Minister for Police, Fire and Emergency Management
Minister for Business, Industry and Resources
Minister for Skills and Jobs
Minister for Innovation, Science and the Digital Economy

Tasmanian Government

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Tabled by
R. Armitage
20/8/26

Ms Rosemary Armitage MLC
Chair
Legislative Council
Estimates Committee B
By email: julie.thompson@parliament.tas.gov.au

Dear Chair

I understand that the information previously supplied in response to your letter of 3 June 2026, has been returned as Estimates Committee B has been disbanded, and it has been requested that the information be tabled in the next sitting of the Legislative Council to ensure it is part of the official record.

In relation to Questions 3 and 4, consideration was given to the extent to which information may lawfully be released having regard to the terms of the separation deed. Please see Attachment 1 for the answers to Questions 3 and 4.

I note the existence of a Settlement Deed that deals with the termination of the Contract between the State, represented by DPFEM (State) and KPMG Australia Technology Solutions Pty Limited.

Please be advised that having disclosed the existence of the Deed, the State needs to make the Members aware, as recipients of that information, of the non-disparagement and confidentiality provisions of that Deed.

The Deed requires that the State must not disclose the existence of the Deed or the terms of it, with some exceptions. One of the exceptions is that the State is permitted to disclose the existence or terms of the Deed to the Tasmanian Parliament, , provided that the State takes all reasonable steps to ensure that the recipient is aware of the State's obligations under certain clauses of the Deed, and the recipient does not disclose the existence or terms of the Deed, nor do anything that would (if done by the State) breach the State's obligations under another clause within the Deed relating to non- disparagement.

The non-disparagement clause within the Deed requires that the State will not make or cause to be made any statement or comment which disparages the other party in connection with the project or the dispute, nor engage in any conduct (by act or omission) that could reasonably lead a person to believe that the State is concurring with, assenting to or adopting any statement or comment by a third party (that is disparaging).

Whilst responses provided to the Parliament are subject to parliamentary privilege/immunity as part of parliamentary process, the State feels it necessary to stress the ongoing need for compliance with the terms of the Deed outside where the protections of parliamentary privilege/immunity do not apply so as to avoid possible breach by the State of its obligations under the Deed.

Accordingly, clauses 8 & 10 of the aforementioned Settlement Deed are reproduced below for reference.

Clauses 8 and 10 of the Settlement Deed between KPMG Australia Technology Solutions Pty Limited and The Crown in right of Tasmania acting through the Department of Police, Fire and Emergency Management:

8 Non-Disparagement

Each party will not:

(a) make or cause to be made any statement or comment which disparages the other party or any Related Entity thereof in relation to, or in connection with, a Project or the Dispute; or

(b) engage in any conduct (whether by act or omission) that could reasonably lead a person to believe that the party is concurring with, assenting to or adopting any statement or comment by a third party of the kind referred in paragraph (a).

10 Confidentiality

10.1 Confidentiality

Subject to clause 10.2, a party must not disclose the existence or terms of this Deed.

10.2 Permitted disclosure

A party may disclose the existence or terms of this Deed:

(a) under corresponding obligations of confidence as imposed by this clause and under corresponding obligations as are imposed by clause 8, to a Related Entity of a party;

(b) in the case of the State, to:

(i) any Tasmanian Minister and the Tasmanian Parliament; or

(ii) confidentially, the advisors of any such Minister,

if required in accordance with the State's policies and usual processes, provided that the State must take all reasonable steps to ensure that any such recipient is aware of the State's obligations under clause 8 and this clause 10 and does not:

(iii) disclose the existence or terms of this Deed except as permitted under this clause 10.2; and

(iv) do anything that would (if it were done by the State) breach the State's obligations under clause 8;

(c) under corresponding obligations of confidence as imposed by this clause, to any of its professional advisers, auditors, bankers, insurers or insurance brokers;

(d) in enforcing this Deed or in a proceeding arising out of or in connection with this Deed;

(e) if required under any law or any administrative guideline, directive, request or policy having the force of law;

(f) to the extent required by applicable professional standards or regulations; or

(g) with the prior written consent of the other party.

I appreciate the patience of Parliament in waiting for this advice regarding Project Unify and trust that the information contained in the attached response addresses the outstanding questions.

Yours faithfully

Hon Felix Ellis MP
Minister for Police, Fire and Emergency Management

18/8/2026

Attachment 1: Response to Legislative Council Estimates questions re Project Unify

QUESTION ON NOTICE

Question No. [number] of 2026

Legislative Council

ASKED BY: Meg Webb (Estimates Committee B)

ANSWERED BY:

QUESTION:

With regard to the engagement of KPMG for Project Unify and subsequent cancellation of that contract, could you please provide the following information:

1. Details of all expenditure on KMPG contracts for the project up to the date of cancellation.

2. Details of deliverables completed under the KPMG contracts.

3. An explanation of the cancellation of the KPMG contract, for example, was the termination of the contract for cause or convenience, and were any termination payments made to KPMG?

ANSWER:

1. The following milestone payments were made to KPMG between 2024 and 2025:

   - Project Atlas: **$5,413,156.36**
   - Project Link: **$636,579.27**

2. The following are the details of deliverables completed under the KPMG contracts, in response to the question:

   - **Project Unify:**
     2023/24:
     - Milestone 1 – Contract Signing: $1,307,267.80

     2024/25:
     - Milestone 2 – Project Mobilised: $653,633.90

- Milestone 3 – Overall Design Completed: $653,633.90
- Milestone 4 – Drop 1 Business Design: $1,307,267.80
- Travel & Expenses: $184,085.16

  2025/26:
- Milestone 8 – Drop 3 Business Design: $1,307,267.80

  Total Payments made for Project Unify: $5,413,156.36

- **Project Link (under agreed variation to Unify contract):**

  2024/25:
  - Milestone 1 – Project Kick-Off: $179,000
  - Milestone 2 – Vision & Design Completion: $89,500
  - Milestone 3 – Build Completion: $358,000
  - Travel & Expenses: $10,079.27

  Total Payments made for Project Link: $636,579.27

3. The contract with KPMG was terminated by agreement. No termination payments were made.

With respect to Project Unify, can you please provide an update on the project's funding and delivery status. Specifically:

1. In 2020, $46 million was allocated to Project Unify.

- Please provide a breakdown of this allocation for specific areas.
- Please provide details for each area on how much of the allocation has been expended to date?
- Please provide details on any additional funds which have been allocated in these project areas since the initial 2020 allocation?

2. Can you provide a timeline showing:

- What has been delivered in each funded project area
- The expenditure of funding in each area over time
- Details on what remains to be delivered
- The estimated additional funding required to complete the project's objectives

ANSWER:

In 2020-21, the Tasmanian Government allocated $46.1 million to Department of Police, Fire and Emergency Management (DPFEM) to support a transformation program to integrate and upgrade disparate, disconnected and ageing ICT systems that support policing operations and external clients.

Nine projects have been funded under this program of work, referred to as Project Unify. These projects are:

- **Project Atlas** is the key police transformation program, rolling out further modules of the Atlas system, which was implemented in 2019, to enhance, secure and streamline the way police undertake their duties. The additional modules include offence reporting, statistical reporting, family violence, property management, sudden death and coronial, and integration with the Emergency Services Computer Aided Dispatch (ESCAD) system.

  Original allocation: $32 million

  Expenditure: $21 million

  Current status: An external contractor was engaged as implementation partner and contracted to lead this work in March 2024. The contractor left the project in January 2026. The design and build of the additional modules is significantly progressed however not complete.

The project has recently been paused while an Independent Reviewer is engaged. The purpose of the review is to assess the current business case for Project Unify and determine whether it is deliverable and remains the best strategic technology option, noting the rapid evolution of information technology capabilities in recent years.

While the review is underway, the project continues with a revised scope, with the aim of delivering a new user interface (Thin Client) for the existing Atlas system functionality, to enhance the user experience for frontline police when submitting intelligence submissions and street checks.

- **Project Link** is delivering an online minor crime reporting function where members of the public can report certain categories of crime, providing more contemporary ways for the public to engage with police.

  Original allocation: $500,000

  New budget allocated 2024: $1.75 million (reallocated from Recharge)

  Expenditure: $1.6 million

  Current status: The online system went live on 22 May 2026, as a soft launch while the platform and associated business rules and processes are further refined in anticipation of a broader public launch in late July 2026.

- **Project Pantheon** supports the Department of Justice's (DoJ) Justice Connect Program within DPFEM. This includes the transition from the *Justices Act 1959* to the *Magistrates (Criminal and General Division) Act 2019*, and the implementation of a new eProsecutor System. The *Magistrates (Criminal and General Division) Act 2019* will have a significant impact on the way police lodge and prosecute matters with the courts and increase the disclosure requirements. Police processes will change significantly and will be supported with comprehensive training for all members.

  Original allocation: $2.55 million

  Expenditure: $1.7 million

  Current status: Development of the new eCourts and eProsecutor systems is being led by DoJ through the Justice Connect Program. Tasmania Police continues to support DoJ with the development of a revised Program Implementation Plan, which is currently in draft form and being considered by stakeholders.

- **Forensic Register** is an upgrade of the current Forensic Register system to contemporise the Forensic Science Service Tasmania (FSST) Laboratory Information Management System (LIMS) database.

  Original allocation: $1.83 million

  Expenditure: $625,000

  Current status: Work was paused in 2025 when significant increases in both the projected implementation costs and ongoing software licensing fees associated with the external provider created a substantial funding gap.

  DPFEM has instead adopted a re-platforming approach, which will progressively replace legacy systems with a modern platform through staged releases. The approach will reduce operational, cyber and supportability risks while providing a more sustainable and flexible solution for the future. A project reset is underway to confirm scope, costs and delivery timeframes.

- **ESCAD Server Replacement Project** replaced the server supporting these critical policing systems.

  Original allocation: $2.9 million

  Expenditure: $2.65 million

  Current status: This project was completed in 2022. The complex work saw a more resilient and reliable solution including the adoption of the Microsoft SQL Server feature Always-on Availability Group.

- **Identity and Access Management Project** (IAM) scoped the work required to implement systems to manage the identity of DPFEM systems users, thereby ensuring that users are who they say they are and that they have appropriate and timely access to the systems and resources that they have permission to use.

  Original allocation: $400,000

  Expenditure: $370,000

  Current status:

  IAM was put on hold in 2024/25 once the initial scoping phase revealed that DPFEM would need to obtain additional funding that supports full estimated costs of the IAM Project, including estimated recurrent costs, which were significantly higher than anticipated. A different approach to identity and access management is being progressed through DPFEM Technology and Infrastructure's ongoing work program.

- **Project Recharge** aimed to deliver a replacement firearms management system with an online service for licence holders and dealers.

  Original allocation: $2 million

  Expenditure: $436,510

  Current status: After some work was undertaken to scope this project and gather business requirements for a new system, the project was superseded by the National Firearms Register Project announced in 2024, which is being delivered through joint Commonwealth funding and local contribution. The funds originally allocated to this project were reallocated to other Unify projects, primarily Project Link.

- In addition, the Unify funding has also funded additional resources to provide project management technical support, QA guidance oversight, reporting and monitoring for these priority systems and projects. The amount allocated to resourcing was $3.48 million which has been expended. Ongoing resourcing of these activities is being funded through each of the specific projects' funding arrangements and supported by existing staff allocations.

- The broader Unify program is currently subject to an Independent Review to determine what scope of work can be delivered within the remaining available budget. No additional funding requirement has been identified.

APPROVED/NOT APPROVED

Felix Ellis MP
Police, Fire and Emergency Management

Date: 3/7/2026