

Department of Premier and Cabinet

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Dept ref: 26/73996/2

Hon Ruth Forrest MLC
Chair
Parliamentary Standing Committee of Public Accounts

Via email: pac@parliament.tas.gov.au

Dear Chair,

Macquarie Point Stadium Costs and Governance – Questions on Notice

Thank you for your correspondence dated 26 May 2026 regarding the Parliamentary Standing Committee of Public Accounts inquiry into the Macquarie Point Stadium Costs and Governance. Please find below out responses to the questions.

1. a copy of the executed contract to engage the independent probity adviser

On Wednesday 28 January 2026, the Department of State Growth (State Growth) appointed MODA Consulting Pty Ltd (MODA) as the Probity Adviser for the Macquarie Point Precinct Project following a Request for Quotation process using the Department of Treasury and Finance's Probity Advisory Directory.

Attached are two copies of the copy of the contract between State Growth and MODA:

- **Attachment A:** an unredacted copy of the executed contract to be treated commercial in confidence.
- **Attachment B:** a redacted copy of the contract suitable for publication.

2. a copy of the document that outlines the facts supporting the P90

I understand that the Macquarie Point Development Corporation has already provided you with a copy of the Risk Model Report of WT of 4 September 2025 in confidence, which includes the probabilistic cost estimate for the project at a p-value of P90. I have not included this document in this correspondence to avoid duplication and confusion.

3. a copy of the 'safeguarding commitments' document that was referred to in the hearing (including one that may be released to the public).

58 safeguarding commitments are currently being monitored by the Oversight Committee, a copy is provided at **Attachment C**.

Should you have any further questions, please feel free to contact my office at secretary.executive@dpac.tas.gov.au

Yours sincerely



Kathrine Morgan-Wicks PSM
Secretary

16 June 2026

Attachments

- A. Independent Probity Advisor contract - unredacted - commercial in confidence
- B. Independent Probity Advisor contract - redacted - suitable for publish
- C. Macquarie Point Urban Renewal - Commitment Tracker - May 2026

FORMAL INSTRUMENT OF AGREEMENT

FIOA for use with RFQ Consultant Services
FIOA adopts 'Consultant Services SCC: Version 2021-01'



Unique Reference ID: D26/22027
Contract reference No.: 4210
Contract description: Probity Adviser Services – Stadium Order

Date: 28 January 2026

Parties:

Name The Crown in Right of Tasmania
(acting through the Department of State Growth)
Short form name Principal
Notice details C/- Department of State Growth
Level 6, 4 Salamanca Place
HOBART TAS 7000
Email: contractservices@stategrowth.tas.gov.au
Telephone: Not used
Attention: Mr Craig Limkin, Secretary

Name Moda Consulting Pty Ltd
ACN 626 701 657
ABN 90 626 701 657
Short form name Supplier
Notice details Registered Office:
~~Level 10, 12 Creek Street, Brisbane Qld 4001~~
Principal Place of Business:
44/66 Burnett Street
NORTH HOBART TAS 7000
Email: information@modaconsulting.com.au
Telephone: 0412 659 539
Attention: Mr Andrew Harris

*Registered office is
Principle Place of
Business. My signature*

Background: The Supplier submitted a quotation to the Principal to deliver the Services (referred to in the Contract Information Table included in Attachment 1) to the Principal. The Principal accepted the Supplier's quotation. The parties have entered into this formal instrument of agreement to record the agreement between the parties in relation to the delivery of the Services by the Supplier to the Principal.

The parties agree as follows:

1 Contract

1.1 Principal and Supplier agree to be bound by Contract

The Principal and the Supplier agree to be bound by the Contract.

1.2 Contract comprises

The Contract comprises:

- (a) this formal instrument of agreement (**FIOA**);
- (b) the Contract Information Table included in Attachment 1 to this FIOA (the **Contract Information Table**);
- (c) the Tasmanian Government's 'Consultant Services SCC: Version 2021-01' (the **Conditions of Contract**), which are taken to be incorporated by reference in this FIOA;
- (d) the Specification (if any) referred to in the Contract Information Table; and
- (e) if the Contract Information Table states that any other documents form part of the Contract, then those other documents.

1.3 Supplier's acknowledgment

The Supplier acknowledges that it received and read a copy of the Conditions of Contract before signing this FIOA.

1.4 Defined terms

For the avoidance of doubt, unless the context otherwise requires, terms defined in the Conditions of Contract and the Contract Information Table (as applicable) have the same meanings when used in this FIOA.

Executed as an agreement

Signing

Signing by the Supplier

Executed as an agreement by **Moda Consulting Pty Ltd** in accordance with section 127(1) of the *Corporations Act 2001* (Cwlth):

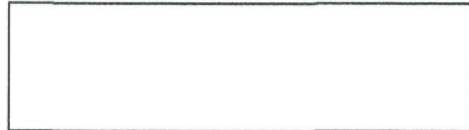
Signature:
→



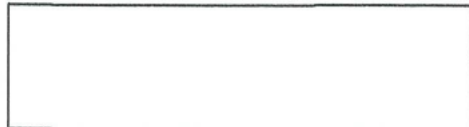
*Print
name and
office
held:

ANDREW DUNCAN HARRIS
SOLE DIRECTOR AND SOLE
COMPANY SECRETARY

Signature:
→



*Print
name and
office
held:



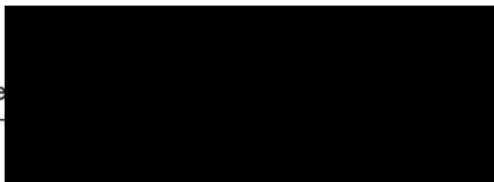
*Use BLOCK LETTERS

Note: In the case of a company that has only one director and one secretary, show the office held as 'SOLE DIRECTOR AND SOLE COMPANY SECRETARY'

Signing by the Principal

Executed as an agreement on behalf of **The Crown in Right of Tasmania** by the person named below in the presence of the witness named below:

Signature

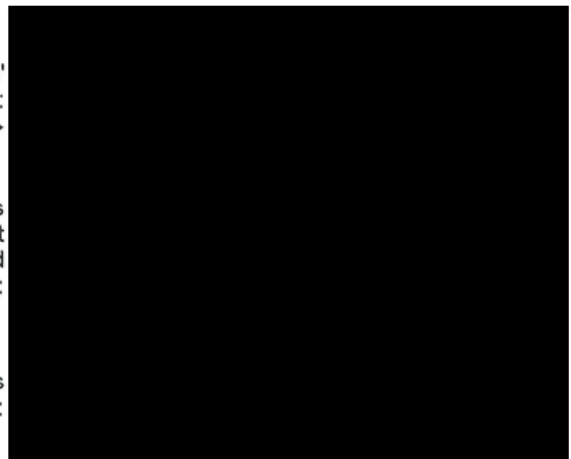


Being a person who has authority to sign
this Agreement on behalf of the Principal

*Print
name and
position:

Craig A Limkin
Secretary

Witness'
signature:
→



*Witness
print
name and
position:

*Use BLOCK LETTERS

*Witness
print address:

Attachment 1: Contract Information Table

Services to be supplied:

The services (the **Services**) to be supplied by the Supplier to the Principal in accordance with the Contract are as follows:

The provision of expert probity and assurance advice to the Principal by monitoring and assessing project delivery to ensure that all administrative decision-making processes are both compliant with the processes set out in the *State Policies and Projects (Macquarie Point Precinct) Order 2025* and are conducted with integrity, fairness and transparency.

A more detailed description of the Services being procured is included in the Specification.

Specification applicable to Services:

The Services must comply with, and also where applicable be delivered in accordance with, the following specification (the **Specification**):

Part A of the Specification - Overview:

The Macquarie Point Multipurpose Stadium (**the Stadium**) is a significant infrastructure project, with strong community interest. The Tasmanian Government is committed to delivering this project in a responsible, transparent and accountable manner.

A series of commitments have been made by Government to ensure robust oversight and governance of the stadium project (**the Project**), including the release of a probity plan and appointment of an independent probity advisor. This will maximise the likelihood of delivery occurring within agreed time, cost and quality parameters.

The *State Policies and Projects (Macquarie Point Precinct) Order 2025* (**the Order**) sets out the conditions to be imposed, under the *State Policies and Projects Act 1993* (Tas), for the development of the Stadium.

Part B of the Specification - The Services:

Noting the above Overview, the Supplier must provide the following Services:

Observe and provide independent probity and assurance advice to the Principal in relation to the identification, assessment, and management of risks arising during the administrative decision-making processes set out in the Order, to ensure they are conducted with integrity, fairness and transparency. The Services must be consistent with the requirements of:

1. the Order, found at:

https://www.tas.gov.au/_data/assets/pdf_file/0028/464770/State-Policies-and-Projects-Macquarie-Point-Precinct-Order-2025.pdf;

2. the Governance, Oversight and Assurance Framework, found at:

https://www.tas.gov.au/_data/assets/pdf_file/0030/474258/Macquarie-Point-Multipurpose-Governance-Oversight-and-Assurance-Framework.pdf.

3. the probity plan as prepared by the Department of Premier and Cabinet (DPAC), which will

Specification applicable to Services:

be provided to the Supplier once available to the Principal;

4. applicable Procurement Treasurer's Instructions, found at:

<https://www.treasury.tas.gov.au/purchasing-and-property/procurementtreasurers-instructions>;

5. applicable Financial Management Act 2016 Treasurer's Instructions, found at:

<https://www.treasury.tas.gov.au/budget-and-financial-management/financialmanagement-act-2016/fma-treasurers-instructions>; and

6. any other applicable guidelines or instructions issued by the Tasmanian Department of Treasury and Finance (**Probity Requirements**).

Part C of the Specification - Deliverables:

The Supplier must:

1. Provide input on and review the probity plan (as committed to in the Macquarie Point Multipurpose Stadium - Governance, Oversight and Assurance Framework (**Framework**)) as prepared by DPAC (**Probity Plan**). At the date of this Contract, this Probity Plan is currently under development and may require additional edits by the Supplier to address any deficiencies that are identified in its expert opinion. The Framework can be found at: https://www.tas.gov.au/_data/assets/pdf_file/0030/474258/Macquarie-Point-Multipurpose-Governance-Oversight-and-Assurance-Framework.pdf.
2. Prepare and submit a conflict-of-interest management plan, noting the specific roles and responsibilities that are outlined in the Order (**Conflict-of-Interest Management Plan**).
3. Attend meetings with the proponent/operator and regulators, including Tasmanian government officials, as notified by the Principal.
4. As required, prepare regular probity reports that assess compliance of the administrative decision-making process with the administrative requirements outlined in the Order, including identified risks, observations and recommendations.
5. Provide proactive, expert advice during and in connection with the decision-making processes under the Order.
6. Provide probity advice to the Principal (the Secretary of the Department of State Growth) as reasonably requested by the Principal throughout the duration of the Project.
7. Assist the Principal with providing advice to support other Government committees in providing whole-of-government strategic oversight and policy advice.

All written reports and deliverables developed under this Contract, including the Probity Plan and Conflict-of-Interest Management Plan, must:

- a. be of a high standard that are suitable for release to the Public Accounts Committee of

Specification applicable to Services:

- Parliament, supporting transparency and public accountability in the delivery of the Project; and
- b. be delivered in an editable electronic format that is reasonably acceptable to the Principal, or as otherwise reasonably requested by the Principal for each deliverable.

Delivery of Services:

The service period (the **Service Period**) applicable to the supply of the Services is:

- (a) Subject to paragraph (b), the Service Period commences on the date of this Contract and ends on **15 January 2027**.
- (b) Subject to paragraph (c), the Principal may by notice (**Extension Notice**), in writing, to the Supplier, extend the Service Period by a further period of one year. If the Principal gives an Extension Notice, the Service Period ends on **14 January 2028**.
- (c) If the Principal decides to extend the Service Period, then unless the parties otherwise agree in writing, the Principal must give an Extension Notice not later than the date 30 days before the date when the Service Period would otherwise be due to expire if no Extension Notice were given.
- (d) To avoid doubt, the Principal can only give one Extension Notice.

The service completion date (the **Service Completion Date**) applicable to the supply of the Services is: Not applicable.

Contract Sum:**Contract Sum**

The Contract Sum is payable by the Principal to the Supplier as follows:

- (a) The Contract Sum for Supplies that are Services is the amount calculated by:
- (i) ascertaining (in hours) the time properly and reasonably worked by the Supplier in supplying each category or type of Services set out in a row in Column 1 of the table below;
- (ii) for each category or type of Services set out in a row in Column 1 of the table below, multiplying the time ascertained in accordance with paragraph (a)(i) by the applicable hourly rate (for the supply of those Services) as shown in Column 2 of that row; and
- (iii) totalling the amounts determined for the purposes of paragraph (a)(ii).
- (b) The Supplier must provide reports to the Principal of the hours worked by the Supplier in relation to the delivery of the Services. The reports must be provided at such times required by, and otherwise be in a form and substance satisfactory to, the Principal (acting reasonably).
- (c) The Supplier must keep proper records of the time worked in delivering the Services, and give copies of those records to the Principal if required.
- (d) The hourly rates are not subject to escalation.

Table

Column 1
Services (description)

Principal/Partner
Primary Probity Adviser
Administrative Support

Contract Sum:**Payment of Contract Sum**

- (a) Subject to clause 4 of the Conditions of Contract, the Supplier must invoice the Principal, not later than 10 Business Days after the end of each Billing Period, the Contract Sum for Services performed by the Supplier, in accordance with the Contract, during that Billing Period.
- (b) The Contract Sum for Services performed in respect of a Billing Period is to be calculated in accordance with the applicable rates for the Services, as provided for in the Contract.
- (c) In this row of the Contract Information Table:
- Billing Period** means each of the following periods during the Contract Period:
- (i) each Named Month;
 - (ii) if the Start Date is not the first day of a Named Month, the period commencing on the day on which the Contract Period commenced and ending on the last day of the Named Month during which the Contract Period commenced; and
 - (iii) if the End Date is not the last day of a Named Month, the period from the end of the last Billing Period (prior to the End Date) and ending on the End Date.
- Contract Period** means the period commencing on the Start Date and ending on the End Date.
- End Date** means the first of the following dates:
- (i) the date the Contract is terminated; or
 - (ii) the date the Supplier has fully completed the delivery of the Services.
- Named Month** means one of the 12 named months into which a year is divided (and, where the context requires, includes part of a Named Month).
- Start Date** means the date of the Contract.

Out-of-pocket expenses and disbursements:

Not applicable.

Insurance:**Public liability insurance:**

- Policy type: Public liability insurance policy.
- Required cover: The policy must cover liabilities arising out of, or in connection with, the performance of the Contract by the Supplier, including liabilities in respect of:
- (a) personal injury to, or the death of, any person (excluding a person who at the time of the injury or death is defined as a worker of the Supplier under any Law relating to workers' or accident compensation insurance); and
 - (b) loss, destruction or damage to any property.
- If the Supplier is supplying Services, the public liability insurance policy must indemnify the Principal for any vicarious or other legal liability that the Principal may have in respect of any willful or negligent act or omission of the Supplier or any Supplier's Personnel.
- Period of insurance: The period commencing on the date of the Contract until the Supplier has performed all of its obligations under the Contract, or the date on which the Contract is terminated (whichever first occurs).
- Amount of cover: Not less than \$20 million for each individual claim or series of claims

Insurance:

arising out of a single occurrence.

Workers' compensation insurance:

Policy type: Workers' compensation insurance.

Required cover: In accordance with the Law.

Professional indemnity insurance:

Policy type: Professional indemnity insurance.

Required cover: The policy must indemnify the Supplier for any breach of professional duty, whether owed in contract, tort or otherwise, in connection with the performance of the Contract by the Supplier. The policy must include an automatic reinstatement clause.

Period of insurance: The period commencing on the date of the Contract until the date six years after the date the Supplier has performed all of its obligations under the Contract.

Amount of cover: Not less than \$10 million.

Principal's address details:

For the purposes of the Conditions of Contract, the Principal's address details for the receiving of Notices are as follows:

Address: 4 Salamanca Place, Hobart, Tasmania 7000

Email: contractservices@stategrowth.tas.gov.au

Attention: Secretary, Department of State Growth

Special terms and conditions:

The special terms and conditions (each a **Contract Special Condition**) set out below apply to the Contract.

If there is any inconsistency between a Contract Special Condition and another provision of the Contract, the Contract Special Condition overrides the other provision to the extent of the inconsistency.

A Contract Special Condition is taken not to be inconsistent with another provision of the Contract if the Contract Special Condition and the other provision of the Contract are both capable of being complied with.

Contract Special Conditions:**Contract Special Condition No. 1**

The Supplier must ensure that the Services are delivered by the persons named below (or by other persons approved, in writing, by the Principal). The Supplier must ensure that each named person below provides the part of the Services specified in relation to that named person. If a named person is not available for any reason beyond the reasonable control of the Supplier, then another person approved, in writing, by the Principal must provide the specified part of the Services.

Person 1 details:

Name: Andrew Harris

Position: Director/ Probity Adviser

Specified part of Services to be provided by Person 1: Review of Probity Plan, Conflict of Interest Management Plan, Probity Reports, Probity Advice, and Management and Administration.

Special terms and conditions:

Person 2 details:

Name: Mr Steve Richards, NineSquared Pty Ltd (Approved subconsultant)

Position: Director / Assurance Adviser

Specified part of Services to be provided by Person 2: Specialist assurance advice, attendance at governance meetings, WoG and Committee support.

Person 3 details:

Name: Mr Kevin Davey, Rhumb Consulting Pty Ltd (Approved subconsultant)

Position: Director / Assurance Adviser

Specified part of Services to be provided by Person 3: Specialist assurance advice, Attendance at governance meetings, WoG and Committee support.

Attachment D: Macquarie Point Urban Renewal - Commitment Tracking

As at May 2026

Ref	Commitment	Detail	Target Date	Status	Comments/Next Steps/Risks
001	Updated Terms of Reference Oversight Committee	The terms of reference for the Macquarie Point Urban Renewal Oversight Committee, chaired by the Secretary Premier and Cabinet, will be amended to require monitoring and oversight of the safeguards contained in this response, and for this to be included in the reporting to the Public Accounts Committee.	23-Feb-26	Completed	The terms of reference for the Macquarie Point Urban Renewal Oversight Committee (chaired by the Secretary, Department of Premier and Cabinet) have been amended to explicitly include monitoring and oversight of the safeguards, and to support reporting to the Public Accounts Committee. Updated terms of reference approved through the Oversight Committee, Cabinet Committee and Cabinet. The committee continues to monitor safeguard implementation and support reporting to the Public Accounts Committee.
002	Administrative arrangements	The administrative oversight of the <i>Macquarie Point Development Corporation Act 2012</i> will be moved to the Department of Premier and Cabinet.	11-Feb-26	Completed	Administrative oversight of the <i>Macquarie Point Development Corporation Act 2012</i> has been moved to the Department of Premier and Cabinet (gazetted 11 February 2026).
003	Stadium Steering Committee	Review and update the ToR for the Stadium Steering Committee (under the CFDA). Chairing responsibility for the steering committee will also change (from DSG to DPAC) and the government will engaging with the AFL to agree to this change to the CFDA.	08-Apr-26	Overdue In Progress	Advice has been prepared for the Minister for Sport recommending a new Chair of the Steering Committee.
004	Governance Management Plan	MPDC are currently finalising a Governance Management Plan	11-Feb-26	Completed	The Project's Governance Management Plan was updated in February 2026 following the release of the Government developed Governance Oversight and Assurance Framework,. The Governance Management Plan forms part of the overall project operating system and seeks to provide an overview of the Project's current governance arrangements.

005	Consultation	Secretary, DSG to consult with the HOSS before making any decisions on any conditions set out in the Order.	04-Feb-26	Completed	A process has been established to support consultation with the Head of the State Service before decisions are made on conditions set out in the Order.
006	Probity	Appoint an Independent Probity Advisor (IPA) to monitor the processes associated with the approval of plans under the SPP Order and will monitor all decisions of all regulators and entities engaged in decisions made under the order. The IPA will report to the PAC if required.	04-Feb-26	Completed	Independent Probity Advisor, MODA Consulting has been appointed. Key parties have been advised of the appointment and probity arrangements. MODA Consulting will be attended first Public Accounts Committee hearing in May 2026.
007	Probity	The probity advisor will report directly to the Oversight Committee. Probity adviser to report to each formal meeting of the Macquarie Point Urban Renewal Oversight Committee	16-Feb-26	Completed	On Wednesday 28 January 2026, the Department of State Growth appointed MODA Consulting Pty Ltd (MODA) as the Probity Adviser for the Macquarie Point Precinct Project. MODA attended their first Oversight Committee meeting in February 2026 and each meeting subsequent.
008	Probity	Develop a Probity Plan within 60 days of the Order coming into effect or before the first plan is approved (whichever is sooner).	09-Mar-26	Completed	The Probity Plan was publicly released and is available online at: https://www.tas.gov.au/dpac/macquarie-point-multipurpose-stadium
009	Probity	Reports from the independent probity advisor will be made available to the Public Accounts Committee of Parliament	Ongoing	Ongoing	The public accounts committee have been provided with the Probity Report following the review of the EPA's approval of the Site Environmental Management Plan (SEMP) in January.
010	Gateway Review	This project will be reviewed at each of the remaining gates in the ITAS Project Assurance Framework		Ongoing	Project assurance will continue under the ITAS Project Assurance Framework. Next gateway is Procurement – Gate 4 (tender evaluation).
011	Gateway Review	The recommendations of these reviews (gateway reviews) will be provided to the Parliamentary Accounts Committee 'in-camera', along with any action plans to address recommendations (consistent with the current process for TT line).	TBC	Ongoing	Next gateway is Procurement – Gate 4 (tender evaluation).
012	Lifecycle Asset Management Plan	Stadiums Tas and MPDC will deliver a Lifecycle Asset Management Plan. The Plan will be provided to the PAC and made publicly available within six months of the main contractor being appointed.	30-Jun-27	Not Started	Indicative timeframe provided only. Stadiums Tasmania will develop the plan following appointment of the main contractor.

013	Project Parameters	Managing the delivery of the stadium in accordance with Cabinet-endorsed project parameters	10-Mar-26	Completed	Project Parameters for the Macquarie Point Multipurpose stadium have been endorse through the Oversight Committee, Cabinet Committee and Cabinet.
014	Stadium spending cap	State contribution to the Stadium will be limited to \$875 million. Costs above the total project of \$1.13 billion will be addressed through value-management or requesting additional contributions from funding partners.	31-Aug-26	Ongoing	Budget reporting to occurs monthly to Board, Oversight Committee and Cabinet Committee via dashboards. A key check point on any threshold budget issues will be at the end of RFT stage 1 (targeting August 2026).
015	Stadium spending cap	Additional funds would need to be appropriated for the interest on additional borrowings or for any additional equity injection.	n/a	Ongoing	A key check point on any threshold budget issues will be at the end of RFT stage 1 (targeting August 2026).
016	AFL High Performance Centre spend cap	State contribution to the AFL High Performance Centre will be limited to \$105 million.	Ongoing	Ongoing	Regular updates to oversight committee to be established
017	Project Reporting - Minister	MPDC to provide quarterly progress reports to the Minister against Statement of Expectations.	31-Mar-26	Ongoing	MPDC quarterly progress reporting to the Minister against the Statement of Expectations is underway.
018	Project Reporting - Monthly	MPDC will compile monthly reports with details on completed and upcoming project activities, user engagement, program schedules, risk reporting, financial data and project changes.	Monthly	Ongoing	Monthly reporting in place to Board, Oversight Committee and Cabinet Committee in place.
019	Project Reporting - Public Reporting	The Government will require public reporting of progress associated with the status of the delivery of the project which will include any updated forecasts and overall project cost estimates.	Quarterly	Ongoing	Public reporting occurs quarterly via the Public Account Committee (PAC) including an update on activity and project governance. MPDC most recently added PAC 25 May 2026.
020	Project Reporting - Public Reporting	Specific to the project, the Government is exploring options for a public reporting dashboard. A further update in this regard will be provided in the first quarter of 2026	01-Jun-26	In Progress	Delivery reporting will be published on the MPDC website. Regulator Reporting will be published on the State Growth website. Tas.gov stadium website to be updated with link to each of the above reporting sites
021	Project Reporting - PAC Reporting	The PAC will receive quarterly reports on the project. Quarterly reporting to the Public Accounts Committee will also include progress audits, revised forecasts and cost-escalations.	Quarterly	Ongoing	Quarterly reporting to the Public Accounts Committee continues. MPDC most recently added PAC 25 May 2026.

022	Design Quality and Integrity Review Panel	The Design Quality and Integrity Review panel is to be formed and act in accordance with the SPP Order.	06-Mar-26	Completed	Panel members have been appointed and publicly announced by the Secretary of State Growth on Friday 6 March 2026. Terms of Reference have been finalised and Mr Scott Balmforth appointed as Chair of the Panel. Briefings with the Panel are underway
023	Quality Reviews	The MPDC Board and CEO will commission regular third party expert project quality reviews	As Required	Ongoing	Reviews will be commissioned as required with the Project also committed to go through all the remaining ITAS Project Assurance Framework Gate Reviews.
024	Local Participation	• Connect lead contractors with regional job hubs • Consider a target of 50 percent Tasmanian labour and supplier participation • MPDC will require the Stadium Construction Contractor to appoint a Connectivity Manager • Contractors required to produce a TIPP	2026-27	Ongoing	Local participation measures are being managed through procurement process (including evaluation).
025	Tasmania First Taskforce	Government will: • Where appropriate, engage with the Taskforce to inform the design of the procurement process • Support engagement with local industry and suppliers, to maximise readiness of Tasmania's supply chain for this major project; and Seek to maximise local workforce participation and training opportunities.	Ongoing	Ongoing	Engagement is continuing to support local industry readiness and workforce participation through the procurement phase. This has included briefings with the Tasmania First Taskforce, MPDC participation in Taskforce meetings, and an Industry Day held in February 2026, with materials published on the MPDC website. Tenderers also holding project based industry days in June to support the preparation of tenders.
026	Local benefits	Monitoring and publicly reporting on the local benefits of the project through the Public Accounts Committee.	TBC	Not Started	Intended to commence following contractor appointment, with reporting through the Public Accounts Committee process.
027	Recommendations from Eslake Report	Implement recommendations of the Eslake Report, (except new and increased taxes and reduced infrastructure spend).	21-May-26	In Progress	To be done as part of 2026-27 Budget

028	Operating expenditure and grants expenditure review	Evaluate the efficiency and effectiveness of services to ensure users and taxpayers are getting value for money, as part of the Government's operating expenditure and grants expenditure review prior to the 2026-27 Budget. Assess new funding requests to evaluate the efficiency and effectiveness of existing related expenditure or require the requesting entity to identify low priority or low value program(s) for cessation to ensure additional funding requests are not additive or worsen the overall budget position without offset.	21-May-26	In Progress	To be done as part of 2026-27 Budget
029	Increased own source revenue	Increase own source revenue, by identifying prior to the 2026-27 budget, areas in which additional revenues will be raised and expected amounts of those additional revenues for the 2026-27 Budget.	21-May-26	In Progress	To be done as part of 2026-27 Budget
030	CBA on all major infrastructure projects	Require cost-benefit analysis to be included in all major infrastructure investment business cases to be considered by Government on a merit basis.	30-Jun-27	In Progress	Department of State Growth is to lead a process of redefining project Business Case requirements during 2026.
031	Affirm commitment of achieving peak debt in four years	Affirm the Treasurer's existing public position of achieving peak debt within four years (which goes to addressing underlying net operating outcomes).	21-May-26	In Progress	To be done as part of 2026-27 Budget
032	PNFC Borrowings	Commit to reducing Public Non-Financial Corporations Net borrowings between 2026-27 and 2028-29 by a cumulative total of \$500 million (broadly equating to the Mac Point borrowings of \$490.7 million as predicted in the 2025-26 Budget through to commissioning).	21-May-26	In Progress	To be done as part of 2026-27 Budget
033	Fiscal Strategy	Set targets for reducing ratios of: net debt and net financial liabilities to gross state product; and a ratio of interest payments plus defined superannuation benefits to State revenue in the new Fiscal Strategy. The new Fiscal Strategy will be provided for consultation and feedback from the Multi-Partisan Budget Consultation Panel.	21-May-26	In Progress	To be done as part of 2026-27 Budget

034	Independent public finance and economic expert	Appoint an independent public finance and economic expert to report to Parliament on the State Government's progress in delivering on the State Fiscal Strategy in each Budget from 2026-27.	22-Aug-26	In Progress	Treasury leading an RFQ process with assessment in progress
035	Monthly financials	Release financials on a monthly basis to enable full transparency and accountability on the Government's fiscal performance.	Ongoing	In Progress	Treasury are developing a framework.
036	Amend Financial Management Act	Introduce legislation to amend the Financial Management Act 2016 to incorporate the sentiment of section 71 of the Public Governance, Performance and Accountability Act 2013 (Cth) (Approval of Proposed Expenditure by a Minister) as recommended by the Integrity Commission.	TBC	Not Started	To be considered post 2026-27 Budget
037	Update mandatory grant rules and guidelines	Prepare and implement updated mandatory grant rules and guidelines modelled on the Commonwealth Grants Rules and Guidelines (as applicable) or best practice State or Territory Grants Guidelines by December 2026.	31-Dec-26	In Progress	Policy development work commenced
038	Review Gov Grants expenditure	Conduct a review of Government Grants expenditure, in the lead up to the 2026-27 Budget.	21-May-26	In Progress	To be done as part of 2026-27 Budget
039	Budget – Integrity Commission	The Budget of the Integrity Commission will be increased by \$500k per annum in the 2026-27 Budget and forward estimates, with the \$500k amount to be indexed from 2027-28 for the remainder of the forward estimates.	01-Jun-26	In Progress	To be done as part of 2026-27 Budget
040	2016 Cox Report	Prioritise the delivery of outstanding agreed recommendations of the 2016 Cox Report, with the majority of the recommendations to be included in a Tranche 2 bill by May 2026, with final recommendations (more technical and further consultation required) to be tabled by October 2026.	30-Oct-26	In Progress	Tranche 2 Bill addresses the majority of recommendations (33), released for consultation 12 Jan-2 April, for tabling mid year. Further Bill development under way.

041	Resourcing TAO	Review the level of resourcing for the Tasmania Audit Office in the lead up to the 2026-27 budget and ensure that funding over the forward estimates supports at least six (6) performance audits per annum.	01-Jun-26	In Progress	To be done as part of 2026-27 Budget
042	Regional Community sports facility infrastructure	Develop regional community sports facility infrastructure plans and a framework for the equitable distribution of funding across all levels of sport.	30-Jun-26	In Progress	Work is underway to prepare options for the Minister for Sport
043	Increased investment in community sports facilities/infrastructure	Increase investment in community sport facility/infrastructure projects to \$26.25m per annum over the next four years and maintain funding levels for 'Other funding to sports organisations and operational funding' at the 2025-26 funding level for the next four years (i.e. \$24.44 million per year from 2025-26, noting that the current forward estimates already include 2026-27 \$19.5 million, 2027-28 \$16.8 million and 2028-29 \$12.3 million in already allocated funding, with the top-up to \$24.44 million to be prioritised through the 2026-27 budget process.)	21-May-26	In Progress	Being actioned through 2026-27 Budget process
044	Community engagement, access and outreach strategy	Stadiums Tas develop a community engagement, access and outreach strategy to be publicly released at least 3 months prior to the first operational plan for the stadium being approved.	30-Jan-29	Not Started	Stadiums Tasmania will develop a strategy three months prior to operational plan. Early 2029.
045	Ground occupancy agreements	Stadiums Tasmania will seek to negotiate Ground Occupancy Agreements that include a requirement that venue hirers make available affordable ticketing and package options for vulnerable and regional Tasmanians.	1-Dec-26	In Progress	Negotiations with AFL recommenced (19 March 2026) with negotiations with Cricket Tasmania to commence in the second half of 2026.
046	Ticket to Play/Wellbeing	Develop an equivalent program to Ticket to Wellbeing to support Tasmanian families to attend events at the stadium.	2028-29	Not Started	Active Tasmania will work with Government and Stadiums Tasmania to develop an appropriate program framework closer to operations.
047	Transport mode on the Northern Suburbs Transport Corridor	Submit a strategic business case by end of 2025 for a transport mode on the northern suburbs transit corridor	19-Dec-25	Completed	Strategic business case submitted to the Australian Government.

048	Transport mode on the Northern Suburbs Transport Corridor	Deliver a transport mode on the northern suburbs transit corridor:	30-Jun-27	In Progress	Work to develop a detailed business case continues as informed by the completion of the strategic business case.
049	Transport mode on the Northern Suburbs Transport Corridor	Expand ferry service at Wilkinsons Point	30-Jun-27	In Progress	Glenorchy City Council has submitted a request to the department for crown land consent for a Development Application for infrastructure development at Wilkinsons Point. Ministerial approval is being sought.
050	Operational Transport Management Plan	The Operational Transport Management Plan will consider safety	21-Jul-29	Not Started	Completion timeframe is indicative only - Operational Transport Management Plan is due to be completed 18 months prior to operations
051	Centre of Excellence	Provide \$250,000 in seed funding in 2025–26 for planning and design.	31-Jan-26	Completed	Grant deed has been issued to Cricket Tasmania
052	Centre of Excellence	Tasmanian Government commits \$2.25m in 2026–27, with \$2.5m to be sought from the Australian Government.	30-Jun-26	Not Started	Subject to Budget confirmation.
053	Centre of Excellence	Tasmanian Government provides in-kind support for planning and regulatory approvals.	31-Jan-26	Overdue In Progress	DPAC and State Growth meeting with Cricket Tasmania to discuss requirements
054	Transition from Ninja	Initial roadmap by June 2026 Public stakeholder engagement plan in first half of 2026	30-Jun-26	In Progress	DSG and DPAC met on 14 April to progress discussions. DPAC to arrange a meeting between Stadiums Tas, Cricket Tas DPAC and State Growth.
055	CT operating support	Increase operating and transition support to Cricket Tasmania (CT) from \$3.5m per annum in 2025–26 to \$5m by 2028–29, with annual increments of at least \$0.5m from 2026–27	30-Jun-26	In Progress	Grant Deed finalised and payment for 2025-26 has been made. Additional funding has been included in the 2026-27 State Budget.
056	Governance	CT and CA will be included in key governance groups for the new Stadium Steer Co	08-Apr-26	Overdue In Progress	A minute has been drafted to the Minister for Sport recommending a new Chair of the Steering Committee
057	Ground Occupancy agreements	CT will negotiate ground occupancy agreements with Stadiums Tasmania.	1-Dec-26	In Progress	Negotiations with AFL recommenced (19 March 2026) with negotiations with Cricket Tasmania to commence in the second half of 2026.
058	MoU	There will be a draft MOU with the Hobart City Council. Under the MOU, responsibility for enforcement in some circumstances will be delegated to State Growth. In such circumstance, State Growth will bear the cost of enforcement.	TBC	In Progress	Tas Gov (DPAC/DSG/MPDC) and HCC meetings continue monthly.

