

PARLIAMENTARY STANDING COMMITTEE OF PUBLIC ACCOUNTS

- ▶ Independent Probity Advisor - State Policies and Projects (Macquarie Point Precinct) Order 2025 Statutory Rules 2025, No 49
- ▶ Meeting: 12 May 2026
- ▶ Overview of IPA role and actions

IPA Team Members: Andrew Harris, Steve Richards, Kevin Davey

Probity is the evidence of ethical behaviour and can be defined as complete and confirmed integrity, uprightness and honesty in a particular process.

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Conflicts of Interest and Concurrent Projects

We consider management of conflicts of interest to be a critical aspect of preserving probity on this project.

The IPA team has no current or anticipated conflicts of interest

The team monitors our activities and interests and update declarations, where appropriate.

This includes the interests of family and close associates.

IPA Team Current/Recently Concluded Projects

- ▶ Probity Advisor, DTF, Treasury Complex Re-Purposed (AH)
- ▶ Probity Advisor, DTF, Internal Audit Services (AH)
- ▶ Deep Dive Review, DSG, Common Ticketing System (SR/KD)
- ▶ Deep Dive Review, TT-Line, Terminal 3 Project (SR)

Imminent/Potential Projects

- ▶ Gate 3 Review, DPAC, New Youth Detention Centre (SR)

IPA Team Members - Steve Richards



- ▶ 25+ years of assurance review experience + financial and commercial analysis and public sector infrastructure policy
- ▶ Chairs the Expert Panel advising the New Zealand Infrastructure Commission on public and private sector business case submissions to the New Zealand Government's National Infrastructure Priority Program
- ▶ Accredited Gateway Reviewer - 200+ assurance/risk reviews covering transport, education, justice, health, education, sports, housing, water, and telecommunications sectors
- ▶ Extensive experience in procurement and transactions

IPA Team Members - Kevin Davey



- ▶ 15 years' experience in conducting assurance reviews, spanning government portfolios including Transport, ICT and emergency services
- ▶ ~40 Gateway reviews for Infrastructure NSW on a range of transport and ICT projects as both Review Team Leader and Review Team Member
- ▶ Project assurance reviews on the Australian Government's Inland Rail Interface Improvement Program, the Victorian North-East Link Tolling System project and the Victorian Department of Transport Next Generation Ticketing Project.
- ▶ Tasmania based

IPA Team Members - Andrew Harris

- ▶ Member of the Tasmanian Government Probity Adviser Directory
- ▶ 39 years' experience across public and private sectors
- ▶ Senior involvement in major sporting venue redevelopments
- ▶ Major project procurement and delivery leadership experience
- ▶ Accredited Gateway Reviewer since 2011
- ▶ Qualifications in government, procurement and contract management, project management and Australian Company Directors Course
- ▶ Tasmania based

IPA Contracted Role

(under contract to the Department of State Growth between January 2026 and January 2027)

Provide input on, and review, the Probity Plan

Prepare and submit a Conflict of Interest Management Plan

Attend meetings with the proponent/operator and regulators, including Tasmanian government officials

Prepare regular probity reports that assess compliance of the administrative decision-making process with the administrative requirements outlined in the Order

Provide proactive, expert advice during and in connection with the decision-making

Provide probity advice to the Principal

Assist the Principal with providing advice to support other Government committees in providing whole-of-government strategic oversight and policy advice

Distinction with MPDC Probity

Independent Probity Advisor

- Provide probity and assurance advice by monitoring and assessing project delivery to ensure that administrative decision-making processes are:
 - (a) compliant with the processes set out in the Order, and
 - (b) conducted with integrity, fairness and transparency.

Macquarie Point Development Corporation (Proponent)

- Procurement processes associated with the delivery of the Stadium, for example, the Principal Contractor
- Internal Proponent probity matters

Key Actions to Date

- ▶ Advice for the Secretary of DSG on the following Order decisions:

Completed

- Establishing the Design Quality and Integrity Review Panel (Condition A9)
- Roof Test Rig - Order Condition B1(h)

In-progress

- Staging Plan for Stages 1 and 2 - Order Condition B2
 - Definition of “Other” Preparatory Works - Order Condition B(1)(1)(m)
 - Excavation Plans (Road Reserve) - Order Conditions B12/B13
- ▶ Commenced meetings with regulators under the Order
 - ▶ Emergent advice - e.g. a potential Conflict of Interest for the A/Secretary of the Department of State Growth under Condition B2 arising from MoG changes (March 2026)
 - ▶ Prepared the Probity Plan (published) and the Conflict-of-Interest Management Plan (draft being finalised)

Governance

Our IPA activities are integrated into the governance structure:

- We attend monthly Macquarie Point Urban Renewal Oversight Committee meetings
- Regular engagement with the Oversight Committee Secretariat between meetings
- Regular meetings with the Proponent on timing of decisions
- Meetings with regulator groups under the Order
- Weekly meeting with Office of the A/Secretary, Department of State Growth
- Discussion with the Secretariat on operation of the Design Quality and Integrity Review Panel
- We have been provided with good access to documents relative to a decision
- We provide formal advice and assurance checklists for the A/Secretary of DSG

Our observation so far is we have seen participant commitment to governance principles of fairness, accountability, responsibility and transparency

Regulator Meetings

- ▶ The IPA team has conducted introductory meetings with third parties/regulators and decision-makers under the Order:
 - Minister for Aboriginal Affairs
 - Marine and Safety Tasmania
 - Environmental Protection Authority
 - TasWater
 - Department of Natural Resources and Environment Tasmania
 - Heritage Tasmania
 - Aboriginal Heritage Tasmania
 - TasPorts.
- ▶ Discussions at these initial meetings have been on processes for probity management, decision making, consultation
- ▶ We see these meetings as very important to establishing relationships in monitoring probity

IPA Probity Plan

- ▶ The IPA Probity Plan establishes the integrity framework for all administrative decisions made under the Order. The Plan has two parts.

Part A - Governance arrangements and guiding development, approval and implementation of Plans under the Order + responsibilities of parties

- ▶ Contrasts with project-level probity and MPDC assurance advisors

Part B - Specific actions and activities of the IPA

- ▶ Approval and probity checkpoints for decisions under the Order
- ▶ Managing emergent matters
- ▶ Reviewed quarterly or on material change, with updates made publicly available in line with the Order's transparency obligations
- ▶ Endorsed by the Oversight Committee
- ▶ Includes a Work Plan of IPA Activities
- ▶ Conservative risk appetite

Probity Plan Work Plan Actions

Actions By IPA Team

Real-time Probity Advice

Advice has been provided on:

- Establishment of Design Quality and Integrity Panel (A9)
- Terms of Reference and operations for the Panel (A9)
- Management of potential conflict of interest for A/Secretary of DSG on B2 Staging Plan
- Sequencing of Staging Plan approvals under B2 against B(1)(1)(m) definition of Preparatory Works
- The process for determinations by the Minister for Housing and Planning and A/Secretary under B1(1)(m).

Monitor Decision-Making Compliance Review compliance with administrative decision-making processes required under the Order

Formal probity certification reports to DSG on:

- Establishment of the Design Panel (A9)
- Roof Test Rig (B1)

Currently working on the following draft probity certification reports to DSG:

- Stage 1 and 2 Staging Plans (B2)
- Definition of Preparatory Works (B1(1)(m))
- Excavation Plans (Road Reserves) (B12/B13)
- Scope of Dilapidation Survey (C5)
- Unanticipated Discovery Plan (AH5)

Probity Issues Register

Established and current

Probity Advice Log

Established and current

Probity Induction & Training

Training/Induction offered to regulators under the Order

Conflicts of Interest Register & Management

- Draft Conflict of Interest Management Plan prepared
- Worked with DPAC on COI Register for Oversight Committee
- Declarations of Conflict of Interest as a standing item for Oversight Committee meetings
- Engagement with regulators on COI management

Probity Plan Work Plan Actions Cont'd

Actions By IPA Team

Spot Checks / Assurance Activities	-	A6 CEMP yet to be submitted for consultation
	-	Groups to be consulted include are the Baha'i Centre of Learning; Federal Group; HCC; RSL; TSO; TasPorts; UTAS
Review Document Approvals (A1-A4)	-	Ongoing monitoring of A1-A4 conditions in advice
Review of Plans Under Order Approval/Hold Points	-	Yet to be required. CEMP is first plan anticipated under the current programme
Probity Breach Management Oversight	-	No identified breaches as of 6 May 2026
Assurance & Gatekeeping Inputs	-	Engagement undertaken with ITAS/DSG in April 2026 on incorporation of probity checks into schedule of assurance of the project - Gate Reviews, Deep Dives, Health Checks
Consultation Integrity Checks	-	Processes and decisions have been assessed for compliance with the Order. Consultation requirements have been met to date
Escalation & Change Control Management	-	No material changes to major project parameters advised or identified to IPA as at 6 May 2026
Information Security & Publication Compliance	-	Ongoing discussions with DSG regarding compliance with A3 requirements for relevant documents

Initial Observations

- ▶ No substantive probity issues in actions under the Order to date- ie confidentiality, conflict of interest, bias, transparency
- ▶ Strong commitment to compliance, probity and due process from the OC, DSG and regulators under the Order
- ▶ The Order does not appear to permit decision-makers to recuse themselves or delegate decisions to mitigate conflicts
- ▶ The Order does not envisage conditions on decisions
- ▶ Decisions should be subject to individual assessment and recording - i.e. omnibus Staging Plans 1&2
- ▶ Early inclusion of IPA in processes assists our processes
- ▶ Consultation by DSG to date has exceeded Order requirements

Potential risks to Probity and Assurance

- **Complexity** in documentation/plans - ie Construction Environment Management Plan (CEMP) with over 15 subordinate plans, conditions and six regulators under the Order
- **Concurrency** in plans & decisions - CEMP, Dilapidation Survey, Excavation Plans, Staging Plans (Stages 1 &2), Preparatory Works Definition, Construction Traffic Management Plan
- **Time pressure** to approve all above docs by end of July 2026
- **Capacity and capability of regulators** to consider and respond - and for views to be incorporated
- **Conflict of interest** - through roles for decision-makers and agencies and for participants at personal level
- **Consistency** of interpretation of the Order across agencies

Next Steps

- ▶ Continued regulator and stakeholder engagement
- ▶ Continue to implement Probity Plan's work plan
- ▶ COI Management Plan implementation
- ▶ Establishment of coordinated COI management
- ▶ Preparation for decisions under:
 - Construction Environment Management Plan (under C2)
 - Construction Traffic Management Plan (C3/C4)
 - Staging Plans for Stages 1&2 (B2)
 - Dilapidation Survey (C5)
 - Excavation Plans - Road Reserves (B12/B13)
- ▶ Respond to any requirements established by PAC

Understanding PAC Requirements

- ▶ Committee priorities and requirements
- ▶ Reporting - type, format, focus, content and cadence
- ▶ Documentation submission
- ▶ Interaction and communication

Thank you for your time