Annual Report

2025–26



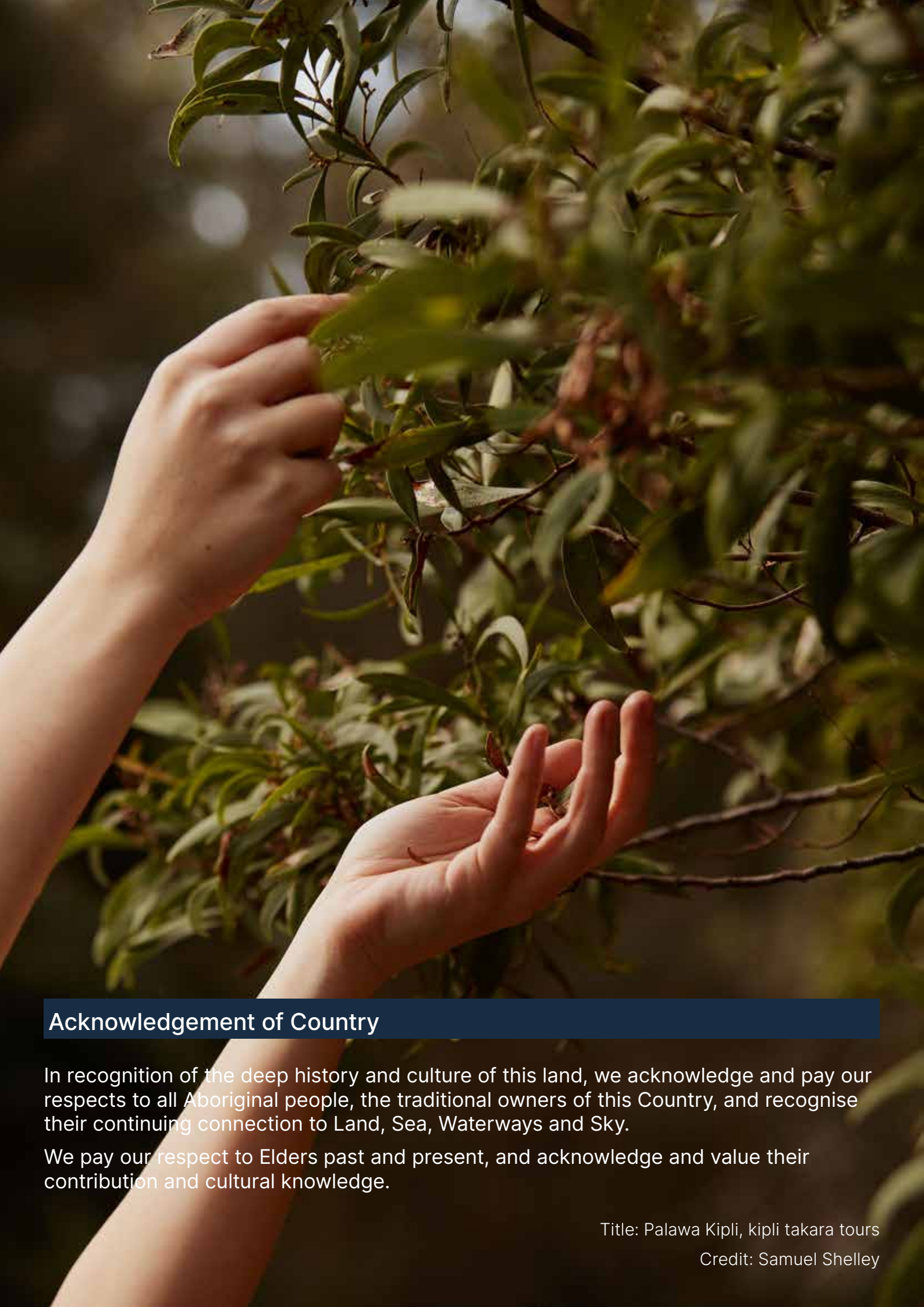






Department of State Growth

Tasmanian Government



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.

Title: Palawa Kipli, kipli takara tours

Credit: Samuel Shelley

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A: Department of State Growth Financial Statements 2025–26
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Disclaimer: The information contained within the Annual Report 2025–26 is considered to be correct at the time of publication.

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

SUBMISSION TO MINISTERS

Dear Ministers

In accordance with the requirements of Section 36 of the *State Service Act 2000* and Section 42 of the *Financial Management Act 2016*, I submit to you, for presentation to Parliament, this report on the affairs and activities of the Department of State Growth for the financial year ended 30 June 2026.

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



Shane Gregory
Secretary
Building Tasmania
October 2026



Guy Barnett
Minister for Small Business, Trade and Consumer Affairs



Nick Duigan
Minister for Energy and Renewables
Minister for Sport



Felix Ellis
Minister for Business, Industry and Resources
Minister for Skills and Jobs
Minister for Innovation, Science and the Digital Economy



Roger Jaensch
Minister for Arts
Minister for Tourism, Hospitality and Events



Kerry Vincent
Minister for Infrastructure and Transport
Minister for Housing and Planning

MESSAGE FROM THE ACTING SECRETARY



I am pleased to present the 2025–26 Department of State Growth Annual Report. This will be the final annual report for State Growth, with machinery of government changes commencing on 2 July 2026 which will see the creation of a new agency, Building Tasmania, and the dispersal of some State Growth functions across a number of different government service delivery areas over the course of 2026–27.

This year, the department has had an ongoing focus on intergenerational infrastructure investment and construction activity around the state. Notably, recent updates to the 10–Year Tasmanian Infrastructure Pipeline indicate future investment of nearly $40 billion, up by almost $9 billion on 2024–25 figures.

Among the most prominent and highly anticipated of these projects was the completion of the JackJumpers and Jewels High Performance Training Centre at Kingston in June 2026. In March, work also began on the Glenorchy Sports Centre in Claremont and the Northern Suburbs Community Recreation Hub at Mowbray officially opened to the public. Development approval for the Tasmania Devils High Performance Centre was granted during the financial year, also at Kingston, with work on this project and a new stage of the Mowbray Hub expected to commence in coming months. These projects represent a significant investment in sport and recreation infrastructure for Tasmania's future.

In terms of transport infrastructure, our 2025–26 capital expenditure was just over $350 million, which included an increase of $30 million on road maintenance against 2024–25 levels. This investment included highway resurfacing at 85 sites including stretches of the Bass, Midland and Tasman highways, intersection upgrades on the West Tamar Highway at Legana, the Brooker Highway at Montrose and on the Bass Highway. There were also major works along the Great Eastern Drive between Orford and St Helens, the Zeehan Highway between the Murchison Highway and Henty Road, and at Rocky Cape and Flowerdale.

Our supporting functions for social and community housing have seen us make significant progress in clearing the way for new housing at Mornington, Warrane, Sulphur Creek, Penguin and Ravenswood, which will generate another stream of major construction and help ease housing challenges. This potential stands to increase markedly through our work on land use planning reform to fast-track rezoning of suitable government land for housing and the release of the new draft Southern Tasmania Regional Land Use Strategy.

A significant energy infrastructure milestone was achieved in August 2025, with the $5 billion Project Marinus given the green light. This was backed by the positive Final Investment Decision for Stage 1 of Marinus Link and Financial Close for the North West Transmission Developments, paving the way for Tasmania's biggest ever infrastructure project to go ahead with further major milestones expected in 2026–27.

While these examples by no means encompass the entire scope of our work across the year, they did form a significant part of our almost $1.7 billion budget for 2025–26, the more than 31,000 payments we made and the 136 major procurement processes we undertook as an agency across the year. Of course, our work in boosting the economy and supporting business, industry and communities is just as important and continued at pace across 2025–26.

Between our trade support programs and the work of our Trade and Investment Advocates, we were this year proud to have helped secure more than $30 million in new export deals. Closer to home, our investment in local events and attracting visitors returned an estimated $177 million to the economy this year, providing a boost to our hospitality sector equivalent to around 710,000 bed nights.

We maintained strong levels of support through skills and training, with more than 25,000 enrolments in government-funded vocational education and training supported through more than $122 million in funding. The quality of our VET system was recognised with two 2025 Australian Training Awards wins, alongside a number of business and training organisation awards.

Support for Tasmania's $1 billion creative sector continued in 2025–26, with the second Level Up Tasmania video game expo, the purchase of more than 300 artworks through the COLLECT Art scheme, and the commissioning of 28 artworks for public buildings and facilities. TMAG attracted more than 580,000 engagements, while ABC's *Tonight at the Museum* reached more than 800,000 viewers each week.

Providing more opportunities for healthy recreational pursuits, the Ticket to Wellbeing program released more than 9,500 vouchers this year, getting more seniors in our community active. At the elite level, through the Tasmanian Institute of Sport, this year 18 Tasmanian athletes achieved benchmark results and 42 achieved top-three results at major events. We also welcomed 72 athletes into the 2032 Brisbane Olympic/Paralympic talent identification program.

Internally, this year we were pleased to launch several new wellbeing initiatives for our people, including our ThriveTogether framework to consolidate psychological safety, wellbeing, diversity, equity and inclusion across the workplace. We also instigated workshops designed to help us manage our journey through the coming machinery of government changes.

At the end of 2025–26, we are preparing in earnest for the 2 July deadline when State Growth becomes Building Tasmania. Bringing together infrastructure delivery functions and resources from across government and consolidating them in Building Tasmania, we can achieve a critical mass of capability, a consistent approach, improve how we engage with you and find opportunities for smarter, more efficient ways to package and procure works and deliver infrastructure.

The broader machinery of government changes are flagged to include moving economic development, energy, investment attraction and resources to the Department of Premier and Cabinet in December, along with moving the creative, tourism, events and sport functions to the new Tourism, Events and Creative Tasmania entity at the same time. In August, we will facilitate the movement of our climate change functions to the Department of Natural Resources and Environment Tasmania.

Also slated for a move to the Department of Premier and Cabinet is most of our current corporate functions, to deliver a centralised model of service delivery across Premier and Cabinet, Building Tasmania, and the new Tourism, Events and Creative Tasmania entity. Work has been occurring during 2025–26 to support this significant shift in the way that services are delivered and staff across all organisations are supported.

As part of the changes announced in March, the government also allocated a 250 FTE reduction to the department and significant associated budget operational efficiency requirements. In response, as at end of financial year, we are working through the final stages of a Targeted and Negotiated Voluntary Redundancy program which will provide support to permanent employees looking to leave the Tasmanian State Service. This process will continue into the new financial year, to be finalised in coming months and will see us farewell staff from a range of areas.

Finally, I thank all of the staff of the Department of State Growth who have contributed to the agency's success over the last 12 years and welcome remaining and incoming staff to an exciting new chapter in 2026–27.



Shane Gregory

Acting Secretary

WHO WE ARE

The Department of State Growth facilitates economic growth and the creation of jobs and provides a range of services, infrastructure, programs and regulatory functions to support local industries, sectors, communities and individuals while promoting the state as the best place to live, work, visit, study, invest and thrive. During 2025–26, the department had the following core focus areas:

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

The Department of State Growth also supported activities associated with the following functions:

- Office of the Coordinator-General – the Coordinator-General provides advice, support and liaison services to attract and support investment in the state, facilitate major projects and reduce red tape.
- Tasmanian Development Board – the board provides oversight of the Tasmanian Development and Resources financial portfolio and responsibilities, with a focus on supporting the balanced economic development of Tasmania.

Our Corporate Plan

The Department of State Growth's Corporate Plan 2023–26 was endorsed in May 2023 and continued to guide the department's strategic direction throughout the reporting period. It is underpinned by the following five objectives.

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

The Corporate Plan reinforced our values of having the courage to make a difference through teamwork, excellence, integrity and respect throughout the 2025–26 financial year.

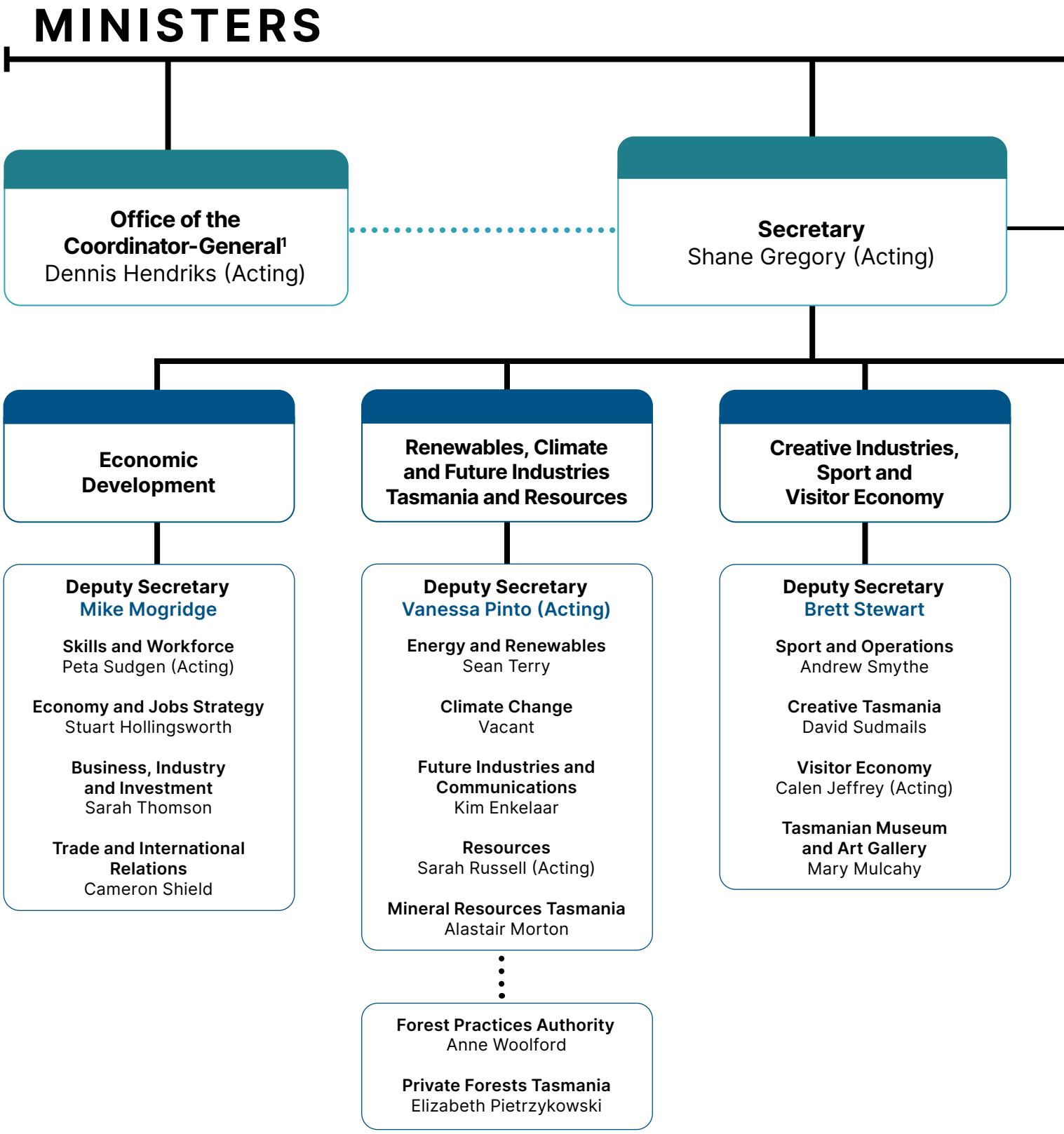
In March 2026, machinery of government changes were announced that will result in the establishment of Building Tasmania, together with the transfer of a range of functions to other entities. A new Corporate Plan for Building Tasmania will be developed to reflect its revised functions and responsibilities.



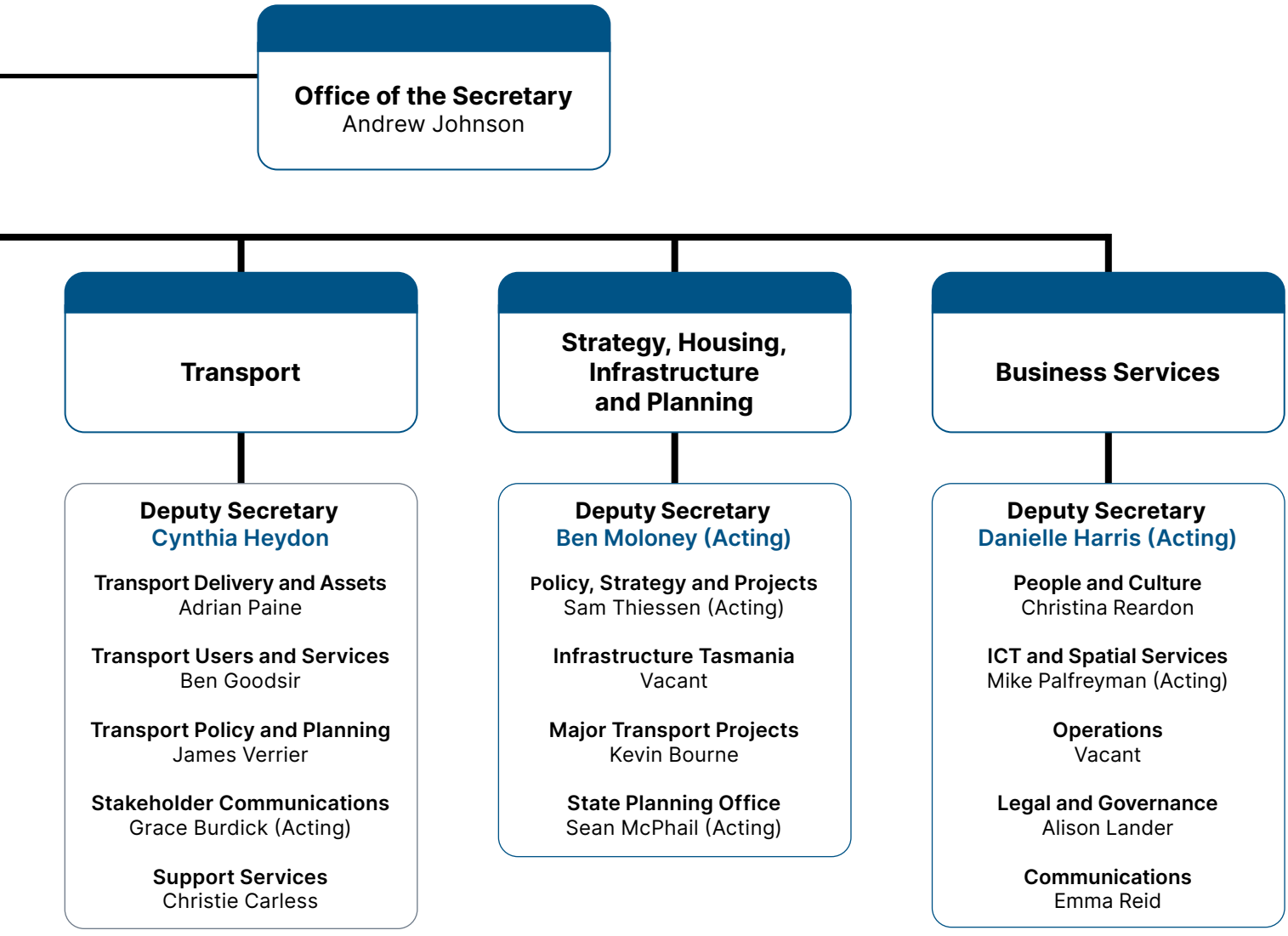


ORGANISATIONAL STRUCTURE

as at 30 June 2026



1. The Coordinator-General reports directly to the Minister


Office of the Secretary
Andrew Johnson
Transport
Deputy Secretary
Cynthia Heydon
Transport Delivery and Assets
Adrian Paine
Transport Users and Services
Ben Goodsir
Transport Policy and Planning
James Verrier
Stakeholder Communications
Grace Burdick (Acting)
Support Services
Christie Carless
Strategy, Housing, Infrastructure and Planning
Deputy Secretary
Ben Moloney (Acting)
Policy, Strategy and Projects
Sam Thiessen (Acting)
Infrastructure Tasmania
Vacant
Major Transport Projects
Kevin Bourne
State Planning Office
Sean McPhail (Acting)
Business Services
Deputy Secretary
Danielle Harris (Acting)
People and Culture
Christina Reardon
ICT and Spatial Services
Mike Palfreyman (Acting)
Operations
Vacant
Legal and Governance
Alison Lander
Communications
Emma Reid

OUR PEOPLE

During the year we launched ThriveTogether, our new integrated wellbeing and inclusion action plan. By bringing together psychological safety, wellbeing, diversity, equity and inclusion within a single framework, we are aiming to foster a workplace where people feel safe, respected and included, and where everyone has the opportunity to thrive. The plan recognises that a diverse, safe and well-supported workforce is essential to delivering services that are effective, inclusive and responsive to the needs of the Tasmanian community.

To support the objectives of ThriveTogether we delivered a range of learning opportunities and resources focused on diversity, inclusion and cultural capability. This included training and awareness programs covering Aboriginal cultural awareness, disability awareness, understanding neurodiversity and trauma-informed workplaces. These initiatives helped employees build greater understanding, respect and confidence in supporting diverse colleagues and communities.

Supporting employee wellbeing remained a key priority throughout 2025–26 as we continued to strengthen our systems and processes for injury management, workers compensation and workplace health and safety. This work remains focused on improving recovery outcomes and supporting employees throughout their recovery journey. Work is now underway to finalise a contemporary injury management framework that aligns with best-practice principles and reinforces a person-centred, collaborative approach to supporting injured workers.

With a view to continual improvement and addressing potential issues before they occur, this year also saw a significant program of workplace health and safety policy and system improvements including completion of an external audit of our WHS Management System and a comprehensive review of key WHS policies and procedures. This important work supports our framework to remain fit for purpose and aligned with legislative requirements and contemporary practice.

In line with the growing recognition of psychosocial health and safety, this year we worked to enhance our approach to managing potential psychosocial risks in the workplace.

Consistent with legislative obligations and contemporary best practice, work progressed on the development of a comprehensive Psychosocial Risk Register to support the identification, assessment and management of psychosocial hazards.





This work was informed by employee consultation including workshops and training activities and further strengthens our commitment to providing a mentally and emotionally safe, healthy and inclusive workplace.

Throughout the year we also continued to invest in workforce capability development through a range of training programs, workshops and webinars.

Following the announcement in March 2026 that the department would be undergoing machinery of government changes with a range of impacts across the agency, our existing training and wellbeing programs have been proving extremely useful. Additionally, targeted workshops have been delivered to support leaders and employees to manage the transition process and to helped equip staff with the knowledge, skills and support needed to navigate these organisational changes.

In line with this announcement and associated budgetary saving targets allocated to the department, in April 2026 we opened a targeted and voluntary redundancy expression of interest program. A total of 144 expressions of interest were received, with offers outlining final terms provided to accepted program applicants on 29 June 2026.

Overall, at the end of the financial year employee numbers were down 2.9 per cent on the previous year and fulltime equivalent positions down 5.7 per cent.

As at 30 June 2026, permanent employees represented 86 per cent of the department's workforce, with 11 per cent employed fixed term and the remaining three per cent being senior executive service and equivalent specialist employees. Thirty-one per cent of employees work part-time.

The gender profile changed slightly from 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 was 41 per cent.

Senior Executive and Equivalent Specialists by Gender as at 30 June 2026

Classification	Female	Male	Other	Total
SES 1	7	8	0	15
SES 2	6	8	0	14
SES 3	0	4	0	4
SES 4	2	2	0	4

BUSINESS SERVICES




2171
2171
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2996

BUSINESS SERVICES

The first eight months of 2025–26, while busy, were largely business as usual across the provision of corporate and support services noting recent enhancements had already improved our organisational capacity, systems and practices.

We supported the development of the State Budget with strategic financial advice across the agency, and maintained our focus on robust systems and processes to strengthen financial management practices and operational efficiency across the year.

Another focus was strengthening the management of departmental property and vehicles through enhanced governance, refreshed policies and improved statewide maintenance arrangements.

Business Services supported the addition of significant assets to the department's portfolio. This included the Northern Suburbs Community Recreation Hub in Mowbray and the JackJumpers and Jewels High Performance Centre in Kingston.

In terms of raw numbers, we managed a budget of almost $1.7 billion, processed more than 31,000 payments and administered over 450 loans with a balance of more than $150 million.

We also completed 136 major procurement processes resulting in 159 contracts collectively worth more than $382 million, and established a new Consultant Services Panel for Transport and Civil Infrastructure comprising 14 contracts with an estimated value of $225 million.

A strong focus on best practice, value for money and supporting Tasmanian businesses remained central to our procurement processes. Tasmanian businesses were awarded contracts representing 84 per cent of the total value of contracts over $50,000 awarded during the year.







In September 2025, we were pleased to launch ThriveTogether, our employee wellbeing and inclusion action plan. ThriveTogether brings together psychological safety, wellbeing, diversity, equity and inclusion within a single framework, fostering a workplace where people feel safe, respected and included.

Following the announcement of machinery of government changes in March 2026, the focus for Business Services has shifted from business as usual activity, to also supporting the transition project and preparing for Building Tasmania which takes effect on 2 July 2026, replacing the Department of State Growth.

Activity has included organising staff communications, employee workshops, consultation processes and coordinating external messaging for our stakeholders as well as preparing for the transfer of resources, systems and information to the new entities.

We developed the new brand for Building Tasmania in-house and refreshed our websites and intranet, and URLs and email addresses across the organisation, ready for the 2 July commencement of the new department.

We ran the department's Targeted and Negotiated Voluntary Redundancy program in the first half of 2026, offering permanent employees who may have been thinking about a departure from the Tasmanian State Service the chance to express interest in a redundancy, with resulting separations set to occur during 2026–27.

With the establishment of Building Tasmania from 2 July 2026 and further machinery of government moves through to December 2026, including the centralisation of corporate services within the Department of Premier and Cabinet, the year ahead will be sure to present more challenges and opportunities, but we have the skills, knowledge and established processes from previous machinery of government changes to deliver.

CREATIVE INDUSTRIES, SPORT AND VISITOR ECONOMY




night at the
Museum
night at the
Museum

CREATIVE INDUSTRIES, SPORT AND VISITOR ECONOMY

This year we continued to grow our programs and initiatives, inspiring, energising and entertaining locals, communities and visitors alike through vibrant creative, sporting and visitor experiences that showcase the very best of Tasmania.

In sport, we launched the *She moves. She leads. She Belongs*. Tasmania's first Women and Girls Sport Strategy to support the participation of women and girls in sport and active recreation in a safe, fun and inclusive way. It was backed by the new Her Path to Play program which provided almost $400,000 to 38 recipients to support projects that cater specifically to women and girls.

We also delivered a second year of the nation-leading Ticket to Wellbeing trial program with more than 9,500 older Tasmanians having now received vouchers to use towards sport and active recreation memberships. Due to strong demand, the initiative has been extended for a further two years.

Across the year we continued supporting our athletes on the world stage through the Tasmanian Institute of Sport (TIS) with 18 athletes achieving benchmark results across major international competitions including the World Rowing Championships, UCI Road World Championships, the Canoe Slalom World Championships and the FIH Hockey Junior World Cup.

Forty-two of our athletes also delivered standout performances with podium finishes at the national and international level including at the National and Oceania championships. This year the TIS Talent ID for 2032 program continued to expand, welcoming 72 emerging athletes as part of our long term search for Olympians and Paralympians for Brisbane 2032. The Para Unit program, delivered with the Australian Institute of Sport and Paralympics Australia, also advanced, supporting 11 developing Para athletes.

In supporting cultural and event activity, this year we invested more than $34 million into 192 events of many different sizes and an array of interests. This investment generated more than $177 million for the Tasmanian economy and attracted more than 150,000 visitors filling almost 710,000 visitor bed nights. Consistent with last year, the estimated return on investment was 5:1.

Drawing particular attention this year were the much-anticipated return of Targa Tasmania and the 30th anniversary of Point to Pinnacle. This year the Tasmanian Festival and Event Support Fund was pleased to help new events emerge including Island Escape in northern Tasmania, DIVERGE Skyrun on the West Coast and A Natural Escape Festival in southern Tasmania.

The $5 million Event Attraction Fund also supported mass participation events across the winter and shoulder seasons including the Australian Rowing Championships and FIH Pro League Hockey, showcasing Tasmania on a national and international stage.







Guided by the 2030 Visitor Economy Strategy, we continued supporting the tourism and hospitality sectors through infrastructure investment, workforce development and business event attraction. We completed delivery of the Spirit Support Package including the distribution of over 58,000 vouchers through the Eat Local Stay Local Voucher Scheme, encouraging Tasmanians to travel, eat out and support local tourism and hospitality businesses.

As part of this the $5 million Spirit Preparedness Fund we awarded grants to 17 businesses and four local councils for projects to prepare for increased visitor demand ahead of the arrival of the new Spirit of Tasmania vessels. On screen, we approved $1.2 million in funding across film, TV and games projects. We supported two projects through production including the highly anticipated documentary series *The Animal Sanctuary* about Bonorong Wildlife Sanctuary.

Looking to emerging and growth industries, the Level Up Tasmania Video Game Showcase returned for a second year with more than 2,500 people coming through the doors of Princes Wharf 1 to play Tasmanian-made video games and hear from internationally recognised industry leaders.

Across the arts more broadly, we continued to support the creative industries with an investment of more than $12.9 million into the sector which contributes more than $1 billion to Tasmania's Gross State Product each year, a significant return on investment.

Our COLLECT Art Purchase Scheme this year provided $1.1 million in interest-free loans, helping people buy more than 300 artworks from 34 Tasmanian arts businesses including galleries, jewellers and furniture makers. We also commissioned work by 28 artists for schools, hospitals and community spaces across the state.

Through our Youth Arts commitment we resumed our partnership with the Australian Society of Authors, pairing 16 emerging authors and illustrators with mentors, supported Music Tasmania's development workshops for young musicians and delivered Tasmania's first capacity-building program for Public Art practitioners.

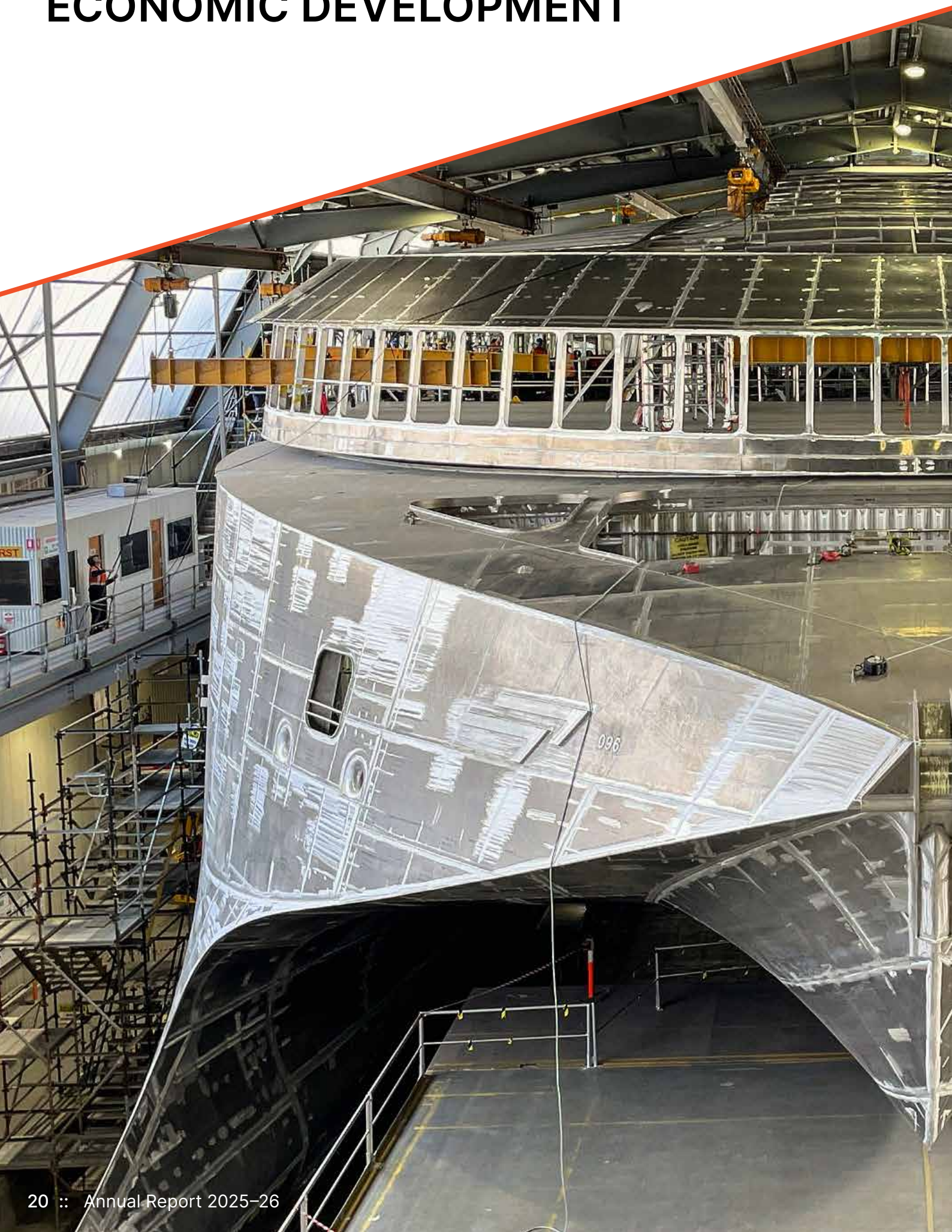
As our prime public cultural institution, the Tasmanian Museum and Art Gallery welcomed more than 226,000 visitors with total engagement numbers surpassing 580,000.

Exhibition highlights included *Hobart Current: Here* in partnership with the City of Hobart and two mini exhibitions: *BBL|14 – It was our time* and *The Jackies: Marching into NBL 26*. TMAG again hosted Beaker Street Festival as well as the Lift Off! Festival for Children and Young People, with record participation for the latter. Travelling exhibition *Home: Here and Now*, showcasing Chinese migrants to Tasmania, was exhibited at the Launceston, Scottsdale and St Helens libraries.

ABC comedy series *Tonight at the Museum*, filmed on location at TMAG and featuring the museum's collections premiered in March 2026 and was viewed by an audience of over 800,000 per episode.

This year's achievements reflect our ongoing commitment to enriching Tasmanian lives through arts, sport and tourism, and creating memorable experiences for the community and visitors to the state for years to come.

ECONOMIC DEVELOPMENT




096

ECONOMIC DEVELOPMENT

In a year of economic challenges, it was important to balance on-the-ground support for our industries and sectors and developing forward-looking strategies, both to support productivity, innovation and jobs.

With this in mind and with the current Small Business Growth Strategy 2026 drawing to a close, this year we have commenced work on a new strategy that will set out a clear, practical approach that supports a productive, connected and sustainable business environment. The new strategy will cover the ten-year period to 2036 and is expected to be released later this year.

In supporting local businesses, this year the Industry Capability Network (ICN) increased business registrations by more than 22 per cent, taking the total to an impressive 76 per cent increase in the last two years. Upcoming major capital projects including the Macquarie Point Multipurpose Stadium, Tarraleah Power Station Redevelopment, Marinus Link and North West Transmission Developments have attracted significant interest.

Helping Tasmanian advanced manufacturing and defence industries, in 2025–26 we provided support to local businesses on more than 900 separate occasions and we continue to play a significant role in engaging with major industry, contributing to efforts to support the operations of Nyrstar and Liberty Bell Bay.

In May we welcomed Michelle Campbell AM as Tasmania's new Defence Industry Advocate. Ms Campbell is already working to open more doors and opportunities for Tasmanian businesses in supplying Australian and international defence efforts and in less than two months has visited more than 10 local defence businesses.

This year we also released the new Tasmanian Advanced Technology Strategy to strengthen innovation, improve productivity and support the adoption of advanced technologies. Focusing on artificial intelligence, autonomous systems, robotics and remote sensing, the strategy was launched at the Tasmanian Tech Fest 2026 event alongside the complementary Digital Tasmania Strategy 2026–2031.

Given the prevailing economic conditions, this year we started work on the state's Economic Diversification and Investment Strategy. With three key areas of focus: private investment and economic resilience, productivity, innovation, competitiveness and participation and regional opportunity, it will set a long-term roadmap for Tasmania's economic future.

A draft strategy looking at ways to unlock more investment, accelerate innovation, lift productivity, build skills and capability and support regional growth is currently being finalised and is expected to be released for consultation in early-July. A final strategy is expected by the end of 2026.







Having over recent years encouraged more businesses to move into exporting and existing exporters to find new buyers, Tasmanian goods exported now proudly exceed $5 billion a year. To help this continue, this year the 'TASMANIAN' brand was on show at events including Fine Food Australia, the CSA Direct2Store Expo, the China International Import Expo, FOODEX Japan, the Australian Food and Beverage Showcase in Korea and Food and Hotel Asia in Singapore.

To directly help businesses in their export goals, this year our Export Essentials Program supported more than 50 businesses and 55 Accelerating Trade grants saw almost $310,000 go to helping 50 Tasmanian businesses secure more than $5.4 million in sales. Additionally, the in-market representation at international events by our Trade and Investment Advocates helped generate $27 million in sales.

In May a new streamlined Tasmanian Trade Strategy was released, mapping out the broad plan for growing overseas markets through to 2030. Consultation on the new strategy received 150 contributions with a focus on stronger market intelligence and better access to in-market connections.

In building the workforce to drive the economy, vocational education and training (VET) continued to play a critical role this year with almost $122.6 million provided to Registered Training Organisations for subsidised training, including $101.9 million to TasTAFE and $20.7 million through contestable programs, supporting 25,270 government-funded enrolments across Tasmania.

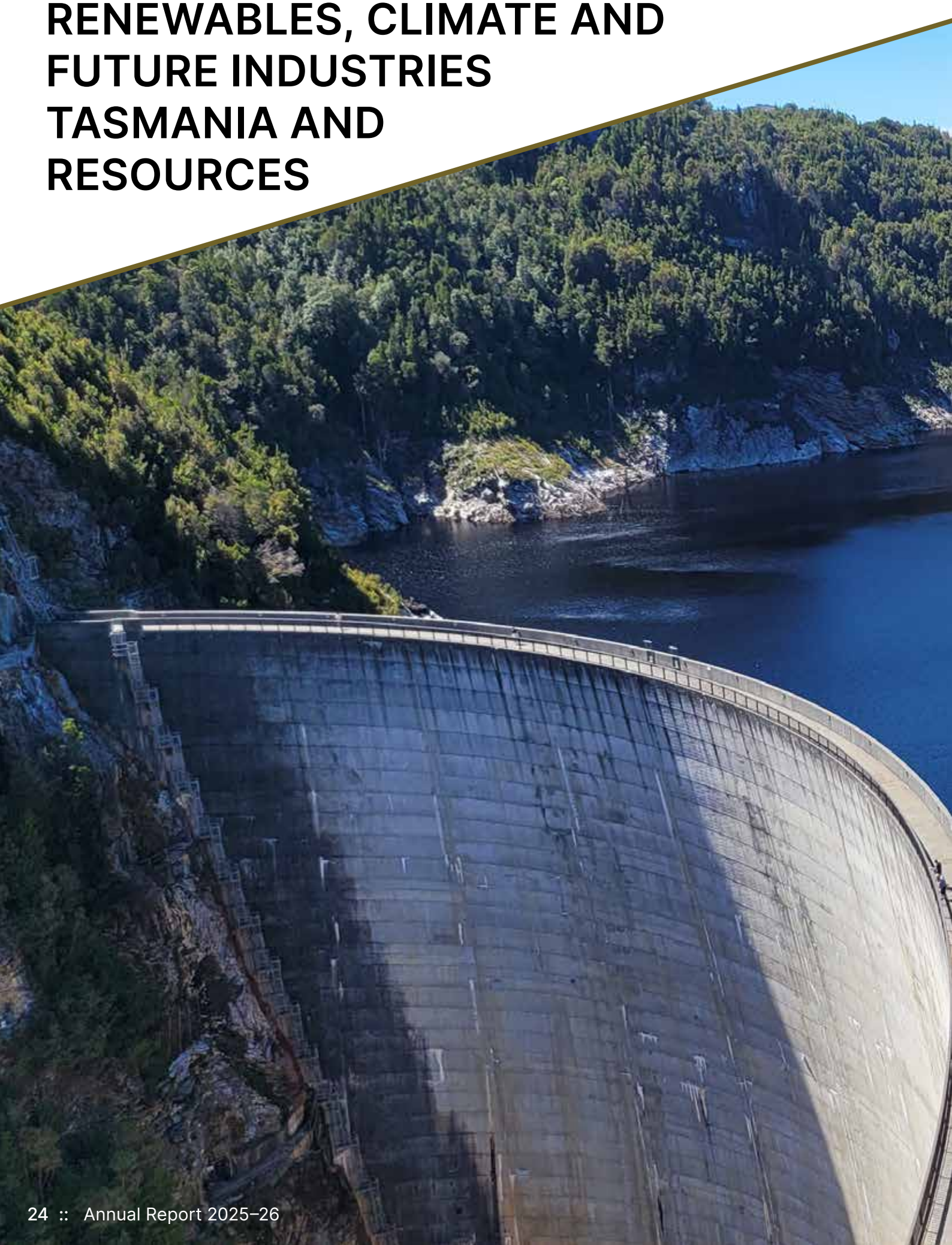
This investment in VET is reaping rewards with Tasmania's training system recognised nationally at the 2025 Australian Training Awards with two national winners, three gold awards, a bronze award and a runner-up Apprentice of the Year title.

Significant progress was also made this year on National Skills Agreement initiatives including the Tasmanian Clean Energy Centre of Excellence, Foundation Skills initiatives such as the 26Ten Workplace Grants, and the professional development of our VET trainer workforce. Complementing this work, Jobs Tasmania's Youth Jobs Strategy this year saw the new Career Pathway Framework, *Life, Learning and Work*, being tested in schools and the strategy's first demonstration project, the Incat real-world school to work transition program, now underway and showing potential for transferring to other workplaces and organisations.

Across the state, skilled migration continued to help address workforce shortages with all 1,850 State Skilled Visa Nomination Program places filled, including 466 nurses, and regional workforce challenges were again tackled by the Regional Jobs Hub Network with continuing success having now helped more than 7,000 Tasmanians into jobs and 5,000 into training since 2021.

Having noted strong performances over a number of years as part of State Growth, we look forward to continuing to make a significant contribution to the state as we move into the Department of Premier and Cabinet in 2026–27 as further machinery of government processes are resolved.

RENEWABLES, CLIMATE AND FUTURE INDUSTRIES TASMANIA AND RESOURCES





RENEWABLES, CLIMATE AND FUTURE INDUSTRIES TASMANIA AND RESOURCES

This year we delivered a range of significant outcomes for Tasmania, supporting industry development, assisting businesses and the community to decarbonise and overseeing Tasmania's resource sectors.

With international geopolitical events bringing fuel security into sharper focus, this year we stood-up the Tasmanian Government Incident Management Team on Fuel Security to monitor and advise on fuel supply matters and coordinate the Tasmanian response.

Our monitoring of fuel supplies helped fuel companies adjust their schedules, businesses plan their operations and households manage their budgets. We continue to work closely with the Australian Government, state agencies and the private sector to plan for potential disruptions to supply.

Turning to a longer-term proposition, in August the decision to proceed was announced on Tasmania's largest ever infrastructure proposal and single biggest investment, the $5 billion Project Marinus. The positive Final Investment Decision (FID) for Stage 1 of Marinus Link on 1 August 2025 demonstrates that Project Marinus is in the best interests of Tasmanians, with our extensive analysis an integral part of the FID Assessment.

Adding to the success, in May the North West Transmission Developments achieved Financial Close meaning the necessary financial certainty had been secured to progress the project. These milestones bring Project Marinus a step closer to construction.

Another major project, the Tasmanian Green Hydrogen Hub at Bell Bay, received Australian Government approval of its Final Activity Implementation Plan in April, with full commercial operations targeted to begin in 2030.

With the assistance of our Renewable Energy Approval Pathway Case Management Service, this year three projects secured support through the Australian Government's Capacity Investment Scheme, the Bell Bay Wind Farm, Weasel Solar Farm and Cellars Hill Wind Farm.

Maintaining our focus on addressing climate change, across 2025-26 another four initiatives were delivered against Tasmania's six sector-based Emissions Reduction and Resilience Plans, taking the overall number of completed initiatives to 10 in just over 18 months of operation.

This year we were pleased to provide $200,000 to TasTAFE to subsidise electric vehicle training for automotive technicians to help build the skills needed to service and maintain the growing number of electric vehicles in Tasmania.







We also provided more than $225,000 to councils and natural resource management bodies through the Urban Greening Grants Program to plant climate-tolerant trees in urban areas around the state. Successful projects will see additional greening of shopping precincts, streets, reserves and residential areas in Brighton, Launceston, Glenorchy, Central Coast, Rokeby, Rosny, Devonport and Hobart.

Almost $607,000 was also awarded through the Climate Change Business Innovation Grant Program to seven small and medium-sized Tasmanian businesses to deliver innovative projects across agriculture, tourism and waste management.

Importantly, this year we supported the four-yearly independent review of the *Climate Change (State Action) Act 2008*, with the final report released in March, finding the Act remained a strong foundation for ongoing climate change action. The government is expected to release its formal response to the review in August 2026.

For our mineral sector, Mineral Resources Tasmania had a record year for tenement and work program approvals with a 61 per cent increase in total transactions on last year. Of this there was a 150 per cent increase in Mining Lease grants, 18.5 per cent in Mining Lease renewals and a 31 per cent in Mining Lease transfers. There was also a 67 per cent increase in Exploration Work Program Approvals and a record-high Exploration Licence Extensions of Term, up 186 per cent for the year.

Overall, the data shows a healthy level of tenure activity across both mining and exploration sectors, with particularly strong indicators of ongoing project development, tenure retention and exploration commitment throughout 2025–26.

This year was also the first year of the Tasmanian Government's two-year Bolstering the Rehabilitation Trust initiative to expand rehabilitation at abandoned mining and exploration sites on Crown land. With an additional $100,000 available each for this year and next, this year prioritised Anchor, Balfour, Endurance, Zeehan and Orieco. Work will continue into next year on several of these sites and a further five sites are currently being assessed for prioritisation next financial year.

For our state's other major resource, wood and wood products, this year we were pleased to support Sustainable Timber Tasmania to deliver new binding term sheets for both native sawlog supply and new plantation sawlog supply arrangements. This provides for certainty of resource availability to the major timber processing facilities in Tasmania through to 2040.

In maximising the return on our wood resource, this year we announced Round 2 recipients of the On-Island Processing Program Grants with four successful applicants sharing in $8 million in funding which will unlock more than $50 million in investment to upgrade facilities and processes, expected to lift their collective capacity to process the new plantation sawlog resource into high-value end products.

While we prepare for a number of major milestones expected throughout 2026-27, including the start of construction on Project Marinus, we are also preparing to farewell our climate change colleagues who will shortly move to the Department of Natural Resources and Environment as part of wider machinery of government changes.

STRATEGY, HOUSING, INFRASTRUCTURE AND PLANNING





STRATEGY, HOUSING, INFRASTRUCTURE AND PLANNING

This financial year has been one of serving, improving and growing communities right around the state through the careful evolution of planning, housing and land use policies and practices and the delivery of both large-scale and smaller, localised infrastructure.

Across 2025–26 further progress was made on a range of significant sporting and recreational infrastructure projects which are set to become focal points for local communities.

This year the $20 million JackJumpers and Jewels High Performance Training Centre at Kingston was completed in June with a formal opening ceremony set down for early July. Already regarded as one of Australia's leading high-performance facilities for both men's and women's basketball, both teams have now moved into their new home.

Also part of the growth of the Kingston sports precinct, we worked closely with the AFL, Tasmania Devils and Kingborough Council to secure development approval for the $115 million Tasmania Devils High Performance Centre in December with work set to start on the first stage of the development, the new Oval 3 facility, by the end of July and the overall project expected to be complete in early-2028.

In Hobart's northern suburbs, the main construction contract for the $28 million Glenorchy Sports Centre in Claremont was awarded to local Tasmanian company Fairbrother and construction commenced in March. Once complete in mid-2027, the facility will provide more opportunities for club and community sport and recreation and will be conveniently located adjacent to the new Claremont Park and Ride facility.

In northern Tasmania, we completed the $43.6 million Northern Suburbs Community Recreation Hub at Mowbray, which officially opened to the public in March 2026. Known as The Hub, it is now Tasmania's largest multipurpose community sport and recreation facility, with more than 10,000 square metres of indoor space and a range of outdoor activity areas. Building on its success so far, a further four-court expansion has received development approval and a tender for its construction was released in June.

Winding down on one of the most notable infrastructure projects in Tasmania's history, the new Bridgewater Bridge, our focus this year shifted to removal of the old bridge which has re-opened the River Derwent so larger vessels can again navigate further upstream to New Norfolk.







On a very local level, this year we have been working with the Cape Barren Island Aboriginal Association to improve essential services on the island including new water tanks and further investigation of a sustainable drinking water system. Additionally, design work has been completed on an upgraded community energy system and we are purchasing replacement machinery to improve WHS standards for critical infrastructure maintenance activities on the island's roads and airstrip.

All up, the 10-Year Infrastructure Pipeline has increased by $8.8 billion this year to reach $39.5 billion of infrastructure projects being planned throughout the state over the next decade.

Given the level of government investment planned for the coming years, in February a new Project Assurance Framework was mandated for government capital projects exceeding $50 million in value with referral also offered for projects over $10 million. The framework provides a best practice approach for expert independent reviewers to provide an assessment and recommendations on the likelihood of project success, aimed at ensuring projects are completed on time and on budget.

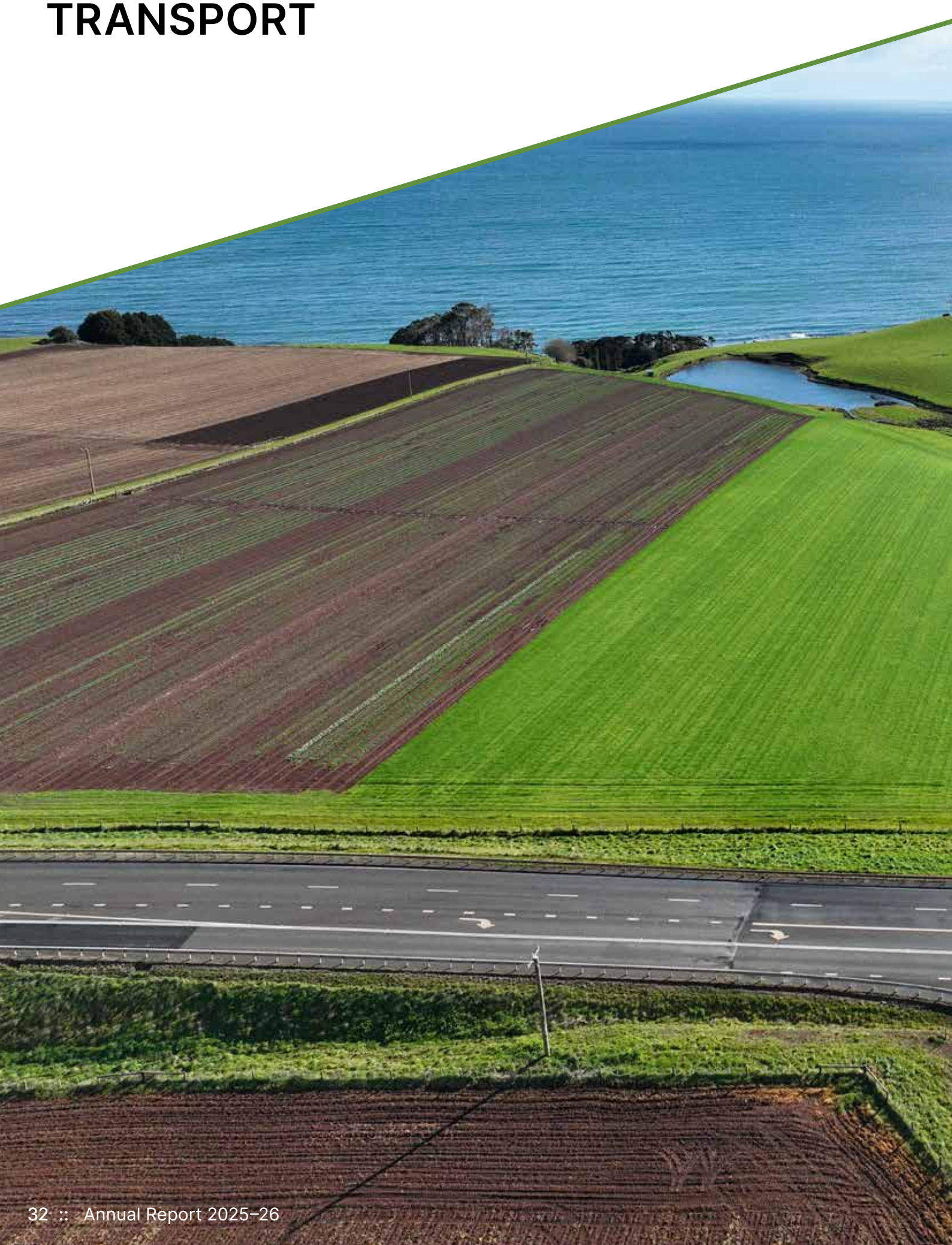
This year we have had a strong focus on housing policy, strategic planning and system stewardship following the transfer of these functions from Homes Tasmania and we continued implementation of the Tasmanian Housing Strategy, working closely with local government and industry, and representing Tasmania in national housing policy discussions. Importantly, more land was released this year with housing land supply orders made in Mornington, Warrane and Sulphur Creek and consultation opening for orders at Penguin and Ravenswood, following the success of the Huntingfield release in 2021 which has seen a vibrant new suburb take shape.

Reform of land use planning continued this year including introducing the first set of comprehensive land use planning policies and the rezoning of more suitable government land for housing through the fast-track process. This reform also saw the release of the draft Southern Tasmania Regional Land Use Strategy for public consultation in November with it to be finalised in the coming months.

We were particularly pleased to receive a commendation from the Planning Institute of Australia at the 2025 Tasmanian awards in December for our work on improving standards for medium density housing and were proud of the small but important changes made to the rules around home-based childcare, noise attenuation walls and the allowable floor area for granny flats.

The formation of Building Tasmania in early July will see our functions move across several of the new agency's administrative groups to better align functions and roles to strengthen our overall capacity across land use planning, new home construction and the effective and efficient delivery of significant infrastructure.

TRANSPORT





TRANSPORT

Throughout 2025–26 we continued to support the safe and efficient movement of people and goods around our state.

Capital expenditure on transport infrastructure this year totalled $352 million, comprising $222 million on road and bridge upgrades and $130 million on maintenance.

In the north, the West Tamar Highway duplication at Legana entered the final stages of works to install signalised pedestrian crossings at the new Legana Primary School and the Legana shopping centre with the project expected to be completed by August.

On the east coast, works along the Great Eastern Drive are enhancing visitor experience and driver safety along the popular tourist corridor between Orford and St Helens. This year work continued on the Apsley section and began on Triabunna.

In the north-west, upgrades to the Zeehan Highway between the Murchison Highway and Henty Road were completed and works commenced at Rocky Cape and Flowerdale as part of a program of road widening, alignment and junction improvements on the Bass Highway.

In the south-east, a significant new intersection on the Brooker Highway was completed at Montrose Foreshore in April and work started on a priority bus stop safety improvement project for the Huon Highway at Grove with construction expected to begin in August.

Statewide, more than 140 kilometres of roads were resurfaced across 85 sites, helping to keep the State Road Network well-maintained and safe. This includes 16.5 kilometres on the Bass Highway, 7 kilometres on the Midland Highway and 10.75 kilometres on the Tasman Highway.

Under the Freight Capacity Upgrade Program we delivered road strengthening upgrades along the Arthur, Brooker, Huon, Lyell, Midland, Ridgley and Tasman highways. Bridge strengthening projects were also completed along the West Tamar Highway, Murchison Highway, Bass Highway and Sheffield Main Road. We also progressed towards our aim of having planning strategies in place for each major road corridor in the state, this year completing strategies for the Ridgley Highway and Devonport to Cradle Mountain corridors.







Across the year we continued to make our roads safer with projects across 12 council areas sharing in nearly $2.5 million through the Vulnerable Road Users Program and a further 11 projects approved for more than $200,000 in funding through our Community Road Safety Grants.

In Exeter, to address some long-held concerns, we are trialling pedestrian safety improvements with the community with a view to determining a permanent solution, and across the state we upgraded 23 traffic signal controllers to the latest software.

In response to rising fuel prices and cost of living pressures, all Tasmanian public transport was made free of charge from 30 March 2026. This saw an immediate boost in bus and ferry passenger numbers, leading to the announcement that free fares would continue throughout the next financial year.

In total, more than 10.3 million passenger trips were taken on public bus services during the past 12 months – an increase of 7.5 per cent on the previous year. There was a 10 per cent increase in passengers travelling across the River Derwent by ferry, with more than 201,600 trips recorded.

This year we invested $148.4 million in passenger transport, including $95 million for general access bus services, $40 million for dedicated school buses, $1.6 million for Hobart's ferry service and $1 million for Bruny Island ferry services.

In May we implemented the first phase of the Greater Hobart Bus Network Review with timetables across the Greater Hobart region adjusted to align with changed traffic conditions and improve on-time running. New Sunday services to Brighton were also added in May and a number of timetable improvements were made to intercity and northern services as part of broader network improvements.

To continue improving the customer experience, we opened the new Launceston Transit Centre in July, providing intercity travellers with a modern and comfortable venue to start, end or transfer between journeys. A new park and ride facility opened at Midway Point in October and another was constructed at Claremont, with planning underway for Rokeby.

In early 2026 we also awarded the contract for the Bellerive Ferry Terminal upgrade to deliver all-weather shelters, additional seating, secure bicycle parking and digital passenger information screens to cater to the ongoing popularity of the service. The new facilities are expected to be ready for use in mid-2027.

Longer-distance, two new domestic airline routes were added with support from the Aviation Attraction Fund, with passengers now able to fly between Hobart and Newcastle and Launceston and Canberra. Ongoing support was also provided for air services connecting King and Flinders islands with the Tasmanian mainland and work began on a broader Bass Strait Islands Transport Strategy.

We look forward to continuing our work to build and maintain safe, reliable and connected transport networks right around Tasmania as part of the new Building Tasmania from the start of 2026–27.

REPORT FROM THE OFFICE OF THE COORDINATOR-GENERAL



This past year has seen a continuation of our strong record attracting, supporting and delivering investment. Over $2.68 billion of investment has been facilitated in 2025–26, bringing the total since 2015-16 to more than $8 billion, reflecting investor confidence in some of Tasmania's key growth sectors.

Twelve projects have contributed to this year's investment facilitated figure including nine new projects reaching milestones such as development approval, securing finance, entering key agreements or commencing construction. Eight projects have also reached completion this year, bringing the total number of completed projects to 73, worth approximately $2.3 billion and supporting thousands of jobs for Tasmanians.

As always, our year involved significant work with interstate and Tasmanian investors. In our international work, we welcomed site visits and delegations from countries including China, the UK, Japan, Canada, the Netherlands, Denmark, Malaysia and South Korea, as well as others from the European Union. We were also part of investment missions to South Korea, Japan, Singapore and Indonesia. As well as a range of general investment promotion activities, a key focus of these missions were projects worth more than $6 billion in potential investment and 750 FTE jobs.

Our total investment pipeline continues to grow reaching over $40 billion towards the end of the financial year, driven by global megatrends such as AI investment, technological advancement and the transition to new energy and resource opportunities.

This is clear with the emergence of Firmus Technologies who we first engaged with in 2019 and resulted in their establishing in Launceston in 2021. Firmus commenced construction of its flagship Project Southgate AI Factory at St Leonards during 2025-26, the first of three planned stages in Tasmania that is set to unlock billions of dollars of investment into the state.

For the community, the ongoing Launceston City Deal saw two landmark projects delivered during the year – the $21 million Albert Hall redevelopment and the $43.6 million Northern Suburbs Community Recreation Hub, the second of which will undergo a further $18.9 million expansion in late 2026. Both projects are delivering significant and lasting benefits for Tasmania and show the powerful impact that strategic investment can have on a community and its future.

Building on our strategic partnerships, in August we secured nearly $2.2 million from the Australian Government's regional Precincts and Partnerships Program for The Confluence initiative, seeking to unlock the economic, environmental and community potential of the kanamaluka/Tamar Estuary. It is currently looking at maritime economic opportunities and innovation as well as increasing the network of shared trails and pathways.

Now recognised as an integral part of Tasmania's startup ecosystem, Enterprize Tasmania had another year of strong delivery and in February also welcomed a new CEO, Brian Collins. Ninety-four businesses and 203 members are now based out of its innovation hubs in Launceston and Hobart. Across the year the hubs also hosted 309 events attracting over 4,300 attendees.

Work continued on the red tape reduction agenda with over 80 per cent of the 229 identified issues resolved and others being actively pursued.

An audit of Tasmania's investment facilitation performance was undertaken during the year with the recommendations accepted by the government. Pleasingly, these recommendations align closely with our ongoing work to strengthen coordination, performance measurement and transparency and are also complemented by the government's Economic Diversification and Investment Strategy.

We have been delighted to witness the successes of many of our established projects this year and eagerly anticipate many more in years to come.

We are all looking forward to attracting and helping deliver more investment and economic activity to the state in 2026–27.

John Perry
Coordinator-General

REPORT FROM THE DIRECTOR OF ENERGY PLANNING



In accordance with the provisions of the *Energy Planning and Coordination Act 1995*, I am pleased to provide this report in my capacity as both Director of Energy Planning and Energy Security Co-ordinator for the 2025–26 financial year.

Across the 2025 calendar year, Tasmania's electricity generation from on-island renewables was 9,046 GWh, representing 86 per cent of our baseline target of 10,500 GWh, reflecting low inflows into Tasmania's hydro storages for a second consecutive year. Despite low inflows, energy in storage remained above both the Prudent Storage Level and High Reliability Level and I was again not required to exercise any powers available under Part 2A of the Act.

In what was a landmark year for Basslink, the final decision by the Australian Energy Regulator to have the link convert from a market network service to a prescribed transmission service came into effect. This decision was strongly supported by the Tasmanian Government following the AER's initial rejection of the proposal. It meant that from 1 July 2026 energy flows across Basslink will largely be determined by the price differences between the Tasmanian and Victorian wholesale energy market. The costs of the interconnector will be shared between Tasmania and Victoria (on a 25:75 basis respectively).

This year conflict in the Middle East contributed to heightened international concern regarding fuel supply. While Tasmania continued to receive reliable supplies, the situation reinforced our exposure to external supply disruptions due to our reliance on imported liquid fuels.

In response, we have worked closely with the Australian Government, industry and other jurisdictions to monitor market conditions, assess supply risks and strengthen contingency planning to ensure Tasmania remains well positioned to respond to any future supply disruption.

During the year, the Tasmanian Parliament also passed amendments to the *Petroleum Products Emergency Act 1995* and the *Energy Planning and Coordination Act 1995* to strengthen our energy security framework, clarify emergency powers and governance arrangements and ensure Tasmania remains well equipped to respond to disruptions across both the liquid fuel and electricity sectors.

While no new renewable energy generation projects were commissioned during the year, 16 remain in the pipeline, three received planning and environmental approval and three confirmed as successful under the Australian Government's Capacity Investment Scheme.

To support new renewable energy developments, in December 2025 federal, state and territory Energy Ministers (with the exception of Queensland) provided in-principle support for the recommendations of the National Electricity Market wholesale market settings review. Officials are continuing to work through the detailed design of the reforms, with Energy Ministers expected to make a final decision in December 2026.

This year Project Marinus made significant progress with the Tasmanian Government's positive Final Investment Decision for Stage 1 announced on 1 August 2025, financial close for Marinus Link following closely that month and for the North West Transmission Developments (NWTD) in May 2026. These milestones secured the necessary financial certainty to progress the project, with construction scheduled to begin in the first half of 2026-27.

The Australian Energy Regulator also released the final revenue determination for Stage 1 of Marinus Link and the NWTD on 6 February 2026 to ensure only prudent and efficient costs are recovered from electricity consumers for the construction of Project Marinus.

As at the end of the year Tasmania's energy position once again remains strong with risks to energy security well managed. While significant opportunities continue to emerge in renewable energy, planning, collaboration and investment will be essential to ensure Tasmania maintains a secure, reliable and sustainable energy future.

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 2025–26 financial year.

This year tested the West Coast Wilderness Railway and confirmed our resilience. After our record 2024–25 result, we entered the year with strong demand and momentum across Queenstown and Strahan. We also entered the year with softer tourism conditions and rising cost pressures.

Passenger performance remained strong through the shoulder and peak periods with October the second-busiest since the railway reopened in 2014, seeing more than 4,100 passengers at 93 per cent occupancy.

Our defining operational challenge this year was the unexpected closure of Bridge 35 on the western-most leg of our operations between Regatta Point and Lowana. This closure removed Lower Landing services, reduced Strahan operations and cost us more than 1,000 passengers.

In response we reset our timetables, introduced the Cryptic Falls Express service and managed to keep the remaining Strahan operations in service while longer-term assessments could be made. The response proved decisive and across the year we still recorded more than 36,200 passengers.

Against operational headwinds including fuel volatility from the oil crisis and cautious discretionary spending, we still managed to grow revenue while carrying fewer passengers, on a shorter, lower-priced journey and we closed out with our second highest ever June numbers. In a disrupted year, that is a result the whole team can be proud of.

We have also retained a focus on the evolution of our food and beverage offerings with Tracks Café remaining a strong performer with numbers noticeably bolstered during the new DIVERGE Skyrun running festival in Queenstown. Tracks On Point Café saw a softer year, reflecting the reduction in Strahan services however our collaboration with Rodney Dunn of the renowned Agrarian Kitchen restaurant brought a fantastic new visitor experience to on-board dining, emphasising the gastronomic side of our shorter journeys.

We were pleased to have continued to strengthen our national and regional cultural role and this year were admitted into the prestigious Cultural Attractions of Australia program, recognising the railway as a signature Australian tourism experience. Additionally, by hosting and championing this year's Tourism Tasmania Off Season campaign locally and operating another successful year of our Workforce Pathways program, we have been grounding the railway as more than a heritage transport operation. We are a visitor economy anchor, a cultural platform and a source of regional capability and sustainability.

On the rail side, infrastructure assurance, rolling stock renewal, re-sleepering, bridge works, geotechnical planning and safety remained central. Abt 2 engine remained in service at Queenstown, Abt 5 entered testing, with carriage 19 in overhaul and carriage 14 completed and in service. Excitingly, D2 was sent to Scotland for engine rebuild while the bodywork was renovated in Tasmania.

At a governance level, safety audit compliance is now reported monthly, the Integrated Safety Management System refresh is complete, and the advisory committee and technical sub-committee are now providing stronger oversight.

Our priorities remain clear: the Bridge 35 and Bridge 36 pathway, the revised service model, Strahan's recovery, our capital program and maintaining regulatory confidence.

Our motto remains relevant: find a way or make it. This year we did both.

Ian Robertson
General Manager

PERFORMANCE INFORMATION

In this section the 2026–27 target is reflective of information included in the 2026–27 State Budget.

Creative Industries, Sport and Visitor Economy

Performance Measure	Unit of Measure	2024–25 Actual	2025–26 Actual	2026–27 Target
Arts Industry Development				
Attendance at selected cultural venues[1]	Number	192,320	220,638	204,030
Contribution to Gross State Product of selected arts industries[2]	$ million	1,055	1,076	1,097
Attendance at selected performing arts events[3]	Number	287,475	260,144	291,620
Number of artists, arts and museum-workers supported[4]	Number	3,108	2,570	3,150
Screen Industry Development				
Developed projects that advance into production[5]	Ratio	3.5:1	5:1	10:1
Leveraged spend in the state[6]	Ratio	6.5:1	3.77:1	4:1
Sport and Recreation				
Performance of Tasmanian athletes at benchmark international sporting events	Number	25	18	18
Tasmanian Museum and Art Gallery (TMAG)				
TMAG total visitors per annum[7]	Number	281,995	226,512	300,000
TMAG total visitor engagement[8]	Number	579,886	589,404	590,000

Notes

1. 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.
2. The significant uplift in Contribution to Gross State Product of selected arts industries in 2024–25 is due to a change in methodology. The new methodology reflects the new UNESCO approach to valuing arts and cultural heritage (comprehensive measurement via the 2025 Framework for Cultural Statistics). A project was undertaken to update the approach to measurement of the economic impacts of the arts and cultural sector in Tasmania, consistent with the UNESCO framework. The resulting report, "A new methodology for measuring the contribution of arts and culture to the Tasmanian Economy" is available on the Arts Tasmania website. This document details the factors contributing to the overall figure and explains the methodology. The 2025–26 figure is a target.
3. Attendance figures at selected performing arts events reflect attendance at Ten Days on the Island, the Tasmanian Symphony Orchestra, the Theatre Royal and the Queen Victoria Museum and Art Gallery. The actual for 2025–26 is reflective of a non-festival year for Ten Days on the Island.
4. The number of artists, arts and museum workers supported reflects workers employed on paid engagements in approved applications to Arts Tasmania's competitive grant programs and commissions under the Tasmanian Government Art Site Scheme during the financial year. This total also includes the number of works purchased under the COLLECT Art Purchase Scheme. The actual and target amounts for 2025–26 and 2026–27 show a slight reduction due to changes in program and commissions offered each year.
5. The industry standard ratio for developed projects advancing into production is 10:1. A lower ratio is a better result. The ratio varies due to the time taken by some projects to achieve a production outcome. The 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.
6. This measure accounts for expenditure and funding provided through the Production Support program. 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 final figures. As half of the projects approved in 2025–26 were factual projects, which inherently have a significantly lower leveraged expenditure, this result for this indicator is lower than in previous years.
7. TMAG Total Visitors represent the combined number of visits made across the TMAG sites.
8. Total Visitor Engagement represents the visitation and engagement across both physical and digital platforms and includes all visits to museum sites, visits to TMAG websites measured in sessions, social media engagement across all platforms and visits to TMAG programming taking place at other sites.

Economic Development

Performance Measure	Unit of Measure	2024–25 Actual	2025–26 Actual	2026–27 Target
International students commencing their studies in Tasmania[1]	Number	4,231	4,665	5,000
Supporting access to a skilled workforce through state nomination of skilled migrants	Number	2,860	1,850	1,900
Grow the value of Tasmania's premium exports to international markets[2]	$ million	4,176	4,576	4,099
Provision of information and advisory services to SMEs[3]	Number	3,008	2,856	3,000
VET graduates employed after training[4]	%	84.0	83.1	86.2
VET graduates with improved employment status after training[5]	%	74.7	73.2	76.6
Apprentice/trainee in training[6]	Number	9,700	8,560	9,300

Notes

1. Data for this measure is sourced from the Department of Education, Australian Government. It should be noted that a range of factors have impacted international student numbers in Tasmania including increased national and global competition, changes in source markets and national reform activity. The actual numbers for international students commencing their study in Tasmania for 2025–26 is based on July 2025 – May 2026 information. The full financial year numbers are expected to be available in August 2026.
2. The 2024–25 Actual result was finalised with the February 2026 release of Australian Bureau of Statistics (ABS) *International Trade in Goods* (Cat. 5368.0) data. The 2025–26 figure has been estimated using the first 11 months of unrevised ABS data (Jul–2025 to May-2026), as full financial year data will not be available until August 2026. Looking ahead, the Deloitte Business Outlook (June 2026) forecasts growth of 3.9 per cent in Tasmania's international exports in 2026–27, while the IMF projects global export volume growth of 3.5 per cent in 2026 and 4.3 per cent in 2027. Based on these forecasts, a growth rate of 3.5 per cent has been adopted for projecting Tasmania's premium export values for 2026–27. The value of premium merchandise exports is calculated as total goods exports less iron ores and concentrates.
3. This measure captures the number of businesses (small and medium-sized with 19 or less Full-Time Equivalent staff) provided with information and advice services by the Small Business Unit, including the Business Tasmania Service. The figures exclude visits to the Business Tasmania website. A more normalised Actual has been experienced since 2024–25 following the increased activity in previous years in response to COVID-19. Targets going forward provide minor adjustments in anticipation of typical service levels and the benefits of ongoing service delivery efficiencies and improved digital access to business support and information.
4. Actuals for this measure are sourced from the National Centre for Vocational Education Research Student Outcomes Survey, Government-funded student outcomes (released December 2025).
5. Actuals for this measure are sourced from the NCVER Student Outcomes Survey 2025.
6. Actuals for this measure represent the number of Tasmanian apprentices and trainees undertaking training as at 30 June of each financial year. The presented Actual for 2025–26 is sourced from Skills Tasmania internal data as at 17 July 2026 and is subject to future change due to lags in data reporting. The 2026–27 Target reflects the impact associated with the expiration of Commonwealth-supported and nation-wide COVID-19 training incentives.

Renewables, Climate and Future Industries Tasmania and Resources

Performance Measure	Unit of Measure	2024–25 Actual	2025–26 Actual	2026–27 Target
Renewables, Climate and Future Industries Tasmania				
Renewable Energy Target[1]	Number (GWh)	8,639	9,840	10,770
Proportion of actions completed or on track in the *Tasmanian Renewable Energy Action Plan* and *Tasmanian Renewable Hydrogen Action Plan*	%	94	96	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]	%	100	100	–
Resources				
Volume of total timber produced in public and private forests[4]	Tonnes '000	4,080	n/a[6]	4,500
Percentage of timber processed in Tasmania[5]	%	83	n/a[6]	90
Tasmania's percentage of industry's mineral exploration expenditure in Australia[7]	%	0.9	0.9	0.9
Area covered by modern geoscientific data collection techniques with subsequent 1:25,000 geological mapping coverage[8]	%	71	71	72
Programmed abandoned mining lands rehabilitation projects completed	%	100	100	100

Notes

1. The actual results are sourced from OpenElectricity. The targets for the outyears are with reference to the 100 per cent renewable generation baseline of 10,500 GWh, with step increases expected towards 2030 as large-scale renewables come online.
2. High Reliability Level is a threshold to which reserve water is held for energy security purposes, where the reserve is sufficient to withstand a six-month Basslink outage coinciding with a very low inflow sequence and avoid extreme environmental risk for Great Lake.
3. *Tasmania's Climate Change Action Plan 2023–25* was launched in mid-2023. The 2025–26 Actual relates to actions in the action plan that are the responsibility of the Climate Change Office in Renewables, Climate and Future Industries Tasmania. This performance measure and the 2026–27 target are currently under review.
4. This measure is the total volume of timber products produced in Tasmania from private hardwood and softwood plantations, private and public native forests. The target is based on Resources Policy's analysis.
5. This measure reflects the proportion of total volume of timber harvested that undergoes some form of processing within the state.
6. These data are drawn from the Private Forests Tasmania and Sustainable Timber Tasmania annual reports. The annual reports for 2025–26 have not yet been released at the time of reporting.
7. Statistics are derived from the three quarters of each financial year from Australian Bureau of Statistics exploration data.
8. The definition of modern remote sensing data and mapping is defined as data created from 1996 onwards.

Strategy, Housing, Infrastructure and Planning

Performance Measure	Unit of Measure	2024–25 Actual	2025–26 Actual	2026–27 Target
Infrastructure Tasmania				
Tasmania's 10-year Infrastructure Pipeline online dashboard updated at least twice a year[1]	Yes/No	No	No	Yes
Percentage of Tier 1 major projects that have undergone an independent project assurance review coordinated by Infrastructure Tasmania[2]	%	100	100	100

Notes

1. The 10-Year Infrastructure Pipeline is published through an online database. Information is gathered from asset owners, including Tasmanian Government agencies, government businesses, relevant statutory authorities, local government and also includes known major private sector projects. Updates are scheduled to follow the release of the State Budget and Revised Estimates Report. During 2025–26, the pipeline update was delayed due to the 2025 State Election and was subsequently published in February 2026 to align with the interim budget cycle. A further update, originally scheduled following the 2026 Budget, was delayed as a result of machinery of government changes announced in March and the establishment of Building Tasmania set for July 2026. Publication of the next update is scheduled for September 2026.
2. This measure captures Tasmanian Government agency projects determined to be Tier 1 major projects under the Project Assurance Framework. Tier 1 major projects are those assessed under the framework as 'High Risk, High Value' projects, following a weighted risk score matrix and risk criteria.



Transport

Performance Measure	Unit of Measure	2024–25 Actual	2025–26 Actual	2026–27 Target
Motor Registry System availability	%	99.8	99.2	99
Vehicles found to be unregistered of those checked[1]	%	0.63	0.79	0.75
Number of serious casualties from road crashes[2]	Number	356	294	199
Wheelchair accessible taxis licensed[3]	Number	53	52	54
Average bus age on contracted services[4]	Years	14	14	14
Number of route and timetable reviews undertaken of the general access bus network in Tasmania[5]	Number	2	6	3
Percentage of scheduled and timetabled trips delivered per operator for the general access bus network[6]	%	98	99	>98
Percentage of customer requests relating to maintenance on state roads responded to within prescribed timeframes[7]	%	95.3	96.5	95
Number of road corridor strategies and planning studies on the state road network completed during the reporting period[8]	Number	2	3	2
Average consent request response time for heavy vehicle access permit applications on the state road network[9]	Days	6.85	3.65	8

Notes

1. This data is based on five automatic number plate recognition cameras installed on transport safety vehicles.
2. The 2024–25 actual figure 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. While there are 62 WAT licences currently on issue, the number of vehicles in operation is lower (52) as some vehicles are dual-plated, and others are currently offline.
4. This is a measure of the effectiveness of government strategies to ensure that the average age of buses on government contracted services is appropriate. This target reflects that the average bus age varies over the duration of bus contracts. The lowest average bus age is generally at the commencement of contracts due to incentives for the purchase of newer fleet vehicles with the average age then increasing over the course of the contract.
5. This measure includes reviews of both trial and existing services, with reviews varying in scale and complexity (classified as minor, moderate and major).
6. This measure is based on reporting of dropped trips by non-Metro Tasmania general access operators. This does not include force majeure events such as weather impacts and medical emergencies.
7. Depending on the nature of the maintenance request prescribed timeframes will differ. Timeframes are periodically reviewed to ensure they remain appropriate
8. This measure has been amended to include the completion of planning studies. Building Tasmania is working towards having a road corridor strategy in place for every major state road in Tasmania. The Ridgley Highway and Devonport to Cradle corridor strategies, as well as the Greater Hobart rapid bus strategic business case have been publicly released.
9. The statutory timeframe for responding to heavy vehicle access permit applications under section 156 of the Heavy Vehicle National Law is 28 days. Actuals from 2025–26 are derived directly from the National Heavy Vehicle Regulator NHVRGO Portal rather than alternative calculation methods used in previous financial years.

Office of the Coordinator-General

Performance Measure	Unit of Measure	2024–25 Actual	2025–26 Actual	2026–27 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 (OCG)[2]	$ million	431	2,686	350

Notes

1. The Annual Red Tape Reduction Report produced and published each year lists red tape issues identified for government to act on and reports the progress against these actions.
2. This includes investment where the OCG has: directly engaged with an entity to promote or support new, or retain existing, investment in Tasmania; provided investment facilitation services including advice, process identification and navigation, and engagement with relevant parties; or provided recommendations to government resulting in financial or other support to a project. The Investment facilitated figure reflects the value of projects supported or assisted that have reached a specific milestone (for example, received Development Application approval, had a key agreement signed, major announcement, etc), so in some cases it may be many years before the value of a project is allowed to be counted or it may never be counted. Once a project qualifies to be counted, the OCG also monitors the project and updates the investment value when changes are advised. While this process ensures only projects that have made meaningful, objectively-verifiable progress are counted, it also means the projects counted in any year would only represent a fraction of all the projects being worked on by the OCG over any given period.



SUPPORTING INFORMATION

Right to Information

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

The RTI Act:

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

During 2025–26, the department dealt with 97[1] applications for assessed disclosure for information under the RTI Act.

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

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

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

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

1. Includes all RTI applications made or transferred to the department. It excludes RTI applications made to a Minister that are managed by the department.



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 2026.

Integrity Commission

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

The three primary objectives of the Integrity Commission are to:

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

The department is committed to upholding the aims and objectives of the Act.

It strives to ensure that staff meet high standards of conduct and receive ongoing training in relation to ethical conduct in accordance with section 32 of the Act.

Appeals process

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

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

Ex-gratia payments

Nil.

Legislation administered by the Department of State Growth 2025–26

Abt Railway Development Act 1999
Aerodrome Fees Act 2002
Air Navigation Act 1937
Beauty Point Landslip Act 1970
Building and Construction Industry Training Fund Act 1990
Cable Car (kunanyi/Mount Wellington) Facilitation Act 2017
Civil Aviation (Carriers' Liability) Act 1963
Climate Change (State Action) Act 2008
Closer Settlement Act 1957
Common Carriers Act 1874
Commonwealth Powers (Air Transport) Act 1952
Community Housing Providers National Law (Tasmania) Act 2013
Copper Mines of Tasmania Pty. Ltd. (Agreement) Act 1999
Cultural and Creative Industries Act 2017
Damage by Aircraft Act 1963
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; and except Part 8 and regulations that relate to Part 8)
Electricity Supply Industry Restructuring (Savings and Transitional Provisions) Act 1995
Electricity Wayleaves and Easements Act 2000
Employment Incentive Assistance Act 1984
Emu Bay Railway (Operation and Acquisition) Act 2009
Energy Co-ordination and Planning Act 1995
Farm Debt Mediation Act 2024
Farm Water Development Act 1985
Fire Damage Relief Act 1967
Forest Management Act 2013
Forest Practices Act 1985
Forest Practices Administrative Reform (Transitional and Consequential) Act 2004
Forest Practices (Private Timber Reserves Validation) Act 1999
Forestry (Fair Contract Codes) Act 2001
Forestry (Rebuilding the Forest Industry) Act 2014
Gas Industry Act 2019
Goldamere Pty Ltd (Agreement) Act 1996
Greater Hobart Act 2019
Heavy Vehicle Accreditation Scheme Validation Act 2013
Heavy Vehicle National Law (Tasmania) Act 2013

Highways Act 1951
Homes Tasmania Act 2022 (except in so far as it relates to the lending of funds for home ownership)
Housing Land Supply Act 2018
Hydro-Electric Corporation Act 1995
Iron Ore (Savage River) Arrangements Act 1996
Land Use Planning and Approvals Act 1993
Land Use Planning and Approvals (Stony Rise Development Approval) Act 2024
Lawrence Vale Landslip Act 1961
Local Government (Building and Miscellaneous Provisions) Act 1993 (except Part 7)
Local Government (Highways) Act 1982
Local Government (Subdivision Approval Validation) Act 1995
Macquarie Point Development Corporation Act 2012 (until 9 June 2026)
Major Infrastructure Development Approvals Act 1999
Marine and Safety Authority Act 1997
Marine Safety (Domestic Commercial Vessel National Law Application) Act 2013
Meteorites Act 1973
Metro Tasmania Act 1997
Metro Tasmania (Transitional and Consequential Provisions) Act 1997
Mineral Resources Development Act 1995
Mining (Strategic Prospectivity Zones) Act 1993
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)
Museums (Aboriginal Remains) Act 1984
National Energy Retail Law (Tasmania) Act 2012
National Gas (Tasmania) Act 2008
Passenger Transport Services Act 2011
Petroleum Products Emergency Act 1994
Petroleum (Submerged Lands) Act 1982
Plomley Trusts Act 1984
Port Companies Act 1997
Private Forests Act 1994
Public Land (Administration and Forests) Act 1991
Pulp Mill Assessment Act 2007
Rail Company Act 2009
Rail Infrastructure Act 2007
Rail Safety National Law (Tasmania) Act 2012
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)
Roads and Jetties Act 1935
Rosetta Landslip Act 1992
Rural Adjustment Act 1995
Stadiums Tasmania Act 2022

Supporting information continued

State Coastal Policy Validation Act 2003
State Policies and Projects Act 1993
State Policies and Projects (Validation of Actions) Act 2001
Strategic Infrastructure Corridors (Strategic and Recreational Use) Act 2016
Sullivans Cove Waterfront Authority (Repeal) Act 2011
Tasmanian Development Act 1983
Tasmanian Museum and Art Gallery Act 2017
Tasmanian Ports Corporation Act 2005
TasTAFE (Skills and Training Business) Act 2021
Taxi and Hire Vehicle Industries Act 2008
Theatre Royal Management Act 1986
Theatre Royal Precinct Redevelopment Act 2016
Timber Promotion Act 1970
Traffic Act 1925
Training and Workforce Development Act 2013
Training and Workforce Development (Transitional Provisions) Act 2013
Transport Act 1981
TT-Line Arrangements Act 1993
Validation (State Coastal Policy) Act 2024
Vehicle and Traffic Act 1999
Vehicle and Traffic (Transitional and Consequential) Act 1999
Vocational Education and Training (Commonwealth Powers) Act 2011
War Service Land Settlement Act 1950

Legislation enacted 2025–26

Grange Resources (Tasmania) Pty Ltd (Alternative Application Period) Act 2026
Help to Buy (Commonwealth Powers) Act 2026
Petroleum Reporting (Miscellaneous Amendments) Act 2026
University of Tasmania (Protection of Land) Act 2026



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 has managed its asset portfolio through the following strategies:

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

Risk management

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

In 2025–26, risk continued to be managed under the department-wide risk management framework. The Executive and Risk and Audit Committees both undertake annual reviews of the department's strategic risks. Risk assessments are completed by each group, with the aim of identifying key residual risk exposures and management/mitigation strategies.

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

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

As part of its risk management activity, the department maintains a quality system for the development and maintenance of roads and bridges. This system comprises a significant proportion of the department's operations.

Gifts, benefits and hospitality

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

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

In November 2025, the department adopted the new whole-of-government Gifts, Benefits and Hospitality Policy developed by the Department of Premier and Cabinet (DPAC). The department's procedures for declarations were updated and tools developed to assist staff to understand and apply the new policy.

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

Child-related professional conduct

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

The purpose of a Child-Related Professional Conduct Policy is to establish a clear set of expectations for behaviour that is aligned with the State Service Principles and State Service Code of Conduct.

It also responds to Commission of Inquiry Recommendation 20.2 requiring all agencies that provide services for children to develop policies outlining expected standards of behaviour by state service staff.

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

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

Fraud and corruption control

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

The department's Fraud and Corruption Control Plan is compliant with Treasurer's Instruction FC-5 Fraud and Corruption Control and is aligned with the principles of Australian Standard AS 8001:2021 Fraud and Corruption Control.

The plan provides a framework for preventing, detecting and responding to fraud and corruption risks across the department.

ICT planning

The State Growth ICT Strategic Framework 2025–2027 has guided the department's digital activities during 2025–26, with a focus on accessibility, ease of use and fit-for-purpose systems.

The framework supports the intent of the State Growth Corporate Plan 2023–26, the DPAC Digital and Data Committee workplan and other whole-of-government digital plans and policies such as the Digital Futures planning.

In response to the machinery of government changes announced in March 2026, the department has been reviewing its policies and projects to ensure that work programs remain valid for future structures and functional arrangements.

Major contracts and consultancies

The Department of State Growth conducted its procurement activities in accordance with the requirements of the Treasurer's Instructions. This included ensuring that Tasmanian businesses were afforded every opportunity to compete for government business and also ensuring compliance with applicable International Procurement Obligations.

The department conducted 136 procurement processes resulting in the award of 159 significant contracts and consultancies with a value of $50,000 or more for the period of 1 July 2025 to 30 June 2026.

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

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

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

Table D provides a summary of contracts awarded where a disaggregation exemption has been applied in accordance with Treasurer's Instruction PF-2, which was applicable until 1 January 2026.

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

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

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

Corrigendum

Common Ticketing Solution for Public Transport – Cubic Transportation Systems (Australia) Pty Ltd

The 2024–25 Department of State Growth Annual Report incorrectly reported the contract value for the public transport common ticketing project as up to $65,004,302 ex GST for services between September 2024 and July 2035 in tables B and E and $27,742,703 ex GST in table D.

The correct figure in each instance should have been $46,170,980 ex GST and includes all options to extend which may or may not be called upon.



Table A

Summary of procurement including participation by Tasmanian SMEs for procurement processes of $50,000 or more (ex GST)	
Total number of contracts and consultancies awarded	159
Total number of contracts and consultancies awarded to Tasmanian SMEs	128
Total value of contracts and consultancies awarded	$144,653,553[1]
Total value of contracts and consultancies awarded to Tasmanian SMEs	$128,937,525
Total number of procurement processes run	136
Total number of bids and/or written quotations received	331
Total number of bids and/or written quotations received from Tasmanian SMEs	266
Consultancies	
Total number of new consultancies awarded	68
Total number of new consultancies awarded to Tasmanian SMEs	51
Total value of new consultancies awarded	$9,757,811
Total value of new consultancies awarded to Tasmanian SMEs	$7,352,566
Total number of procurement processes run	54
Total number of bids and/or written quotations received	117
Total number of bids and/or written quotations received from Tasmanian SMEs	81
Contracts	
Total number of new contracts awarded	91
Total number of new contracts awarded to Tasmanian SMEs	77
Total value of new contracts awarded	$134,895,743
Total value of new contracts awarded to Tasmanian SMEs	$121,584,959
Total number of procurement processes run	82
Total number of bids and/or written quotations received	214
Total number of bids and/or written quotations received from Tasmanian SMEs	185

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

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

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

1. Excludes the value of the Consultant Services Panel for Transport and Civil Infrastructure, estimated at $135 million (excluding the value of options to extend and GST), as the actual values attributed to each business are unknown at the time of award.

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**
3981	TApIS Support and Development Agreement	DCX Technology Australia Pty Ltd	Tasmania	01/07/2025 - 30/06/2028	$345,600
4087	Indo Pacific 2025 - Defence Tasmania Stand Design and Build	Elite Projex Pty Ltd	Tasmania	03/07/2025 - 07/11/2025	$130,000
3855-1	Park and Ride - Claremont	AWC Pty Ltd	Tasmania	04/07/2025 - 06/03/2026	$5,639,218
4035	Internal Audit Services	WLF Accounting & Advisory	Tasmania	21/07/2025 - 30/06/3031	$990,000
3833	Freight Capacity Upgrade Program - Bridge Strengthening - 9 Carbon Fibre Bridges	Duratec Limited	Tasmania	21/07/2025 - 04/01/2027	$2,016,674
4011	Lyell Highway - Plenty Corner Slip Remediation	BlackCap Construction Pty Ltd	Tasmania	21/07/2025 - 05/01/2026	$1,271,579
4144	Southern Outlet Connector Landscaping	Reveg Tasmania Pty Ltd	Tasmania	01/09/2025 - 31/08/2026	$99,350
4000	Bass Highway near Westbury - Eastbound Heavy Vehicle Driver Rest Area	AWC Pty Ltd	Tasmania	29/08/2025 - 13/02/2026	$3,834,274
3832	Freight Capacity Upgrade Program - Leven River Bridge Strengthening	BridgePro Engineering Pty Ltd	Tasmania	29/08/2025 - 10/07/2026	$1,999,500
4115	Tasmanian Institute of Sport (TIS) Our Connection to Country Program (OCTC)	Taylor Wigg	Tasmania	19/08/2025 - 31/03/2027	$90,000
3908	Pavement Resurfacing 2025-2026 North-West	Fulton Hogan Industries Pty Ltd	Tasmania	08/09/2025 - 29/05/2026	$8,577,831
3909	Pavement Resurfacing 2025-2026 - North	Hazell Bros Group Pty Ltd	Tasmania	08/09/2025 - 29/05/2026	$7,582,083
3273	Automated Traffic Offence Enforcement Program	Sensys Gatso Australia Pty Ltd	Victoria	19/09/2025 - 18/05/2027	$10,550,000
3917	Planting and Management of native species - Milford Conservation Area	Stevenson A & Havlat H trading as Wildseed Tasmania	Tasmania	23/09/2025 - 22/09/2029	$56,507
4123	Priority Weed Program 2025-2026 - West Coast and Bruny Sub-region	Island Regen Pty Ltd	Tasmania	16/09/2025 - 30/06/2026	$72,000
3907	Pavement Resurfacing 2025-26 - South	Downer EDI Pty Ltd	Tasmania	26/09/2025 - 29/05/2026	$7,587,235
4124	Priority Weed Program 2025-2026 - North East Sub-region	Timothy Roy Reid trading as Reid for Weeds	Tasmania	25/09/2025 - 30/06/2026	$75,000
4125	Priority Weed Program 2025-2026 - Central Highlands Sub-region	Katherine van Dullemen trading as Whispering Landscapes	Tasmania	25/09/2025 - 30/06/2026	$80,000
3944	Core System Replacement Project	ReadyTech EWP Pty Ltd	Tasmania	28/08/2025 - 28/05/2027	$9,565,211

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
4046	Public Bus Services for Regional Communities in Southern Tasmania	Community Transport Services Tasmania Inc	Tasmania	01/09/2025 - 31/08/2028	$411,300
3806	Service Delivery Management System	Process Panda Pty Ltd	New South Wales	02/10/2025 - 09/12/2032	$277,285
4162	Stakeholder and Community Engagement Plan (SCEP) Drafting	Curated Communication Pty Ltd	Tasmania	10/10/2025 - 30/04/2026	$75,000
4004	Traffic Signal Controller Supply	Aldridge Traffic Controllers Pty Ltd	New South Wales	01/06/2025 - 01/06/2028	$1,215,000
3993	Tasmanian Government Emissions Monitoring and Reporting Software	ISW Development Pty Ltd	Tasmania	16/10/2025 - 15/10/2031	$832,840
3936A	Northern Suburbs Community Recreation Hub - Loose Furniture	Winc Australia Pty Limited	Tasmania	17/10/2025 - 27/02/2026	$178,603
4081	Tasman Highway - Tunnel Hill - Road Reinstatement	Hazell Bros Group Pty Ltd	Tasmania	15/10/2025 - 04/03/2026	$1,450,072
4082	Brooker Highway - North of Domain Highway Interchange - Road Reinstatement	Hazell Bros Group Pty Ltd	Tasmania	15/10/2025 - 04/02/2026	$831,147
4083	Midland Highway - Breadalbane to Kings Meadows Interchange - Road Reinstatement	Hazell Bros Group Pty Ltd	Tasmania	15/10/2025 - 12/03/2026	$1,604,614
4093	OnBoard - Board Management Software	Passageways Pty Ltd	New South Wales	27/10/2025 - 17/11/2030	$212,536
4085	Lyell Highway - South of Butlers Gorge Road - Road Reinstatement	Gradco Pty Ltd	Tasmania	16/10/2025 - 23/04/2026	$1,645,801
4084	Lyell Highway - West of Dee River Bridge - Road Reinstatment	AWC Pty Ltd	Tasmania	15/10/2025 - 20/05/2026	$2,685,769
4109	Supply of Truwana/Cape Barren Island Water Resilience Project - Supply and Delivery of Rainwater Tanks	TWTL Pty Ltd as trustee for the Tankworld Tasmania Unit Trust	Tasmania	27/10/2025 - 15/12/2025	$139,868
4098	State Roads Conservation Sites Program - 2025-26	North Barker Ecosystem Services Pty Ltd	Tasmania	28/10/2025 - 30/06/2025	$130,000
4154	To Evolve - Leadership Development ReCFIT & Resources	Riddoch, Katherine Frances	Tasmania	02/10/2025 - 30/09/2026	$92,000
4149	Loan Documentation Automation Software	Conmoto Group Pty Ltd	Tasmania	11/11/2025 - 10/11/2028	$97,200
4141	Boyer Road Revetment - Site 4	Batchelor Construction Group Pty Ltd	Tasmania	27/11/2025 - 19/03/2025	$1,047,589
4112	Mud Walls secondary Rd - South of Jerusalem Creek - Road Reinstatement	Hazell Bros Group Pty Ltd	Tasmania	01/12/2025 - 11/12/2026	$946,844
4074	Desk Sharing System	OfficeMaps Pty Ltd	Queensland	04/12/2025 - 03/12/2030	$70,164

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**
3558	State Roads Maintenance Services - Flinders Island	Flinders Council	Tasmania	01/12/2025 - 30/11/2034	$3,817,050
4138	Regional Economic Data and Economic Impact Assessment Tools Subscription	ID Consulting Pty Ltd	Victoria	08/12/2025 - 07/12/2026	$71,735
4116	Google API keys and associated services	ONIGroup Pty Ltd	New South Wales	03/11/2025 - 02/11/2029	$70,000
3922	Fossey River - Heavy Vehicle Driver Rest Area Upgrade	Batchelor Construction Group Pty Ltd	Tasmania	12/12/2025 - 30/06/2026	$3,298,969
4091	Lake Leake Main Road - West of Lake Leake - Road Reinstatement	Stabilised Pavements of Australia Pty Ltd	Tasmania	12/11/2025 - 11/03/2027	$1,353,773
4211	National Automated Access System - Hosting and Support Services	Intuit Technologies Pty Ltd	Tasmania	01/01/2026 - 31/03/2026	$52,344
4175	Market Analytics and project data subscription services	RenewMap Pty Ltd	Australian Capital Territory	23/12/2025 - 24/12/2028	$52,500
4206	Tasmanian Institute of Sport (TIS) - Techno Parks Gym Works	Construction 3 Pty Ltd	Tasmania	23/12/2025 - 27/02/2026	$94,890
4214	Lauderdale Primary School to Ringwood Road Safety Fencing Installation	Geotas Pty Ltd	Tasmania	19/01/2026 - 27/01/2026	$55,977
4201	Graduated Licensing System Digital Products	Eat More Pixels Pty Ltd	Queensland	14/01/2026 - 30/06/2027	$149,832
4131 and 4134	Primrose Sands to Dunalley, Grindelwald to Legana	D.N. Belbin and S.L. Belbin (4131), Brendan Manion Coaches Pty Ltd (4134)	Tasmania	05/02/2026 - 31/12/2029	$612,682
4132	Passenger Service Contract - Supply of School Bus Services - Pelverata to Huonville	Roberts Coaches (Tas) Pty Ltd	Tasmania	05/02/2026 - 31/12/2029	$296,303
4156	Installation of Automated Access Doors, L4 and L6	Dormakaba Australia Pty Ltd	Tasmania	29/01/2026 - 28/03/2026	$75,860
4208	Provision of Specialist Support Services	Community Transport Services Tasmania Ltd trading as Community Transport Services Tasmania Inc	Tasmania	05/02/2026 - 18/12/2026	$385,500
4079	Glenorchy Sports Centre - Main Works Construction	Fairbrother Pty Ltd	Tasmania	10/02/2026 - 09/04/2027	$17,484,212

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**
3514	Standing Offer Panel - Traffic Signal Civil Works	B Johnson & B Johnson trading as B&B Civil	Tasmania	25/02/2026 - 30/11/2030	$3,500,000[2]
		Daly & Brown Pty Ltd	Tasmania		
		Fulton Hogan Construction Pty Ltd	Tasmania		
		Roadways Proprietary Limited	Tasmania		
		Smith Brothers Civil Pty Ltd trading as Infratas	Tasmania		
		Spectran Civil Pty Ltd	Tasmania		
		TasCabling Pty Ltd	Tasmania		
		Temtrol Technologies Pty Ltd	Tasmania		
4169	Oakleigh Railway Underpass Safety Barrier Replacement	Hazell Bros Group Pty Ltd	Tasmania	06/02/2026 - 05/06/2026	$1,361,563
4224	AMDI and MIPT - Communications, engagement and events assistance	Laura Banks	Tasmania	13/02/2026 - 30/06/2027	$66,300
4022	Southern Outlet Olinda Grove Roundabout Signalisation	DCS Civil Tas Pty Ltd	Tasmania	24/02/2026 - 09/01/2027	$1,047,300
4102	Bellerive Ferry Terminal and Landside Infrastructure Upgrade	Hazell Bros Group Pty Ltd	Tasmania	10/03/2026 - 08/06/2027	$7,333,785
4241	Stakeholder Engagement and Communications Plan - Development of Tasmania's next road safety strategy	GHD Pty Ltd	Tasmania	20/03/2026 - 02/10/2026	$89,040
4234	Compass Software Platform (Enterprise Annual Subscription)	Compass IOT Pty Ltd	New South Wales	17/03/2026 - 26/03/2029	$240,000
4168	Forth Main Road - Culvert Extension	Shaw Contracting (Aust) Pty Ltd	Tasmania	01/04/2026 - 27/05/2026	$81,322
3694	Great Eastern Drive - Triabunna Package	AWC Pty Ltd	Tasmania	19/03/2026 - 14/04/2027	$3,985,765
4221	Land Forces 2026 - Defence Tasmania Exhibition Stand	Elite Projex Pty Ltd	Tasmania	16/04/2026 - 31/10/2026	$143,000
4252	TomTom Traffic Analytics Subscription	Abley Limited	International	23/04/2026 - 23/04/2027	$70,000
4166	Camera Offence Storage Solution - Hosting and Support Services	Intuit Technologies Pty Ltd	Tasmania	23/04/2026 - 22/05/2029	$215,760

2. The actual values attributed to each business engaged under this panel arrangement are unknown at the time of award.

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**
4197	Fabrication and Installation of Heritage Signs - New Bridgewater Bridge Project	Flying Colours Pty Ltd	Tasmania	04/05/2026 - 29/01/2027	$63,221
4126	Work Health and Safety Contractor Management Software	Synateq Pty Ltd	Tasmania	23/04/2026 - 22/04/2030	$202,546
4235	Bowen Bridge - Expansion Joint Repairs	BridgePro Engineering Pty Ltd	Tasmania	11/05/2026 - 08/06/2026	$111,300
4021	Bass Highway Wynyard to Marrawah - Balance of Tranche 2	Shaw Contracting (Aust) Pty Ltd	Tasmania	02/03/2026 - 26/05/2028	$16,914,286
3942A	Resources for Emergency Assistance Panel - Specialised Equipment	BPP Electrics Pty Ltd trading as Alpha Electrics and Water	Tasmania	13/05/2026 - 12/05/2029	$2,500,000[3]
		DGA Tasmania Pty Ltd trading as DGA Power Anytime	Tasmania		
3942C	Resources for Emergency Assistance Panel - Construction	Hardings Group (Tas) Pty Ltd	Tasmania	13/05/2026 - 12/05/2029	$2,500,000[3]
		Batchelor Construction Group Pty Ltd	Tasmania		
4217	Development of a Bass Strait Islands Transport Strategy	ERA Advisory Pty Ltd	Tasmania	18/05/2026 - 18/11/2026	$192,105
4270	K2 Software User Licenses	Tempus Pty Ltd	Tasmania	01/06/2026 - 01/06/2026	$59,708
4256	Foundation Skills Capacity Building for TasVET Suppliers	Kirrily Loveday	Tasmania	01/06/2026 - 22/03/2027	$80,000
4189	Midland Highway Lake Leake Junction Upgrade	Hazell Bros Group Pty Ltd	Tasmania	27/05/2026 - 21/10/2026	$847,305
4273	DOLRE Bridge Barrier Transitions	LB Australia Pty Ltd	New South Wales	18/06/2026 - 30/06/2026	$99,895
4182	Maintenance Information Management System	Asset Vision Pty Ltd	Victoria	19/06/2026 - 17/12/2031	$869,908
4276	Southern Property Vegetation Maintenance Program 2026-2028	B. C Fenton & M. A Smith	Tasmania	19/06/2026 - 30/06/2028	$72,000
4287	Climate Change Communications Materials	Scientell Pty Ltd	Victoria	16/06/2026 - 09/03/2027	$94,000
4253	Huon Highway Mountain River Road Pedestrian and Bus Stop Safety Improvements	AWC Pty Ltd	Tasmania	11/06/2026 - 29/10/2026	$1,334,365
4212	Forest Road Intersection Upgrades	Hazell Bros Group Pty Ltd	Tasmania	29/06/2026 - 10/03/2027	$1,163,084

3. The actual values attributed to each business engaged under these panel arrangements are unknown at the time of award.

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**
NR-1875	Core Library Optimisation Plan	Resonance Consulting Pty Ltd	Tasmania	02/06/2025 - 01/09/2025	$55,620
4105	PW1 Procurement Process Support	Otium Planning Group Pty Ltd	Victoria	03/07/2025 - 27/02/2026	$60,000
3988	Events Tasmania Funding Pathways Review	KPMG	Tasmania	08/07/2025 - 31/08/2025	$61,500
4110	Northern Park and Rides - Corridor Feasibility Report and Concept Designs 2025	Pitt & Sherry (Operations) Pty Ltd	Tasmania	23/07/2025 - 30/09/2025	$99,949
4129	Tasmanian Road Infrastructure Investment Plan (TRIP) Template for Projects	GHD Pty Ltd	Tasmania	22/08/2025 - 31/12/2025	$79,816
4119	Tamar Estuary Management Taskforce Trail Wetland Restoration Project (Soil Analysis) North Esk	Pitt & Sherry (Operations) Pty Ltd	Tasmania	11/08/2025 - 12/09/2025	$82,209
4111	Nyrstar Hobart - Analysis and Advice - Deloitte	Deloitte SRT Pty Ltd	Tasmania	07/08/2025 - 04/09/2025	$75,000
4103	Liberty Bell Bay - Analysis and Advice - Deloitte	Deloitte SRT Pty Ltd	Tasmania	25/06/2025 - 16/07/2025	$95,000
4086	AusRAP Assessment of Key Tasmanian State Roads	ARRB Group Ltd trading as National Transport Research Organisation	Tasmania	05/09/2025 - 03/04/2026	$199,300
4140	TEMT Trial Wetland Restoration Project North Esk - Option Cost Estimation, Regulatory Review	Pitt & Sherry (Operations) Pty Ltd	Tasmania	08/09/2025 - 22/09/2025	$87,626
4122	Northern Suburbs Community Recreation Hub - Stage 3 Expansion - Provision of Architectural Design and Contract Administration Consultancy Services	Philp Lighton Architects Pty Ltd	Tasmania	17/09/2025 - 16/09/2027	$1,500,000
4117	Tasmanian Institute of Sport - Strength and Conditioning Specialist Provider 2025 - 2026	Nicole Catherine Tuck	Tasmania	19/09/2025 - 31/08/2026	$95,000

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**
4100	Consultant Services Panel for Transport and Civil Infrastructure	AD Design & Consulting Pty Ltd	Tasmania	09/09/2025 - 31/08/2030	$225,000,000[4]
		AECOM Australia Pty Ltd	Queensland	09/09/2025 - 31/08/2030	
		APP Corporation Pty Limited	Tasmania	09/09/2025 - 31/08/2030	
		Blue Tier Consulting Pty Ltd as trustee for the Blue Tier Consulting Unit Trust	Tasmania	09/09/2025 - 31/08/2030	
		Burbury Consulting Pty Ltd	Tasmania	09/09/2025 - 31/08/2030	
		GHD Pty Ltd	Tasmania	09/09/2025 - 31/08/2030	
		Jacobs Group (Australia) Pty Ltd	Tasmania	18/09/2025 - 31/08/2030	
		Johnstone McGee & Gandy Pty Ltd as trustee for the Johnstone McGee and Gandy Unit Trust	Tasmania	09/09/2025 - 31/08/2030	
		NGB Civil Consulting Pty Ltd	Tasmania	09/09/2025 - 31/08/2030	
		Pitt & Sherry (Operations) Pty Ltd	Tasmania	12/09/2025 - 31/08/2030	
		SMEC Australia Pty Limited	Tasmania	12/11/2025 - 31/08/2030	
		WGAVIC Pty Ltd	Tasmania	12/09/2025 - 31/08/2030	
		WSP Australia Pty Limited	New South Wales	12/11/2025 - 31/08/2030	
		Veitch Lister Consulting Pty Ltd	Tasmania	09/09/2025 - 31/08/2030	
4041	Learning and Evaluation - Youth Education, Employment and Training Systems	Bulman Services Pty Ltd	Australian Capital Territory	25/09/2025 - 24/09/2028	$574,785
4142	Active Transport Project Management Services	WSP Australia Pty Limited	Victoria	26/09/2025 - 31/03/2026	$90,000
4161	Executive Search Services - Tasmanian Development Board	Watermark Search International Pty Limited	New South Wales	14/10/2025 - 30/04/2026	$85,000
4160	Project Management Services for Macquarie Point Urban Renewal and Associated AFL Projects	Taplin Consulting Pty Ltd	Tasmania	15/10/2025 - 01/10/2026	$99,330
4101	National Automated Access System - Engineering Services for Roadmap Development	Pitt & Sherry (Operations) Pty Ltd	Tasmania	15/10/2025 - 31/12/2025	$90,000

4. The actual values attributed to each business engaged under this panel arrangement are unknown at the time of award.

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**
4136	Northern Suburbs Community Recreation Hub - Stage 3 Expansion - Quantity Surveyor	Wolferstan Verney & Partners Pty Ltd	Tasmania	29/10/2025 - 14/02/2029	$99,100
4153	Speed Management Strategy	Abley Limited	International	13/10/2025 - 30/03/2026	$77,880
4171	Stadiums Tasmania - Delivery of Recruitment Services	Watermark Search International Pty Limited	New South Wales	06/11/2025 - 30/04/2026	$87,000
4179	Digital Driver Licence for Tasmania - Options Analysis and Costing	ConceptSix Pty Ltd	Australian Capital Territory	11/11/2025 - 31/01/2026	$92,652
4167	An update to the comprehensive economic analysis of the value of the Tasmanian defence and national security sectors	SGS Economics and Planning Pty Ltd	Tasmania	14/11/2025 - 28/02/2026	$64,010
4173	Audit of all Tasmanian State and Local Government Licences, Permits and Approvals	Stenning & Associates Pty Ltd	Tasmania	17/11/2025 - 30/04/2026	$99,270
4143	Liberty Bell Bay - Ongoing Monitoring - Deloitte	Deloitte SRT Pty Ltd	Tasmania	16/09/2025 - 16/09/2026	$150,000
4139	Truwana / Cape Barren Island Water Resilience Project - Consultant for Business Case Development	Ekistica Pty Ltd	Tasmania	25/11/2025 - 29/05/2026	$435,470
NR 1965	Kingborough Sports Precinct - Cost Plannning Servces	Wolferstan Verney & Partners Pty Ltd	Tasmania	03/12/2025 - 30/01/2026	$50,000
4152	Boyer Paper Mill - Analysis and Advice	Deloitte SRT Pty Ltd	Tasmania	10/10/2025 - 31/10/2025	$75,000
4180	Homes Tasmania Financial Review	KPMG	Tasmania	05/12/2025 - 30/01/2026	$215,175
4190	Homes Tasmania Board - Director Search Services for two Non-Executive Directors	The Orchard Talent Group Pty Ltd	Tasmania	09/12/2025 - 15/07/2026	$60,000
4203	B&C Precedent Review Project	Phillip Greenham	Victoria	21/10/2025 - 30/04/2026	$65,500
4174	Tasmanian Institute of Sport - Para Unit Strength and Conditioning Support Services Provider	Costan Magnussen	Tasmania	23/12/2025 - 31/12/2026	$90,000
4178	Tasmanian Institute of Sport - Para Unit Sill Acquisition Specialist	Stephen Hadlow	Australian Capital Territory	23/12/2025 - 31/12/2026	$75,000
4055	Superintendent Services - Glenorchy Sports Centre (Main Works Construction)	Johnstone McGee and Gandy Pty Ltd as trustee for the Johnstone McGee & Gandy Unit Trust	Tasmania	23/01/2026 - 22/03/2028	$219,731
4210	Probity Adviser Services - Stadium Order	Moda Consulting Pty Ltd	Tasmania	28/01/2026 - 14/01/2028	$500,000
4155	National Automated Access System - Release Management Services	Shaun Douglas Thomson trading as Pandani Consulting	Tasmania	24/09/2025 - 19/12/2025	$84,000

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**
4120	Feasibility Study - Critical Minerals Common User Processing Facility	KPMG	Tasmania	04/02/2026 - 15/05/2026	$319,460
4186	National Automated Access System - Test Automation Services	CPT Global Australia Pty Ltd	Victoria	24/02/2026 - 30/06/2026	$249,950
4150	10 Year Visitor Economy Infrastructure Master Plan	KPMG	Tasmania	23/02/2026 - 04/05/2026	$90,000
4232	Kettering Wastewater Treatment Plant - Condition Assessment and Upgrade Option Report	Tasmanian Water & Sewerage Corporation Pty Ltd	Tasmania	05/03/2026 - 30/07/2026	$98,000
4249	National Automated Access System (NAAS) - Risk Management Services	Goldenvine Pty Ltd as trustee for the Payroll Central Unit Trust trading as GENESIT	New South Wales	21/09/2025 - 04/02/2026	$74,944
4244	Mentoring Capability Framework	Sweep Consulting Pty Ltd	Tasmania	27/03/2026 - 30/06/2026	$60,000
4230	Stadium Regulation - Technical Advisory Services	ERA Advisory Pty Ltd	Tasmania	12/03/2026 - 11/03/2033	$500,000
4231	Stadium Regulation - Technical Advisory Services	Riches Co Pty Ltd	New South Wales	12/03/2026 - 11/03/2033	$500,000
4247	Tasmanian Brand Engagement	Scott Edward Roth	Tasmania	01/04/2026 - 30/04/2027	$95,000
4187	Landscape Architect - Hillcrest Memorial Project	The Trustee for Inspiring Place Unit Trust	Tasmania	17/04/2026 - 30/06/2027	$200,000
4257	TMAG Commercial Strategy and Opportunity Assessment	Sandwalk Partners Pty Ltd	New South Wales	22/04/2026 - 15/07/2026	$77,000
4148	Supply of Professional Services for the Management of Building Maintenance	Johnstone McGee and Gandy Pty Ltd ATF the Johnstone McGee & Gandy Unit Trust	Tasmania	19/04/2026 - 19/04/2031	$458,000
4242	2026 Skills Tasmania Professional Development Program	VET Development Centre Ltd	Victoria	23/04/2026 - 31/12/2026	$78,841
4274	Ports Review Competition Analysis	Deloitte Touche Tohmatsu Limited	Tasmania	28/05/2026 - 31/10/2026	$60,000
4266	Ports Review Financial Consolidation Analysis	Deloitte Touche Tohmatsu Limited	Tasmania	03/06/2026 - 30/06/2026	$90,000
4286	Organisational Design Support - Machinery of Government Transition	SB People Solutions Pty Ltd trading as Adaptable HR	Tasmania	29/06/2026 - 31/12/2026	$60,000
4250	National Automated Access System (NAAS) - Testing Analyst Services	Goldenvine Pty Ltd as trustee for the Payroll Central Unit Trust trading as GENESIT	New South Wales	09/10/2024 - 17/02/2026	$408,288
4264	Australian Business Licence and Information Service (ABLIS) - Continued Services	Stenning & Associates Pty Ltd	Tasmania	01/07/2026 - 30/06/2031	$500,000
4281	Hillcrest Memorial Project - Engineering Services	Johnstone McGee and Gandy Pty Ltd ATF the Johnstone McGee & Gandy Unit Trust	Tasmania	26/06/2026 - 30/04/2027	$60,000

Table D

Consultancies or contracts awarded where a disaggregation exemption was applied in accordance with Treasurer's Instruction PP-2, noting the requirement to separately consider disaggregation ceased from 1 January 2026.					
Contract ID	**Title**	**Supplier name**	**State for reporting**	**Period of contract including any options to extend**	**Value – including any options to extend**
3981	TApIS Support and Development Agreement	DCX Technology Australia Pty Ltd	Tasmania	01/07/2025 - 30/06/2028	$345,600
3855-1	Park and Ride - Claremont	AWC Pty Ltd	Tasmania	04/07/2025 - 06/03/2026	$5,639,218
4035	Internal Audit Services	WLF Accounting & Advisory	Tasmania	21/07/2025 - 30/06/3031	$990,000
3833	Freight Capacity Upgrade Program - Bridge Strengthening - 9 Carbon Fibre Bridges	Duratec Limited	Tasmania	21/07/2025 - 04/01/2027	$2,016,674
4011	Lyell Highway - Plenty Corner Slip Remediation	BlackCap Construction Pty Ltd	Tasmania	21/07/2025 - 05/01/2026	$1,271,579
4000	Bass Highway near Westbury - Eastbound Heavy Vehicle Driver Rest Area	AWC Pty Ltd	Tasmania	29/08/2025 - 13/02/2026	$3,834,274
3832	Freight Capacity Upgrade Program - Leven River Bridge Strengthening	BridgePro Engineering Pty Ltd	Tasmania	29/08/2025 - 10/07/2026	$1,999,500
3908	Pavement Resurfacing 2025-2026 - North-West	Fulton Hogan Industries Pty Ltd	Tasmania	08/09/2025 - 29/05/2026	$8,577,831
3909	Pavement Resurfacing 2025-2026 - North	Hazell Bros Group Pty Ltd	Tasmania	08/09/2025 - 29/05/2026	$7,582,083
3273	Automated Traffic Offence Enforcement Program	Sensys Gatso Australia Pty Ltd	Victoria	19/09/2025 - 18/05/2027	$10,550,000
3907	Pavement Resurfacing 2025-26 - South	Downer EDI Pty Ltd	Tasmania	26/09/2025 - 29/05/2026	$7,587,235
3944	Core System Replacement Project	ReadyTech EWP Pty Ltd	Tasmania	28/08/2025 - 28/05/2027	$9,565,211
4046	Public Bus Services for Regional Communities in Southern Tasmania	Community Transport Services Tasmania Inc.	Tasmania	01/09/2025 - 31/08/2028	$411,300
3806	Service Delivery Management System	Process Panda Pty Ltd	New South Wales	02/10/2025 - 09/12/2032	$277,285
4004	Traffic Signal Controller Supply	Aldridge Traffic Controllers Pty Ltd	New South Wales	01/06/2025 - 01/06/2028	$1,215,000
3993	Tasmanian Government Emissions Monitoring and Reporting Software	ISW Development Pty Ltd	Tasmania	16/10/2025 - 15/10/2031	$832,840
3936A	Northern Suburbs Community Recreation Hub - Loose Furniture	Winc Australia Pty Limited	Tasmania	17/10/2025 - 27/02/2026	$178,603
4081	Tasman Highway - Tunnel Hill - Road Reinstatement	Hazell Bros Group Pty Ltd	Tasmania	15/10/2025 - 04/03/2026	$1,450,072
4082	Brooker Highway - North of Domain Highway Interchange - Road Reinstatement	Hazell Bros Group Pty Ltd	Tasmania	15/10/2025 - 04/02/2026	$831,147

Table D continued

Consultancies or contracts awarded where a disaggregation exemption was applied in accordance with Treasurer's Instruction PP-2, noting the requirement to separately consider disaggregation ceased from 1 January 2026.					
Contract ID	**Title**	**Supplier name**	**State for reporting**	**Period of contract including any options to extend**	**Value – including any options to extend**
4083	Midland Highway - Breadalbane to Kings Meadows Interchange - Road Reinstatement	Hazell Bros Group Pty Ltd	Tasmania	15/10/2025 - 12/03/2026	$1,604,614
4085	Lyell Highway - South of Butlers Gorge Road - Road Reinstatement	Gradco Pty Ltd	Tasmania	16/10/2025 - 23/04/2026	$1,645,801
4084	Lyell Highway - West of Dee River Bridge - Road Reinstatment	AWC Pty Ltd	Tasmania	15/10/2025 - 20/05/2026	$2,685,769
4141	Boyer Road Revetment - Site 4	Batchelor Construction Group Pty Ltd	Tasmania	27/11/2025 - 19/03/2025	$1,047,589
4112	Mud Walls secondary Rd - South of Jerusalem Creek - Road Reinstatement	Hazell Bros Group Pty Ltd	Tasmania	01/12/2025 - 11/12/2026	$946,844
3558	State Roads Maintenance Services - Flinders Island	Flinders Council	Tasmania	01/12/2025 - 30/11/2034	$3,817,050
3922	Fossey River - Heavy Vehicle Driver Rest Area Upgrade	Batchelor Construction Group Pty Ltd	Tasmania	12/12/2025 - 30/06/2026	$3,298,969
4091	Lake Leake Main Road - West of Lake Leake - Road Reinstatement	Stabilised Pavements of Australia Pty Ltd	Tasmania	12/11/2025 - 11/03/2027	$1,353,773
4132	Passenger Service Contract - Supply of School Bus Services - Pelverata to Huonville	Roberts Coaches (Tas) Pty Ltd	Tasmania	05/02/2026 - 31/12/2029	$296,303
4208	Provision of Specialist Support Services	Community Transport Services Tasmania Ltd trading as Community Transport Services Tasmania Inc	Tasmania	05/02/2026 - 18/12/2026	$385,500
4079	Glenorchy Sports Centre - Main Works Construction	Fairbrother Pty Ltd	Tasmania	10/02/2026 - 09/04/2027	$17,484,212
4169	Oakleigh Railway Underpass Safety Barrier Replacement	Hazell Bros Group Pty Ltd	Tasmania	06/02/2026 - 05/06/2026	$1,361,563
3514	Standing Offer Panel - Traffic Signal Civil Works	B Johnson & B Johnson trading as B&B Civil	Tasmania	25/02/2026 - 30/11/2030	$3,500,000
		Daly & Brown Pty Ltd	Tasmania		
		Fulton Hogan Construction Pty Ltd	Tasmania		
		Roadways Proprietary Limited	Tasmania		
		Smith Brothers Civil Pty Ltd trading as Infratas	Tasmania		
		Spectran Civil Pty Ltd	Tasmania		
		TasCabling Pty Ltd	Tasmania		
		Temtrol Technologies Pty Ltd	Tasmania		

Table D continued

Consultancies or contracts awarded where a disaggregation exemption was applied in accordance with Treasurer's Instruction PP-2, noting the requirement to separately consider disaggregation ceased from 1 January 2026.					
Contract ID	**Title**	**Supplier name**	**State for reporting**	**Period of contract including any options to extend**	**Value – including any options to extend**
4022	Southern Outlet Olinda Grove Roundabout Signalisation	DCS Civil Tas Pty Ltd	Tasmania	24/02/2026 - 09/01/2027	$1,047,300
4102	Bellerive Ferry Terminal and Landside Infrastructure Upgrade	Hazell Bros Group Pty Ltd	Tasmania	10/03/2026 - 08/06/2027	$7,333,785
3694	Great Eastern Drive - Triabunna Package	AWC Pty Ltd	Tasmania	19/03/2026 - 14/04/2027	$3,985,765
4021	Bass Highway Wynyard to Marrawah - Balance of Tranche 2	Shaw Contracting (Aust) Pty Ltd	Tasmania	02/03/2026 - 26/05/2028	$16,914,286
4189	Midland Highway Lake Leake Junction Upgrade	Hazell Bros Group Pty Ltd	Tasmania	27/05/2026 - 21/10/2026	$847,305
4182	Maintenance Information Management System	Asset Vision Pty Ltd	Victoria	19/06/2026 - 17/12/2031	$869,908
4122	Northern Suburbs Community Recreation Hub - Stage 3 Expansion - Provision of Architectural Design and Contract Administration Consultancy Services	Philp Lighton Architects Pty Ltd	Tasmania	17/09/2025 - 16/09/2027	$1,500,000
4041	Learning and Evaluation - Youth Education, Employment and Training Systems	Bulman Services Pty Ltd	Australian Capital Territory	25/09/2025 - 24/09/2028	$574,785
4143	Liberty Bell Bay - Ongoing Monitoring - Deloitte	Deloitte SRT Pty Ltd	Tasmania	16/09/2025 - 16/09/2026	$150,000
4139	Truwana / Cape Barren Island Water Resilience Project - Consultant for Business Case Development	Ekistica Pty. Ltd.	Tasmania	25/11/2025 - 29/05/2026	$435,470
4180	Homes Tasmania Financial Review	KPMG	Tasmania	05/12/2025 - 30/01/2026	$215,175
4055	Superintendent Services - Glenorchy Sports Centre (Main Works Construction)	Johnstone McGee and Gandy Pty Ltd ATF the Johnstone McGee & Gandy Unit Trust	Tasmania	23/01/2026 - 22/03/2028	$219,731

Table D continued

Consultancies or contracts awarded where a disaggregation exemption was applied in accordance with Treasurer's Instruction PP-2, noting the requirement to separately consider disaggregation ceased from 1 January 2026.					
Contract ID	**Title**	**Supplier name**	**State for reporting**	**Period of contract including any options to extend**	**Value – including any options to extend**
4100	Consultant Services Panel for Transport and Civil Infrastructure	AD Design & Consulting Pty Ltd	Tasmania	09/09/2025 - 31/08/2030	$225,000,000
		AECOM Australia Pty Ltd	Queensland	09/09/2025 - 31/08/2030	
		APP Corporation Pty Limited	Tasmania	09/09/2025 - 31/08/2030	
		Blue Tier Consulting Pty Ltd as trustee for the Blue Tier Consulting Unit Trust	Tasmania	09/09/2025 - 31/08/2030	
		Burbury Consulting Pty Ltd	Tasmania	09/09/2025 - 31/08/2030	
		GHD Pty Ltd	Tasmania	09/09/2025 - 31/08/2030	
		Jacobs Group (Australia) Pty Ltd	Tasmania	18/09/2025 - 31/08/2030	
		Johnstone McGee & Gandy Pty Ltd as trustee for the Johnstone McGee and Gandy Unit Trust	Tasmania	09/09/2025 - 31/08/2030	
		NGB Civil Consulting Pty Ltd	Tasmania	09/09/2025 - 31/08/2030	
		Pitt & Sherry (Operations) Pty Ltd	Tasmania	12/09/2025 - 31/08/2030	
		SMEC Australia Pty Limited	Tasmania	12/11/2025 - 31/08/2030	
		WGAVIC Pty Ltd	Tasmania	12/09/2025 - 31/08/2030	
		WSP Australia Pty Limited	New South Wales	12/11/2025 - 31/08/2030	
		Veitch Lister Consulting Pty Ltd	Tasmania	09/09/2025 - 31/08/2030	
4210	Probity Adviser Services - Stadium Order	Moda Consulting Pty Ltd	Tasmania	28/01/2026 - 14/01/2028	$500,000
4120	Feasibility Study - Critical Minerals Common User Processing Facility	KPMG	Tasmania	04/02/2026 - 15/05/2026	$319,460
4148	Supply of Professional Services for the Management of Building Maintenance	Johnstone McGee and Gandy Pty Ltd as trustee for the Johnstone McGee & Gandy Unit Trust	Tasmania	19/04/2026 - 19/04/2031	$458,000
4264	Australian Business Licence and Information Service (ABLIS) - Continued Services	Stenning & Associates Pty Ltd	Tasmania	01/07/2026 - 30/06/2031	$500,000

Table E

Consultancies or contracts awarded under an approved limited or direct sourcing process, approved in accordance with Treasurer's Instruction PP-2

Contract ID	Title	Supplier name	State for reporting	Period of contract including any options to extend	Value – including any options to extend
3981	TApIS Support and Development Agreement	DCX Technology Australia Pty Ltd	Tasmania	01/07/2025 - 30/06/2028	$345,600
3273	Automated Traffic Offence Enforcement Program	Sensys Gatso Australia Pty Ltd	Victoria	19/09/2025 - 18/05/2027	$10,550,000
3806	Service Delivery Management System	Process Panda Pty Ltd	New South Wales	02/10/2025 - 9/12/2032	$277,285
4004	Traffic Signal Controller Supply	Aldridge Traffic Controllers Pty Ltd	New South Wales	01/06/2025 - 01/06/2028	$1,215,000
4093	OnBoard - Board Management Software	Passageways Pty Ltd	New South Wales	27/10/2025 - 17/11/2030	$212,536
4098	State Roads Conservation Sites Program - 2025-26	North Barker Ecosystem Services Pty Ltd	Tasmania	28/10/2025 - 30/06/2025	$130,000
3558	State Roads Maintenance Services - Flinders Island	Flinders Council	Tasmania	01/12/2025 - 30/11/2034	$3,817,050
4201	Graduated Licensing System Digital Products	Eat More Pixels Pty Ltd	Queensland	14/01/2026 - 30/06/2027	$149,832
4132	Passenger Service Contract - Supply of School Bus Services - Pelverata to Huonville	Roberts Coaches (Tas) Pty Ltd	Tasmania	05/02/2026 - 31/12/2029	$296,303
4208	Provision of Specialist Support Services	Community Transport Services Tasmania Ltd trading as Community Transport Services Tasmania Inc	Tasmania	05/02/2026 - 18/12/2026	$385,500
4234	Compass Software Platform (Enterprise Annual Subscription)	Compass IOT Pty Ltd	New South Wales	17/03/2026 - 26/03/2029	$240,000
4235	Bowen Bridge - Expansion Joint Repairs	BridgePro Engineering Pty Ltd	Tasmania	11/05/2026 - 08/06/2026	$111,300
4122	Northern Suburbs Community Recreation Hub - Stage 3 Expansion - Provision of Architectural Design and Contract Administration Consultancy Services	Philp Lighton Architects Pty Ltd	Tasmania	17/09/2025 - 16/09/2027	$1,500,000
4143	Liberty Bell Bay - Ongoing Monitoring - Deloitte	Deloitte SRT Pty Ltd	Tasmania	16/09/2025 - 16/09/2026	$150,000
4180	Homes Tasmania Financial Review	KPMG	Tasmania	05/12/2025 - 30/01/2026	$215,175
4230	Stadium Regulation - Technical Advisory Services	ERA Advisory Pty Ltd	Tasmania	12/03/2026 - 11/03/2033	$500,000
4231	Stadium Regulation - Technical Advisory Services	Riches Co Pty Ltd	New South Wales	12/03/2026 - 11/03/2033	$500,000
4187	Landscape Architect - Hillcrest Memorial Project	The Trustee for Inspiring Place Unit Trust	Tasmania	17/04/2026 - 30/06/2027	$200,000
4264	Australian Business Licence and Information Service (ABLIS) - Continued Services	Stenning & Associates Pty Ltd	Tasmania	01/07/2026 - 30/06/2031	$500,000

Table F

Consultancies or contracts awarded which contain confidentiality provisions in accordance with Treasurer's Instruction C-1			
Contract ID	**Title**	**Supplier Name**	**Date of approval**
3273	Automated Traffic Offence Enforcement Program	Sensys Gatso Australia Pty Ltd	04/09/2025

Table G

Contracts extended in accordance with Treasurer's Instruction PP-6.			
Contract ID	**Title**	**Supplier Name**	**Date of approval**
4211 and 3934	National Automated Access System - Hosting and Support Services	Intuit Technologies Pty Ltd	23/12/2025



Publications

Defence Tasmania Industry Directory 2025.

Department of State Growth Annual Report 2024–25.

Ensuring Your Business is Accessible.

Fresh Produce Inbound Buyer Visit Prospectus.

Fresh Produce Inbound Buyer Visit Supplier Directory.

Investment Opportunities Guide – Minerals.

Renewable Energy Services Hub – Tasmania's Supply Chain Opportunities.

STEM Excellence Awards event booklet.

Supporting Tasmania's Defence Industries.

Tasmanian Critical Minerals Prospectus.

Tasmanian Export Awards 2025 gala dinner program.

Tasmanian Export Awards 2026 Sponsorship Prospectus.

Tasmanian Maritime Prospectus.

Tasmanian Red Tape Audit Report 2024–25.

Tasmanian Red Tape Consolidated Audit Report 2014–25.

Tasmanian Trade Action Plan 2025–26.

Tasmanian Trade Action Plan 2026–27.

Tasmanian Trade Scorecard 2023–24

Tasmanian Trade Strategy 2030.

Tasmanian Training Awards 2025 gala dinner souvenir booklet.

Tasmanian Training Awards 2026 Sponsorship Prospectus.

TDR Board Annual Report 2024–25.

Whisky, Wine and Seafood Buyer Prospectus.

Whisky, Wine and Seafood Supplier Directory.

Also a wide range of material including:

Active Tasmania sports facility portal video.

Business Tasmania rebrand.

Contactless ticketing campaign collateral.

Cybersecurity spear-phishing video.

Department of State Growth Emergency Preparation Toolkit.

Diversity, equity and inclusion posters.

Ergonomics video series.

Forestry Tasmania industry video.

From Barriers to Belonging – Equity in the Arts Forum program.

Indo Pacific International Maritime Exposition expo stand design and Defence Tasmania collateral.

LED animated sports banners.

Level Up Tasmania animation.

Mornington Core Library and laboratory signage.

Professional development program for VET teachers, trainers and assessors.

Pull-up banners for events and expos.

Screen Tasmania advertisements.

Skills Tasmania fact sheet series.

Special interest and club event vehicles logbook.

Study Tasmania Australian International Education Conference exhibition booth.

Tamar Islands Wetlands video.

Tasmanian fuel supply updates and fact sheets.

Tasmanian green hydrogen hub Bell Bay flyer.

Please see the Building Tasmania website for all publications www.building.tas.gov.au

Superannuation certificate

I, Shane Gregory, Acting 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*).



Shane Gregory
Acting Secretary
Department of State Growth
30 June 2026



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	*Financial Management Act 2016*
PSSRA	*Public Sector Superannuation Reform Act 2016*
RTI	*Right to Information Act 2009*
SS	*State Service Act 2000*
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 *Audit Act 2008* are to be combined so as to form part of the annual report.
Major initiatives	SSR s9(a)(v)	Annual Report	Details of major initiatives taken by the department to develop and give effect to government policy.
Major changes during the year	SSR s9(a)(iv)	Annual Report	Details of, and reasons for, any major changes which have taken place in relation to the programs, aims, functions or organisational structure of the agency.
Operational structure			
Department organisational chart	SSR s9(a)(ii)	8–9	An organisational chart illustrating the department's administrative structure, including regional offices, showing officers of the agency.
Why we are structured in this way	SSR s9(a)(iii)	Annual Report	A description of the relationship between the organisational structure and the program management structure of the agency.

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)	50–52	A list of legislation administered by the department.
Legislation enacted	SSR s9(d)	52	A list of legislation enacted during the year for which the department is responsible, including details of significant changes to legislation previously administered by the department.
Public access and awareness of services provided			
Key contact	SSR s9(c)(ii)	8–9, 77	List of contact officers and points of public access in relation to services provided by the department.
Community awareness report	SSR s9(c)(i)	10–41	Details of activities undertaken to develop community awareness of the department and the services it provides.
Appeals process	SSR s9(c)(iii)	49	An outline of the processes available for appeals against decisions made by the department.
Agency publications	SSR s9(c)(i)	72	List of major documents published by any internal or external body of the department during the year.
Right to information	RTI s23	48	Right to Information details for 2025–26.
Human resources management			
Workplace diversity	TSS Diversity and Inclusion Policy and Framework	10–11	A description of the department's workplace diversity program.
Performance management	ED.26	10–11	Effectiveness of the development and implementation of performance management within the agency.
Work health safety and wellbeing	SSR s9(b)(vi) ED. 27 s.5(2) ED. 23	10–11	Employment policies and practices of the agency in relation to work health safety and wellbeing.
Superannuation contribution	PSSRA s55	73	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	55–71	Information on procurement activities undertaken or being undertaken by the agency including: ▶ details of any contracts entered into by the agency which contain confidentiality provisions ▶ statement regarding the agency's support for Tasmanian businesses ▶ details of participation by Tasmanian businesses in procurement processes with a value of $50,000 or more, together with information on their level of success in relation to procurement contracts with a value of $50,000 or more ▶ procurement contracts awarded with a value of $50,000 or more, with consultancies separately listed ▶ details of procurement contracts where a disaggregation exemption was applied, and procurement contracts awarded as a result of limited tendering (excluding direct sourcing from other agencies) ▶ details of contracts awarded as a result of a contract extension approved pursuant to the Treasurer's Instructions under the following circumstances: ▶ due to exceptional circumstances where the extension ▶ was required to enable a full procurement process to ▶ be properly undertaken, or ▶ where other exceptional circumstances justified an extension.
Other matters	TI FR-4.1.9	Annual Report	Any other matters deemed relevant by the Accountable Authority.
Financial Statements			
Financial Statements	FMA s42	Attachment A Attachment B	An accountable authority of an agency, in respect of each financial year, is to prepare financial statements of the agency in respect of that financial year.
Audit opinion	FMA s42(4)	Att A 109–111 Att B 21–23	The Auditor-General's report on the agency's financial statements prepared in accordance with section 19 of the *Audit Act 2008* are to be combined so as to form part of the annual report.

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