied in accordance with Treasurer's Instruction PP-2					
Contract ID	Title	Supplier name	State for reporting	Period of contract including any options to extend	Value – including any options to extend
3608	Kanunnah Bridge Strengthening Stage 2	Bridgepro Engineering Pty Ltd	Tasmania	27/07/2023 - 10/01/2024	\$1,271,300.00
3544	On-Road Traveller Information System (OTIS)	Shaw Contracting (Aust) Pty Ltd	Tasmania	15/08/2023 - 19/11/2024	\$7,096,939.79
3561	Pavement Resurfacing 2023-24 - South	Roadways Pty Ltd	Tasmania	18/08/2023 - 24/05/2024	\$8,444,494.62
3563	Pavement Resurfacing 2023-24 - North-West	Roadways Pty Ltd	Tasmania	18/08/2023 - 24/05/2024	\$7,681,436.70
3658	Consultation Manager (and Social Pinpoint) Stakeholder Engagement Software	MySite Design Pty Ltd	New South Wales	01/07/2023 - 30/06/2029	\$639,121.00
3562	Pavement Resurfacing 2023-24 - North-East	Fulton Hogan Industries Pty Ltd	Tasmania	31/08/2023 - 24/05/2024	\$7,943,990.76
3632	Northern Suburbs Community Recreation Hub (NSCRH) Early Works Package	Anstie Constructions (Tas) Pty Ltd	Tasmania	01/09/2023 - 08/02/2025	\$1,635,206.00
3535	Production and Distribution of Identity Cards	ABCorp Group (Australasia) Pty Ltd	Victoria	08/09/2023 - 07/09/2031	\$6,000,000.00
3500	Huon Link Road - Flood Road to Orchard Avenue - Roadworks	AWC Pty Ltd	Tasmania	20/09/2023 - 03/01/2025	\$14,257,896.93
3545	Dynnyrne Road - Property Demolition	Hazell Bros Group Pty Ltd	Tasmania	06/10/2023 - 24/11/2023	\$322,272.00
3513	Electronic Payment System for the Taxi Subsidy Program	Cabcharge Payments Pty Ltd	New South Wales	26/09/2023 - 25/09/2025	\$360,000.00
3659	Graduated Licensing System - Digital Products	Compono Australia Pty Ltd	Queensland	01/09/2023 - 31/08/2026	\$750,000.00
3704	Macquarie and Davey Street Bus Improvements	BlackCap Construction Pty Ltd	Tasmania	15/01/2024 - 30/07/2024	\$1,849,019.27
3696	Provision of Road Safety Marketing and Advertising Services	Cummins & Partners Pty Ltd	Victoria	01/01/2024 - 31/12/2026	\$3,000,000.00
3721	Short-term Traffic Count Program	Pentagon Systems (QLD) Pty Ltd	Queensland	01/01/2024 - 31/12/2029	\$586,560.00
3526	HASTUS Bus Network Timetabling Tool	GIRO INC./LE GROUPE EN INFORMATIQUE ET RECHERCHE OPERATIONNELLE	International	20/12/2023 - 30/06/2026	\$4,911,804.00
3521	Birrlee Main Road Westbury Industrial to Brushy Creek Shoulder Sealing	Gradco Pty Ltd	Tasmania	8/01/2024 - 07/01/2025	\$4,404,820.66
3664	Replacement of Styx River Bridges and Strengthening of Derwent River Bridge	DCS Civil Tas Pty Ltd	Tasmania	08/01/2024 - 31/03/2025	\$8,763,604.00

Table D continued

Consultancies or Contracts awarded where a disaggregation exemption has been applied in accordance with Treasurer's Instruction PP-2					
Contract ID	Title	Supplier name	State for reporting	Period of contract including any options to extend	Value – including any options to extend
3520	Zeehan Highway - Murchison Highway to Henty Main Road	Shaw Contracting (Aust) Pty Ltd	Tasmania	10/01/2024 - 09/04/2025	\$9,596,908.00
3614	Black Snake Inn - Heritage Restoration Works	Duratec Limited	Tasmania	16/01/2024 - 04/06/2024	\$431,564.73
3698	State-Wide Concrete Bridge Repairs	DCS Civil Tas Pty Ltd	Tasmania	25/01/2024 - 16/05/2024	\$391,413.00
3735	Bass Highway - Leith Junction Upgrades - Street Light Works	Hazell Bros Group Pty Ltd	Tasmania	14/02/2024 - 30/04/2024	\$300,519.00
3717	Registration of Mix Designs and Quarry Accreditation Services	Head, Transport for Victoria	Victoria	01/01/2024 - 31/12/2028	\$500,000.00
3539	State Roads Maintenance Services - Southern Region	Stornoway Maintenance Pty Ltd	Tasmania	01/07/2024 - 30/06/2031	\$117,275,314.18
3753	West Tamar Highway Duplication Between Acropolis Drive and Freshwater Point	AWC Pty Ltd	Tasmania	14/02/2024 - 11/08/2025	\$25,494,398.32
3742	Skid Resistance Survey - 2024-2030	ARRB Group Ltd - trading as NTRO - National Transport Research Organisation	Tasmania	08/03/2024 - 30/06/2030	\$1,787,382.00
3634	Freight Capacity Upgrade Program - Bridge Strengthening - Carbon Fibre Package	Fulton Hogan Construction Pty Ltd	Tasmania	06/03/2024 - 09/04/2025	\$2,217,283.69
3540	State Roads Maintenance Services - North Region	Fulton Hogan Industries Pty Ltd	Tasmania	01/07/2024 - 30/06/2031	\$86,535,314.18
3803	Establishment and Maintenance of Seastar Habitat	Elgin Associates Pty Ltd	Tasmania	12/03/2024 - 17/05/2024	\$350,200.00
3746	Mersey River Bridge (B5864) Bearing Resetting and Alignment	Bridgepro Engineering Pty Ltd	Tasmania	20/03/2024 - 12/06/2024	\$562,900.00
3785	Landslip Stability Package - Claremont Link Road Landslip Stabilisation	Batchelor Construction Group Pty Ltd	Tasmania	09/04/2024 - 13/08/2024	\$599,288.00
3692	Road Assets Data Intelligence Unified System (RADIUS) Horizon Two - Minimum Viable Product (MVP)	Jacobs Group (Australia) Pty Ltd	Tasmania	12/04/2024 - 13/04/2026	\$1,200,000.00
3754	Northern Suburbs Community Recreation Hub - Stage 2 - Main Works	Vos Construction and Joinery Pty Ltd	Tasmania	16/05/2024 - 16/10/2025	\$31,648,130.20
3291	Blackman River Bridge (599 Tunbridge) Deck and Superstructure Replacement	Hazell Bros Group Pty Ltd	Tasmania	23/05/2024 - 23/11/2024	\$1,391,170.00
3570	Standing Offer for the Provision of Pavement Marking Services	Statewide Linemarking (Tas) Pty Ltd	Tasmania	01/07/2024 - 30/06/2028	Total value of panel contract is \$14,088,300.00
		Supalux Linemarking Pty Ltd	Tasmania	01/07/2024 - 30/06/2028	

Supporting information continued

Table D continued

Consultancies or Contracts awarded where a disaggregation exemption has been applied in accordance with Treasurer's Instruction PP-2					
Contract ID	Title	Supplier name	State for reporting	Period of contract including any options to extend	Value – including any options to extend
3741	Davey to Macquarie Streets - Transit Lane Connection	Fulton Hogan Construction Pty Ltd	Victoria	24/06/2024 - 17/08/2024	\$5,898,186.00
3650	Tasmanian Government Whole of State Business Case Assessment for Major Energy Projects	Deloitte Touche Tohmatsu	Tasmania	16/10/2023 - 31/12/2024	\$2,298,235.00
3643	Motor Registry System Redevelopment Business Case	Scyne Advisory Pty Ltd	New South Wales	16/01/2024 - 28/02/2025	\$484,750.00
3763	AFL High Performance Centre (HPC) Site Selection - Project Management	COHA Group Pty Ltd as trustee for COHA Business Trust	Queensland	30/01/2024 - 30/09/2027	\$974,910.00
3836	AFL High Performance Centre - Engineering Site Investigations	GHD Pty Ltd	Tasmania	29/05/2024 - 02/08/2024	\$236,760.00
3699	Principal Consultant Services for Northern Suburbs Community Recreation Hub	Philp Lighton Architects Pty Ltd	Tasmania	01/09/2023 - 01/07/2026	\$1,703,585.00
3747	Wilkinsons Point - Multi Sport Facility - Transport Planning and Design	Howarth Fisher and Associates Pty Ltd	Tasmania	08/12/2023 - 31/12/2027	\$600,000.00
3793	Heavy Vehicle Access Management System Version 3- Testing Management Services	Knight Errant Pty Ltd	Tasmania	4/03/2024- 3/08/2025	\$494,100.00

Table E

Consultancies or Contracts awarded under an approved limited or direct sourcing process, approved in accordance with Treasurer's Instruction PP-2					
Contract ID	Title	Supplier name	State for reporting	Reason for the procurement methodology	Value – including any options to extend
3608	Kanunnah Bridge Strengthening Stage 2	Bridgepro Engineering Pty Ltd	Tasmania	Exceptional circumstances	\$1,271,300.00
3709	Public Transport Identity - Phase Two	The20 Pty Ltd	Tasmania	Exceptional circumstances	\$125,000.00
3658	Consultation Manager (and Social Pinpoint) Stakeholder Engagement Software	MySite Design Pty Ltd	New South Wales	For additional goods/services by the original supplier	\$639,121.00
3703	State Roads Conservation Program - 2023/24	North Barker Ecosystem Services Pty Ltd	Tasmania	Exceptional circumstances	\$161,200.00
3701	Regional Economic Profile - Analysis Suite	ID Consulting Pty Ltd	Victoria	Due to an absence of competition for technical reasons	\$190,600.00
3711	Heavy Vehicle Access Management System (HVAMS) Development	Intuit Technologies Pty Ltd	Tasmania	Exceptional circumstances	\$500,840.00

Table E continued

Consultancies or Contracts awarded under an approved limited or direct sourcing process, approved in accordance with Treasurer's Instruction PP-2					
Contract ID	Title	Supplier name	State for reporting	Reason for the procurement methodology	Value – including any options to extend
3632	Northern Suburbs Community Recreation Hub (NSCRH) Early Works Package	Anstie Constructions (Tas) Pty Ltd	Tasmania	No suppliers satisfied the conditions for participation	\$1,635,206.00
3729	Heavy Vehicle Access Management System (HVAMS) Development	Spatial Enterprises Pty Ltd t/a Esk Spatial	Tasmania	Exceptional circumstances	\$150,000.00
3513	Electronic Payment System for the Taxi Subsidy Program	Cabcharge Payments Pty Ltd	New South Wales	Due to an absence of competition for technical reasons	\$360,000.00
3744	Asset Inventory and Geo-Location Data Collection	ARRB Group Ltd	Victoria	For additional goods/services by the original supplier	\$151,620.00
3743	Graduated Licensing System - Logbook Application	Eat More Pixels Pty Ltd	Queensland	Exceptional circumstances	\$240,000.00
3659	Graduated Licensing System - Digital Products	Compono Australia Pty Ltd	Queensland	For additional goods/services by the original supplier	\$750,000.00
3794	Scotia Mine - Main Pit Dewatering Pipe	PWS Poly Welding Solutions Pty Ltd	Tasmania	Extreme urgency	\$145,633.00
3526	HASTUS Bus Network Timetabling Tool	GIRO INC./LE GROUPE EN INFORMATIQUE ET RECHERCHE OPERATIONNELLE	International	Due to an absence of competition for technical reasons	\$4,911,804.00
3642	Howth Heavy Vehicle Driver Rest Area (HVDRA) Toilet Block Works	Shaw Contracting (Aust) Pty Ltd	Tasmania	Circumstances justify limiting the number of suppliers	\$251,192.00
3735	Bass Highway - Leith Junction Upgrades - Street Light Works	Hazell Bros Group Pty Ltd	Tasmania	Exceptional circumstances	\$300,519.00
3717	Registration of Mix Designs and Quarry Accreditation Services	Head, Transport for Victoria	Victoria	Due to an absence of competition for technical reasons	\$500,000.00
3803	Establishment and Maintenance of Seastar Habitat	Elgin Associates Pty Ltd	Tasmania	Exceptional circumstances	\$350,200.00
3815	HVAMS System Development	Intuit Technologies Pty Ltd	Tasmania	For additional goods/services by the original supplier	\$306,533.00
3656	Update to UTAS Stadium Infrastructure Profile	KPMG	Queensland	Exceptional circumstances	\$90,000.00
3730	Heavy Vehicle Access Management System - Development	Matthew Paul Elischer	Queensland	Exceptional circumstances	\$137,000.00

Supporting information continued

Table E continued

Consultancies or Contracts awarded under an approved limited or direct sourcing process, approved in accordance with Treasurer's Instruction PP-2					
Contract ID	Title	Supplier name	State for reporting	Reason for the procurement methodology	Value – including any options to extend
3710	Project Management and Business Analysts Services – HVAMS-Systems Development	Ignite Project Services	Tasmania	Exceptional circumstances	\$305,000.00
3724	Heavy Vehicle Access Management System - Project Management Services	The Project Lab Pty Ltd	Tasmania	Exceptional circumstances	\$200,000.00
3722	Heavy Vehicle Access Management System - Test Manager	Knight Errant Pty Ltd	Tasmania	Exceptional circumstances	\$90,000.00
3699	Principal Consultant Services for Northern Suburbs Community Recreation Hub	Philp Lighton Architects Pty Ltd	Tasmania	For additional goods/services by the original supplier	\$1,703,585.00
3748	Balfour Central Mine Environmental Risk Reduction	GHD Pty Ltd	Tasmania	Exceptional circumstances	\$112,000.00
3836	AFL High Performance Centre - Engineering Site Investigations	GHD Pty Ltd	Tasmania	Exceptional circumstances	\$236,760.00

Table F

Consultancies or Contracts awarded which contain confidentiality provisions in accordance with Treasurer's Instruction C-1			
Contract ID	Title	Supplier Name	Date of approval
3540	State Roads Maintenance Services - North Region	Fulton Hogan Industries Pty Ltd	07/02/2024

Publications

Business Growth Loan Scheme Guidelines.
Tasmanian ICT Workforce Action Plan 2020-23
Final Report 2023.
Defence Tasmania Industry Directory 2023.
Department of State Growth Annual Report 2022-23.
Disability Access and Inclusion Plan 2024-25.
Hobart Traffic Origin Destination Report 2024.
Huon Highway - Kingston to Southport Corridor
Strategy
Passenger Conduct Code for School Bus Services.
Road Safety Advisory Council Annual Report 2022-23.

Also a wide range of material including:

ASEAN Summit Expo 2024 stand.
Business Tasmania brochure updates.
China International Import Expo 2023 stand design
and collateral.
Cybersecurity pamphlets.
Diversity, Equity and Inclusion posters.
Employer of Choice collateral.
Fine Foods Australia 2023 Expo stand design and
exhibitor collateral.
FOODEX Japan 2024 trade stand and exhibitor
collateral.
Food Hotel Asia Expo 2024 stand design and
exhibitor collateral.
Hydrogen hub maps.
Indo Pacific Expo 2023 stand design.
Industry Capability Network flyers.
Interferry 2023 Conference stand and exhibitor
collateral.

Tasmanian Export Awards 2023 souvenir booklet.
Tasmanian Trade Action Plan 2023-24.
Tasmanian Training Awards 2023 souvenir program.
Tasmanian Training Awards 2024 sponsor
prospectus.
TDR Board Annual Report 2022-23.
Training and Workforce Development System
Performance Report 2024.
Trade and Investment Mission Plan July 2024 –
June 2027.
Trade Scorecard 2022-23.

Keep Hobart Moving maps and infographics.
Media and business unit pull-up banners for events
and expos.
Plates Plus flyer.
Public Transport half price bus fares animation,
flyer and bus wrap.
Renewable energy factsheet updates.
Shine Awards certificates.
Skills Tasmania collateral.
STEM Excellence Awards forms and flyers updates.
Study Tasmania workshop flyer and postcards.
Tasmanian Business Advice Service fact sheet
and flyer.
Tasmanian Training Awards 2023 collateral.
Through our Eyes – Tasmanian Museum and Art
Gallery exhibition 2024.

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

Superannuation certificate

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

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



Craig Limkin

Secretary
Department of State Growth
30 June 2024



Compliance index

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

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

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

The four columns in the index have the following meanings.

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

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

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

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

Section	Compliance	Page	Details
General			
		1–2	Table of contents
Overview			
Strategic plan	SSR s9(a)(i)	6	An overview of the department's strategic plan, including its aims, functions and related program.
Performance	SS s36(1)(a)	Annual Report	Each Head of Agency, in each year, is to submit a report on the performance of the functions and the exercise of the powers of the Head of Agency.
	FMA s42(4)	Annual Report	The financial statements and the Auditor-General's report on those statements prepared in accordance with section 19 of the <i>Audit Act 2008</i> are to be combined so as to form part of the annual report.
Major initiatives	SSR s9(a)(v)	Annual Report	Details of major initiatives taken by the department to develop and give effect to government policy.
Major changes during the year	SSR s9(a)(iv)	Annual Report	Details of, and reasons for, any major changes which have taken place in relation to the programs, aims, functions or organisational structure of the agency.
Operational structure			
Department organisational chart	SSR s9(a)(ii)	7	An organisational chart illustrating the department's administrative structure, including regional offices, showing officers of the agency.
Why we are structured in this way	SSR s9(a)(iii)	Annual Report	A description of the relationship between the organisational structure and the program management structure of the agency.

Supporting information continued

Section	Compliance	Page	Details
Performance measurement			
Performance summary	TI FR-4.1.1	Annual Report	A summary of significant financial outcomes for agency programs or activities, and any Ministerial directives in relation to financing or investment activities.
	TI FR-4.1.4	Annual Report	Information on the performance of the agency in its achievement of agency objectives and meeting of agency responsibilities.
Legislation administered and major documents published			
Legislation administered	SSR s9(d)	52–54	A list of legislation administered by the department.
Legislation enacted	SSR s9(d)	54	A list of legislation enacted during the year for which the department is responsible, including details of significant changes to legislation previously administered by the department.
Public access and awareness of services provided			
Key contact	SSR s9(c)(ii)	7, 76	List of contact officers and points of public access in relation to services provided by the department.
Community awareness report	SSR s9(c)(i)	8–39	Details of activities undertaken to develop community awareness of the department and the services it provides.
Appeals process	SSR s9(c)(iii)	50	An outline of the processes available for appeals against decisions made by the department.
Agency publications	SSR s9(c)(i)	71	List of major documents published by any internal or external body of the department during the year.
Right to information	RTI s23	49	Right to Information details for 2020–21.
Human resources management			
Workplace diversity	TSS Diversity and Inclusion Policy and Framework	8–9	A description of the department's workplace diversity program.
Performance management	ED.26	8–9	Effectiveness of the development and implementation of performance management within the agency.
Work health safety and wellbeing	SSR s9(b)(vi) ED. 27 s.5(2) ED. 23	8–9	Employment policies and practices of the agency in relation to work health safety and wellbeing.
Superannuation contribution	PSSRA s55	72	Certification by the relevant agency manager has met its obligations under the Superannuation Guarantee (Administration) Act 1992.
Asset management and risk management policies			
Infrastructure projects	TI FR-4.1.3	Annual Report	Information on infrastructure projects undertaken or being undertaken by the agency.
Asset management	TI FR-4.1.6	Annual Report	A summary of the agency's asset management policies, strategies and initiatives.
Other assets	TI FR-4.1.7	Annual Report	Details of public property, revenue and debts due to the State.
Risk management	TI FR-4.1.5	Annual Report	A statement of risk management policies, and an outline of significant risk management activities and initiatives.
Pricing policies	TI FR-4.1.2	Annual Report	Pricing policies for goods or services provided by the agency, including reference to any applicable Gazette or other public document which contains pricing or rating information and details of cost recovery policies and their application as appropriate.

Section	Compliance	Page	Details
Government procurement			
Contracts awarded during the year	TI FR-4.1.8	57–70	<p>Information on procurement activities undertaken or being undertaken by the agency including:</p> <ul style="list-style-type: none"> ▶ details of any contracts entered into by the agency which contain confidentiality provisions ▶ statement regarding the agency’s support for Tasmanian businesses ▶ details of participation by Tasmanian businesses in procurement processes with a value of \$50,000 or more, together with information on their level of success in relation to procurement contracts with a value of \$50,000 or more ▶ procurement contracts awarded with a value of \$50,000 or more, with consultancies separately listed ▶ details of procurement contracts where a disaggregation exemption was applied, and procurement contracts awarded as a result of limited tendering (excluding direct sourcing from other agencies) ▶ details of contracts awarded as a result of a contract extension approved pursuant to the Treasurer’s Instructions under the following circumstances: <ul style="list-style-type: none"> ▶ due to exceptional circumstances where the extension ▶ was required to enable a full procurement process to ▶ be properly undertaken, or ▶ where other exceptional circumstances justified an extension.
Other matters	TI FR-4.1.9	Annual Report	Any other matters deemed relevant by the Accountable Authority.
Financial Statements			
Financial Statements	FMA s42	Attachment A Attachment B	An accountable authority of an agency, in respect of each financial year, is to prepare financial statements of the agency in respect of that financial year.
Audit opinion	FMA s42(4)	Att A 111–114 Att B 21–23	The Auditor-General’s report on the agency’s financial statements prepared in accordance with section 19 of the <i>Audit Act 2008</i> are to be combined so as to form part of the annual report.

Photo credits and acknowledgements

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Images courtesy of the Tasmanian Government, Ness Vanderburgh, Joe Chelkowski, Adam Gibson, Nick Waygood, page 16 *Body Body Commodity* at Mona Foma by Jenni Large and Assembly 197 supported by Arts Tasmania: Image by Gabe Comerford, *The Gift of Life* by Keith Dougall. This sculpture was commissioned by DonateLife and supported by Arts Tasmania through the Corporate Art Scheme: Image credit: Russell McKane, page 17 Moonbird: Lennox and Crew. © Seal Pot Entertainment Pty Ltd. Image credit: Jillian Mundy.

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