

# Department of State Growth

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Our Ref: MPR26/53/19

Hon Ruth Forrest MLC  
Chair  
Public Accounts Committee  
E-mail: ruth.forrest@parliament.tas.gov.au

Dear Chair

*Ruth.*

I am writing in relation to the Design Quality and Integrity Review Panel (the Panel) I am required to establish under Condition A9 of the *State Policies and Projects (Macquarie Point Precinct) Order 2025* (the Order).

To commence the establishment process, on 19 December 2025, I wrote to several key stakeholders who were identified by my department and sought their input on nominations for the Panel. In response to these letters, 28 nominations were received.

Following the closing date for nominations (9 January 2026) the Deputy Secretary, Strategy, Housing, Infrastructure and Planning within the Department of State Growth (State Growth), wrote to nominated individuals to verify their interest in being members of the Panel and to confirm their professional expertise. This resulted in:

- 17 nominees confirming their interest
- 10 declining the nomination
- 1 could not be contacted.

Subsequent to this, I undertook a review of the requirements as set out in the Order for the composition of the Panel and following a review of the pre-screening information and review of the nominees' curriculum vitae, nominees were ranked against six criteria including:

- 1 Demonstrated experience and expertise in reviewing design solutions and provision of constructive feedback on complex design issues.
- 2 Demonstrated experience and expertise in stadia and/or precinct development, including knowledge of the targeted design issues and relevant frameworks, policies and controls.
- 3 Demonstrated commitment to design excellence, standing reputation within the progression community and regard amongst professional peers.
- 4 Demonstrated experience working with large-scale commercial and/or public realm and infrastructure projects.
- 5 High level written, verbal and interpersonal communication skills to effectively provide feedback to the Secretary and Project proponent.

A sixth criterion was included in the process to be used as a balancing factor for consideration if required, which was:

- 6 Contribution to the creation of a balance and diverse panel representative of Australian demography.

From this process, I identified two nominees who met the mandatory requirements set out under the Order. A further five nominees were identified as appointable and further information was sought from these individuals. Based on the responses received, I confirmed the final three members of the Panel.

I am pleased to advise the Committee I have appointed the following people to serve on the Panel:

- Peter Poulet
  - Peter is the former Government Architect for New South Wales (NSW) and has significant experience in major projects. Peter was also previously the Central River City Commissioner, for the Greater Cities Commission and currently sits on the NSW State Design Review Panel.
- Alex O'Mara
  - Alex is a current Non-Executive Director, Place Management Board & Advisory Committee, Placemaking NSW with extensive experience across government, private, not-for-profit and academic sectors. Ms O'Mara has experience in major projects including as the Chair of the White Bay Power Station Adaptive Reuse Committee, and is a Commissioner on the NSW Independent Planning Commission
- Michael Rayner
  - Michael is a highly awarded architect and Director of Blight Rayner, known for leading major public, cultural and urban design projects in Australia and internationally. He has also been a member on Queensland's key urban design and city-shaping boards, including current membership of the Brisbane City Futures Board
  - Michael also fulfils the requirement under Condition A9 2(b)(iii) of the Order which requires a member of the Panel to have expertise in landscape architecture. Michael has extensive experience in landscape architecture projects, including the Thuringowa Riverway and Flinders Street Revitalisation project in Townsville, Mary's Place in Dalby and Newstead Riverpark in Brisbane.
- Scott Balmforth
  - Scott Balmforth is engaged through State Growth as the Strategic Architectural and Urban Design Adviser, a role the Tasmanian Government has committed to being part of the Panel. Scott's appointment also fulfills the requirements under Condition A9 2(b)(i) of the Order.
- Melissa Ford
  - Melissa Ford is the current Director of Heritage Tasmania and has been nominated by the organisation (through the Department of Natural Resources and Environment Tasmania) to be part of the Panel.
  - Melissa's appointment fulfills the requirement set out in Condition A9 2(b)(ii) of the Order.

All members have completed Conflict of Interest Declarations and Confidentiality Agreements in relation to the role on the Panel. I have also attached the Terms of Reference for the Committee's information and note that secretariat support for the Panel will be provided by officers from State Growth.

If you have any questions, please contact Andrew Johnson, Director – Office of the Secretary by email at [andrew.johnson@stategrowth.tas.gov.au](mailto:andrew.johnson@stategrowth.tas.gov.au)

Yours sincerely



Craig Limkin  
**Secretary**

5 March 2026

Enc: Design Quality and Integrity Review Panel – Terms of Reference

# Design Quality and Integrity Review Panel

## Terms of Reference

### Purpose

The role of the Design Quality and Integrity Review Panel is to provide independent, expert advice to ensure high-quality architectural, landscaping and urban design outcomes for the Macquarie Point Precinct Project. The Panel supports the government by advising the Proponent, the Secretary of the Department of State Growth and relevant regulators, helping to inform decision-making, enhance project outcomes, and promote transparency.

### Scope

- Provide independent advice to promote architectural, landscaping and urban design solutions that duly consider affordability, program and deliverability within the stated scope and site constraints.
- Provide advice to support the efficient completion of design development prior to the approval of relevant plans for the project.
- Review the architectural, landscaping and urban design solutions for the Project at agreed milestones during the design process.
- Provide feedback on aspects relevant to the Panel on development and operational interface of the Project.
- Mitigate risk by identifying design quality issues, with respect to solutions that consider affordability and deliverability.

### Responsibilities

The Panel must assist the Proponent in effectively finalising plans by:

- Reviewing architectural, landscaping, and urban design solutions at agreed milestones.
- Providing feedback prior to submission for approval on the following plans:
  - Public Domain and Landscaping Plan (B3)
  - Signage and Wayfinding Plan (B5)
  - Design Plans (B7).

The Panel must provide written feedback on relevant plans within 10 working days of receiving a request. Where feedback recommends changes to a plan, the Proponent is responsible for making both the feedback and its intended response publicly available.

#### General feedback requirements:

The Panel will also be required to provide feedback:

- To the Secretary on any matter where the Secretary must reach consensus with the Regulator, and which relates to the architectural, landscaping, or urban design solutions for the Project.

The Panel may also be asked to provide general feedback:

- To the Proponent or the Secretary on the development of the Project or in relation to a specific stage of works.

When requested the Panel must provide feedback within 28 days or within a timeframe agreed between the Panel and the Secretary.

## **Membership**

The Panel is to be comprised of at least three members, and no more than five members, including:

- a State Service officer or State Service employee, employed or engaged for the purposes of providing strategic advice on architecture or urban design;
- a person nominated by Heritage Tasmania, who has expertise in historic cultural heritage;
- a person with expertise in landscape architecture; and
- up to two further members.

Panel members must possess relevant expertise, as well as appropriate personal attributes, in order to perform their duties and responsibilities to a high standard. Panel members must collectively have experience in the following areas:

- Architecture
- Landscape architecture
- Urban design
- Historic cultural heritage
- design review of major public realm and infrastructure projects.

The Secretary of State Growth will appoint the Chair and members of the Panel.

Members will be appointed until Practical Completion of the Project and are:

- required to declare if they have a conflict of interest, real or perceived, and may not take part in any Panel meeting for which they have declared a conflict of interest; and
- subject to confidentiality and non-disclosure requirements; and
- required to agree to these terms of reference as part of their appointment to the Design Quality and Integrity Review Panel.

## **Meeting administration**

Panel meetings are to be held as required to undertake the responsibilities outlined above for the duration of the Project. Meetings may be held in person or online, depending on the requirements of Panel members.

The Department of State Growth will provide secretariat and administrative support for the Panel. This includes:

- scheduling meetings and circulating relevant documents and papers
- recording decisions and maintaining accurate records

## **Out of Scope**

- Detailed engineering or detailed technical instruction
- Audit or compliance services

## **Remuneration**

Other than a State Service Office or State Service Employee, Panel members will be paid in accordance with the following rates:

- Chairperson maximum rate - \$42,969 per annum
- Member maximum rate - \$25,189 per annum

Plus appropriate professional fees dependant on the time commitment required.

DRAFT