



# Macquarie Point Multipurpose Stadium

## Governance, Oversight and Assurance Framework

November 2025 (Version 2.0)

# 1. Introduction

## 1.1. Background

The Macquarie Point Multipurpose Stadium is a significant infrastructure project, with strong community interest. The Government is committed to delivering this project in a responsible, transparent and accountable manner. Our goal is to deliver the best value project for the benefit of the Tasmanian community.

## 1.2. Objectives

- **Transparency and Accountability**  
Provide clear visibility of governance arrangements, decision-making processes, and project progress to the Tasmanian community and stakeholders.
- **Robust Oversight and Assurance**  
Ensure rigorous control of project budget, adherence to delivery timelines, and compliance with quality standards throughout the project's lifecycle.
- **Compliance and Integrity**  
Ensure adherence to the State Policies and Projects (Macquarie Point Precinct) Order 2025 and other legislation (e.g. *Financial Management Act 2016*) and policies (e.g. Buy Local Policy) which apply to large infrastructure projects.
- **Risk Management and Assurance**  
Identify and manage project and program risk to ensure project objectives can be successfully delivered.
- **Informed Decision-Making**  
Support government and project leaders with timely, accurate information and assurance advice to enable decision making.
- **Continuous Improvement**  
Promote learning and best practice by monitoring performance, sharing insights, and refining governance and assurance processes over time.

## 1.3. Governance, Oversight and Assurance Framework – overview

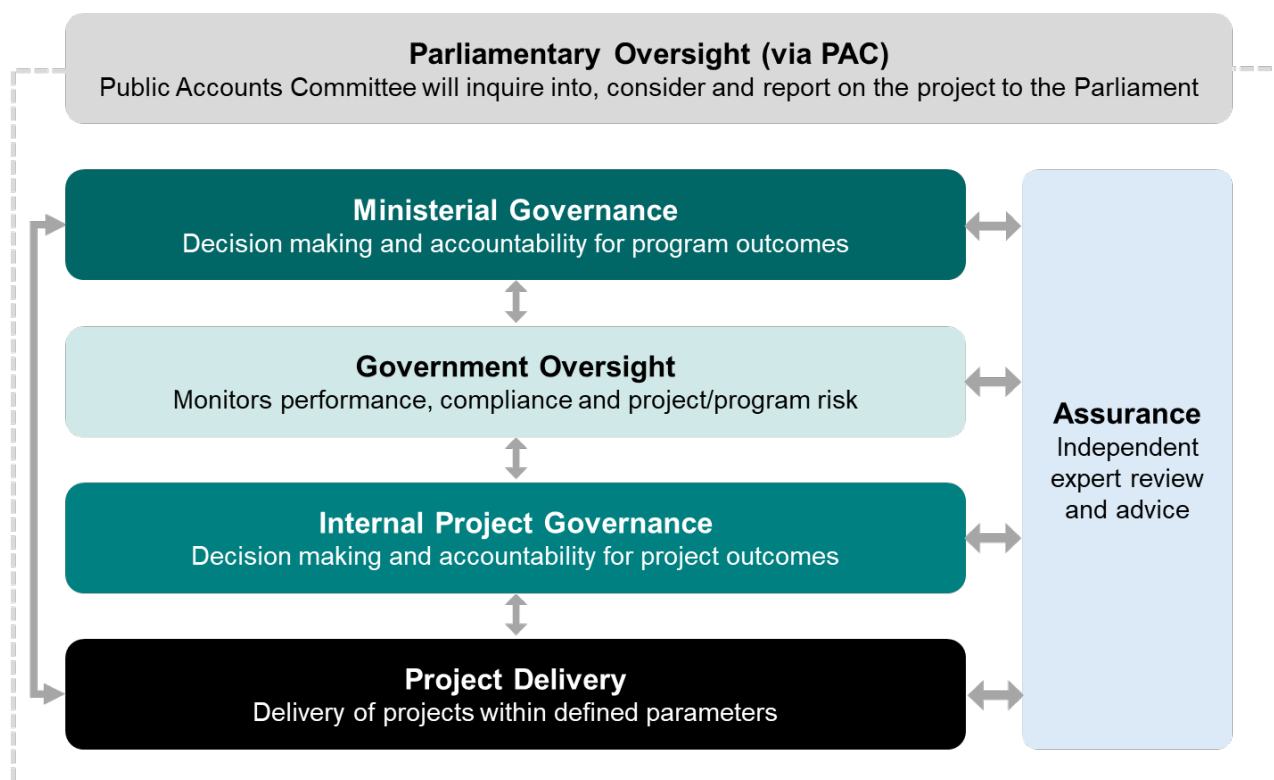
The Governance, Oversight and Assurance Framework, detailed in this framework, provides a structured approach to managing the Macquarie Point Multipurpose Stadium (the stadium) project. It clarifies the relationship between **governance**, which sets the rules and decision-making authority; **oversight**, which monitors compliance and performance; and **assurance**, which delivers independent validation of project health and readiness.



This framework aims to strike the right balance between robust oversight and assurance and maintenance of the operational autonomy that Macquarie Point Development Corporation need to deliver the project effectively and efficiently.

A high-level overview of the framework is depicted below, with a more detailed diagram at Appendix 1.

**Diagram 1 – Governance, Oversight and Assurance Framework Overview**



## 2. Project Delivery

Macquarie Point Development Corporation (MPDC) is responsible for delivering the stadium as part of its statutory function to redevelop the Macquarie Point site.

Within the limits of the *Macquarie Point Development Corporation Act 2012* and other relevant legislation and policies, MPDC is broadly responsible for:

- managing the delivery of the stadium in accordance with Cabinet-endorsed project parameters (see next section);

- managing procurement and the direct engagement of the consultants and contractors for the delivery of the stadium (in accordance with relevant Treasurer's Instructions<sup>1</sup>);
- meeting all conditions of the State Policies and Projects (Macquarie Point Precinct) Order 2025 for the construction of the stadium;
- managing the rectification of defects during the relevant defects liability period;
- progressing all value management options in agreement with Stadiums Tasmania;
- establishing and implementing a stakeholder and communications plan, in collaboration with Stadiums Tasmania;
- identifying, assessing and providing advice through the Government governance and oversight structure with respect to any requested user changes; and
- ensuring stakeholder views are captured in advice to the Tasmanian Government through the Governance, Oversight and Assurance Framework.

## 2.1. Project Parameters

While project oversight is important, it is essential that it is enabling and not unnecessarily restrictive. A key part of this framework, is the establishment of project parameters. These parameters (to be endorsed by Cabinet) are intended to guide the delivery of the stadium. Provided the project remains within its defined parameters, MPDC is fully authorised to proceed with delivery.

The project parameters for the stadium project will be finalised following final approval of the [State Policies and Projects \(Macquarie Point Precinct\) Order 2025](#) by the Tasmanian Parliament and will confirm:

- clear and measurable project objectives;
- the scope of the project;
- how the project links, and integrates, with the broader Macquarie Point urban renewal program;
- the project budget and sources of funding;
- project constraints and risks; and

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<sup>1</sup> As specified in s40 of the MPDC Act, the Treasurer's Instructions issued under the *Financial Management Act 2016* (FMA) apply to the Corporation as if it were an Agency within the meaning of the FMA.

- project governance (including reporting and assurance).

The Oversight Committee will still maintain visibility of project delivery through regular reporting (see Section 10: Monitoring and Reporting).

### 2.1.1. Change requests and risk management

Any material changes to the approved parameters, such as adjustments to scope, schedule, quality or budget, must be escalated through the governance and oversight structure for review and approval. Table 1 provides an overview of the pathway, with further information provided on page 11-13 of this document.

**Table 1 - Escalation pathway for changes to project parameters**

Level	Role	Responsibility
1	MPDC (via MPDC Board)	Identify proposed change and materiality. Prepare justification and impact analysis.
2	Macquarie Point Urban Renewal Oversight Committee	Review proposed change, assess risks, and determine if escalation to Cabinet Committee is required. If escalation is required, make recommendations to Cabinet Committee.
3a	Macquarie Point Urban Renewal Cabinet Committee	Consider recommendation from Oversight Committee. Endorse or escalate to Cabinet for final decision.
3b	Cabinet	Approve or reject changes to Project Parameters. Confirm revised parameters.

The project parameters also support stringent risk management – risks will be reported and mitigations assessed at each level of governance and material changes to risks or new risks will be escalated for early visibility.

## 3. Internal Project Governance

MPDC has robust internal governance arrangements in place to support the delivery of the stadium within the endorsed project parameters.

MPDC's internal governance framework establishes clear decision-making pathways, well-defined roles and responsibilities, and robust controls to ensure successful project delivery in alignment with MPDC's strategic objectives and statutory obligations.

Ultimate project delivery responsibility rests with the MPDC Board, as established under the *Macquarie Point Development Corporation Act 2012*. The Board brings together extensive expertise in governance, infrastructure development, economic strategy, and community engagement, with members who have led major government initiatives and complex projects across Tasmania. Profiles of the current Board members are available on [MPDC's website](#).

MPDC are currently finalising a Governance Management Plan<sup>2</sup>, which will outline how MPDC's internal governance aligns with this Governance, Oversight and Assurance Framework. This integration ensures that internal controls and obligations connect seamlessly with government oversight and assurance mechanisms.

### **3.1. Independent review and assurance**

MPDC brings in external expert advice into the project as required, providing assurance to its Board. This includes:

- Independent project quality reviews – MPDC has specifically engaged Scyne Advisory to perform adhoc reviews on procurement documentation and key management plans, noting its expertise and experience in with large infrastructure projects, including stadia.
- Design/technical quality review – MPDC has engaged several independent design experts, which has included peer reviews at key stages throughout the design process, and will continue to seek third party advice from these. These include Arup and Chalmers Sports Architecture.
- Probity advisor - compliance of procurement process with the Treasurer's Instructions and general good procurement practice is through the engagement of a probity advisor.

### **3.2. Project Direction**

#### **3.2.1. Stadium Steering Committee**

The Macquarie Point Multipurpose Stadium Steering Committee (Steering Committee) provides strategic leadership and oversight for the delivery of the stadium and provides a forum for officials, delivery partners and key stakeholders to inform the decision-making process. The Steering Committee is also given formal standing under the [Club Funding and Development Agreement \(CFDA\)](#).

The membership of this committee currently includes:

- MPDC
- Stadiums Tasmania
- Department of State Growth
- Department of Premier and Cabinet,
- Department of Treasury and Finance
- AFL, Executive General Manager Finance, Clubs and Infrastructure

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<sup>2</sup> This Plan is due to be considered by the MPDC Board in mid-Dec 2025.

- Department of Infrastructure, Transport, Regional Development, Communications and the Arts: Director, Partnership Program Branch

Terms of reference for the Steering Committee are currently being reviewed<sup>3</sup>, noting that revised terms of reference will also need to be agreed to by the AFL in accordance with the CFDA.

## 4. Project Independent Assurance

### 4.1. Infrastructure Tasmania Project Assurance Framework

The stadium will be subject to the [Infrastructure Tasmania \(ITas\) Project Assurance Framework](#). The framework provides a structured approach for independent third-party specialist reviewers to assess the health and viability of projects at key stages of a project's lifecycle.

The ITas framework is based on best practice models from other jurisdictions (including Infrastructure NSW). ITas ensures that its project assurance process is unbiased and objective. Reviews are conducted by reviewers who are sufficiently independent from projects and programs.

ITas assurance reviews process includes:

- **Gate Reviews:** Short, focused, independent expert review at key decision points. Highlights risks and issues that may threaten successful delivery; provides recommendations to assist delivery.
- **Health check:** Independent review to identify emerging issues between gates to assess the health of project in current phase.
- **Deep dives:** Can be conducted at any time to consider specific or technical issues that may impact a project and provide in-depth analysis and advice.

MPDC has been, and will continue to, use this framework for the stadium project.

The ITas framework uses gates to identify key stages in projects and readiness. The relevant gates for the implementation of the stadium project are:

- Procurement – Gate 3: Readiness for market; Gate 4: Tender evaluation
- Execute – Gate 5: Readiness for service
- Close – Gate 6: Benefits realisation

In addition, health checks and deep dives will be utilised at regular intervals with a focus on budget, contingency management, design resolution and high-risk

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<sup>3</sup> As per the Heads of Agreement signed on 23 November 2025, Cricket Tasmania and Cricket Australia are to be included in key governance groups for the stadium.

procurement elements. These can be requested by the Minister, Cabinet or Oversight Committee at any time.

The recommendations of these reviews need to be kept confidential (for commercial reasons) but 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).



**Diagram 2: Infrastructure Tasmania Project Assurance Framework - Activities across the project lifecycle**

Project phase	Initiate	Plan and development		Procurement		Execute	Close
Lifecycle phase	Establish mandate	Strategic analysis	Investment decision	Prepare for market	Competitive procurement	Award contract and delivery	Completion
Gate reviews	Gate 0 Project registration	Gate 1 Project justification	Gate 2 Business case	Gate 3 Readiness for market	Gate 4 Tender evaluation	Gate 5 Readiness for service	Gate 6 Benefits realisation
Health checks	Development			Procurement		Delivery	
Deep dives	Technical and specific scope as required						
Senior Responsible Officer	Sponsor agency			Delivery agency			
							Asset manager / owner operator

Source: Project Assurance Framework – Infrastructure Tasmania, 2025.

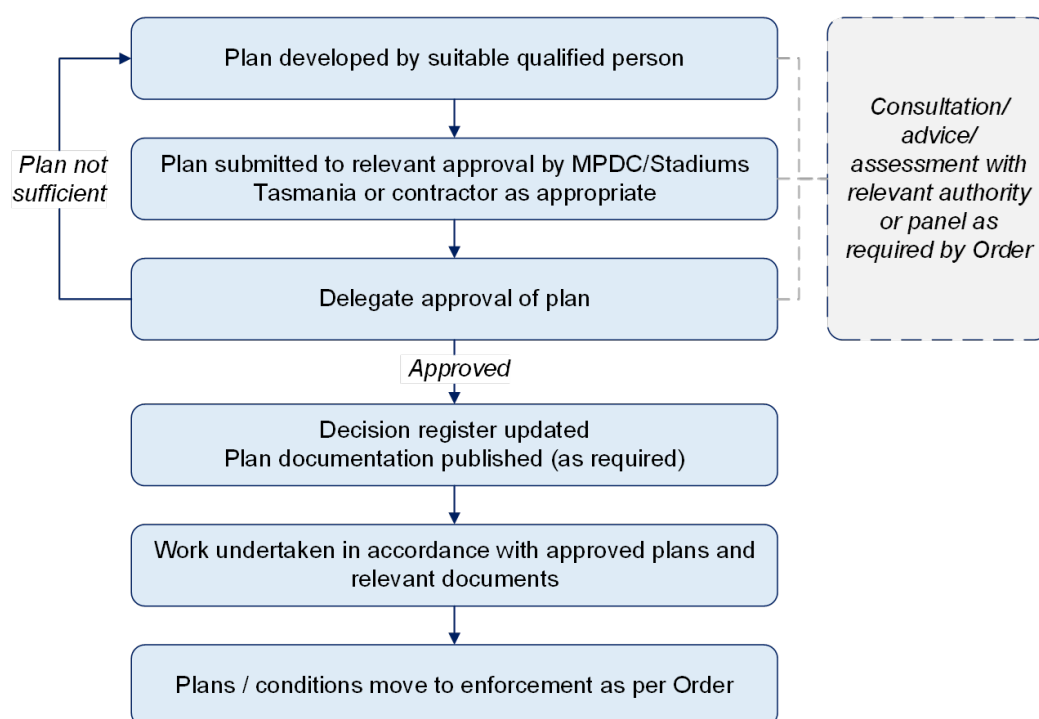
Project is here:  
Gate 3 complete

## 5. State Policies and Projects (Macquarie Point Precinct) Order 2025

The State Policies and Projects (Macquarie Point Precinct) Order 2025 (the Order) sets out the conditions under which the stadium development must occur and ensures that the project meets Tasmania's standards for planning, heritage, environment, and community engagement.

These conditions cover a wide range of requirements including detailed plans for matters such as design, construction, heritage and environmental management and operational arrangements. Compliance with the Order will be underpinned by a structured system of plans, approvals, and enforcement mechanisms.

**Diagram 3 - Plan approval process**



### 5.1. Probity Plan

Subject to parliamentary approval of the Order a probity plan will be developed outlining compliance and administrative requirements set out in the Order. This plan will be made publicly available within 60 days of the Order coming into effect, or before the first plan required by the Order is approved, whichever is sooner.

#### 5.1.1. Probity Advisor

An independent probity advisor will be appointed to monitor and assess compliance with the administrative decision-making processes set out in the Order.

The advisor will monitor compliance with the administrative requirements set out in the Order and offer proactive guidance on probity issues throughout the project lifecycle. This role will ensure that all administrative decision-making processes are compliant and are conducted with integrity, fairness, and transparency thereby maintaining public confidence.

The probity advisor will operate independently of the project team and report directly to Macquarie Point Urban Renewal Oversight Committee (see section 6.1).

Reports from the independent probity advisor will be made available to the Public Accounts Committee of Parliament, reinforcing accountability and transparency in the delivery of this significant infrastructure project.

## **5.2. Design Quality and Integrity Review Panel**

The Tasmanian Government is committed to ensuring the stadium's final design meets high architectural, landscape and urban design standards. To this end, the Order includes a condition to establish a Design Quality and Integrity Review Panel (the panel).

This independent panel must collectively have experience in architecture, landscape architecture, urban design, historic cultural heritage and design review of major public realm and infrastructure projects.

The purpose of the panel is to review the architectural, landscaping and urban design solutions for the Project at the earliest opportunity during the design process. The panel will also provide feedback to MPDC to assist in the effective finalisation of design prior to the approval of the Public Domain and Landscaping Plan; and Signage and Wayfinding Plan; and Design Plans.

Additional information on the panel is found in condition A9 (Schedule 1, clause 10) of the Order.

# **6. Macquarie Point Urban Renewal Oversight**

The Tasmanian Government is committed to ensuring robust oversight and governance of the stadium project to maximise the likelihood of delivery occurring within agreed time, cost and quality (TCQ) parameters.

## **6.1. Macquarie Point Urban Renewal Oversight Committee**

The purpose of the Macquarie Point Urban Renewal Oversight Committee is to provide whole-of-government strategic oversight and policy advice to the Macquarie Cabinet Committee on core urban renewal of Macquarie Point projects, including the stadium and progress against the CFDA.

The committee coordinates across all program-level activities for Macquarie Point Urban Renewal under delegation from the Cabinet Committee.

The Oversight Committee is comprised of the following members:

- Secretary, Department of Premier and Cabinet (Chair)
- Secretary, Department of Treasury and Finance (Deputy Chair)
- Secretary, Department of State Growth
- Crown Solicitor, Office of the Crown Solicitor (advisory member).

Officials from relevant agencies and entities are to attend as required and at the discretion of the Chair. This may include Government Agency representatives and project delivery representatives from MPDC, Stadiums Tas and TasPorts. Cricket Tasmania and the Tasmania Devils may also be invited to attend for relevant agenda items.

## **7. Ministerial Oversight**

### **7.1. Minister for Macquarie Point Urban Renewal**

In June 2025, the Government established a standalone Macquarie Point Urban Renewal portfolio. The Hon Eric Abetz MP is the inaugural Minister for Macquarie Point Urban Renewal.

The Ministerial Charter Letter includes the delivery of the stadium and Urban Renewal Project, with works underway in quarter one 2026.

### **7.2. Macquarie Point Urban Renew Cabinet Committee**

The purpose of the Macquarie Point Urban Renewal Committee of Cabinet (Cabinet Committee) is to oversee the strategic coordination of the core urban renewal of Macquarie Point projects including the stadium. This also includes monitoring delivery progress against the CFDA.

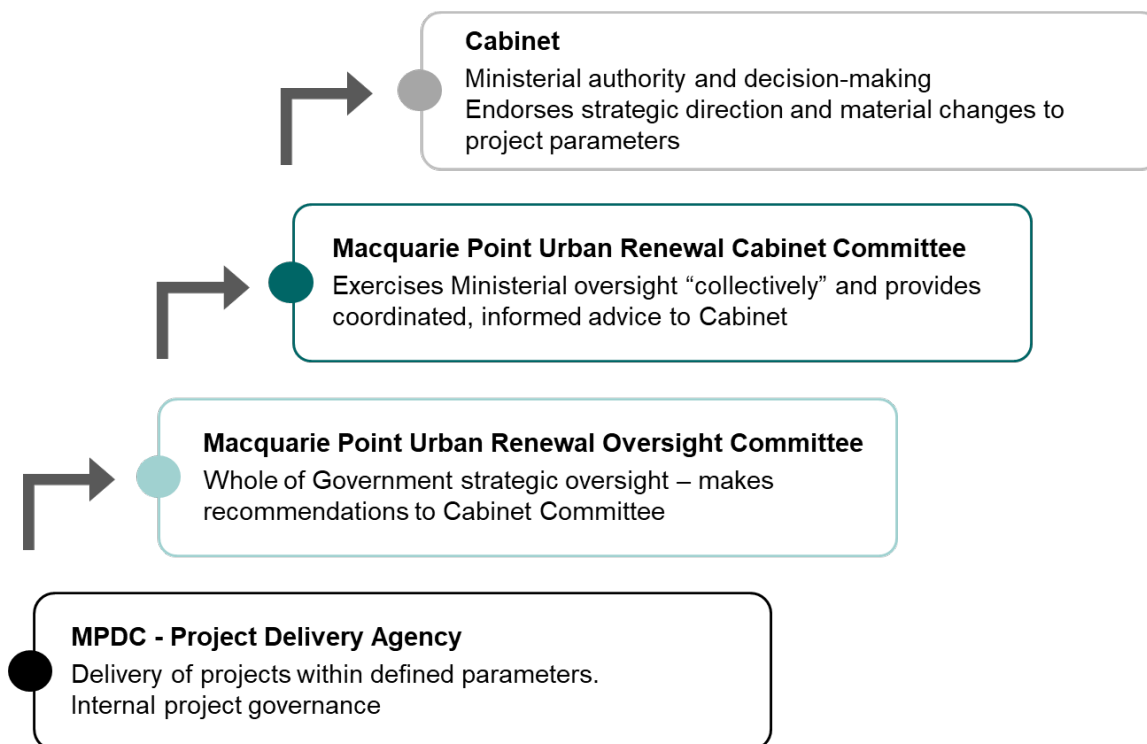
The committee exercises Ministerial oversight “collectively” and provides coordinated, informed advice to Cabinet.

The Cabinet Committee is comprised of the following members:

- Treasurer and Minister for Macquarie Point Urban Renewal (Chair);
- Premier;
- Minister for Sport; and
- Minister for Infrastructure and Transport.

Officials from relevant agencies and entities are to attend in an advisory capacity as required and at the discretion of the Chair. This may include Macquarie Point Urban Renewal Oversight Committee members and project delivery representatives from MPDC, Stadiums Tas and TasPorts.

**Diagram 4 - Macquarie Point Urban Renewal Governance Model Overview**



## 8. Parliamentary Oversight

### 8.1. Parliamentary Standing Committee of Public Accounts

The Public Accounts Committee (the PAC) is a Joint Standing Committee of the Tasmanian Parliament constituted under the *Public Accounts Committee Act 1970*. The Committee currently comprises six Members of Parliament; three from the Legislative Council and three from the House of Assembly.<sup>4</sup>

On 24 September 2025, the House of Assembly formally referred the stadium project to the PAC for inquiry and reporting. Further information can be found [here](#).

Under this referral, the PAC’s role is to inquire into and report upon:

<sup>4</sup> It should be noted that membership may be expanded if the Public Accounts Committee Amendment Bill 2025 passes through the Legislative Council.



- the adherence of the Tasmanian Government, MPDC and other entities to all announced delivery schedules and budgets regarding the Macquarie Point Stadium project, should the project be approved by the Parliament;
- options to minimise delays and reduce additional expenses for taxpayers;
- the appropriateness of the project's oversight and governance arrangements; and
- any other matters incidental thereto.

The PAC plays an important role in the oversight of Tasmania's public sector finances. In the context of this project, its role is intended to strengthen both accountability and transparency.

The PAC has wide-reaching powers under the *Public Accounts Committee Act 1970*. It can publish its own reports and hold public hearings – providing information directly to members of the public. The PAC also has a direct relationship with the Auditor-General and can refer matters to the Auditor-General that it determines warrants consideration.

## **9. Oversight focus area - cost control**

The stadium represents a significant investment. The Government has a high degree of confidence in the \$1.13 billion budget, noting that it is based on the P90 figure from a professional quantity surveyor and includes appropriate contingencies to capture any future fluctuations due to changes to construction material prices or the realisation of project risks. To minimise the risk of cost escalation, the Government is committed to implementing robust cost containment measures throughout the project lifecycle.

### **9.1. Comprehensive Oversight**

Clear governance arrangements outlined in this framework will ensure rigorous monitoring and management of actual and projected expenditure. Oversight will extend from procurement through to delivery, providing transparency and accountability for costs against the approved budget.

The project parameters agreed by Cabinet will include the total budget for the project, including industry best-practice provisions for project contingencies, escalation allowances and client contingencies. Any changes to the parameters will require Cabinet agreement, with a strong focus on scope and value management to ensure that the project is delivered within the agreed budget.

Specific process that will regularly test the adequacy of the budget, expenditure and the health of contingencies includes external experts engaged by MDPC, Gateway Reviews conducted as part of the ITas' Project Assurance Framework, and regular reporting to the Oversight Committee, Cabinet Committee and Parliamentary Standing Committee of Public Accounts.

## **9.2. Embedded Value Management**

MPDC has been working with expert consultants and stadium users throughout the design process to ensure that costs have been constrained. A further round of value management will be undertaken with the lead contractor during the final stages of the design of the stadium.

# **10. Monitoring and Reporting**

This framework is underpinned by regular monitoring and reporting. This proactive reporting supports early issues identification and risk mitigation.

## **10.1. Ministerial Expectations Report**

MPDC will continue to provide quarterly progress reports to the Minister against any Statement of Expectations that are issued.

## **10.2. MPDC Board Reporting**

Specific to the stadium project, MPDC compiles monthly reports which include details on completed and upcoming project activities, user engagement, program schedules, risk reporting, financial data and project changes.

These monthly reports are submitted to, and endorsed by, MDPC's Board before progressing to the Oversight Committee where committee members are provided the opportunity to ask questions and seek further updates as required.

The Oversight Committee has a key role in ensuring that the project remains within the Cabinet endorsed project parameters. If the Oversight Committee has concerns about aspects of the project it can:

- Ask MPDC to provide a further paper/further information to the Committee out-of-session or at a future meeting (depending on urgency);
- Request a specific piece of work be commissioned (e.g. deep dive – see section 4).
- Make a recommendation to the Cabinet Committee with the aim of mitigating identified risks. This could include changes to governance, reporting schedules, etc.

The course of action selected will depend on the particulars of the matter, however the Committee operates under the escalation principles outlined in the Governance model (diagram 4, p. 13).

### **10.3. PAC Reporting**

The PAC will receive quarterly reports on the project – these reports will include a snapshot of the same information included in the monthly reports mentioned above.

These reports will need to be provided to the PAC confidentially, largely due to the commercial sensitivity of information contained within.

### **10.4. Public Reporting**

The Government recognises the broader community's interest in the project, and right to information about how the project is tracking.

MPDC provide a number of public reports aligned to statutory requirements and Government policy including but not limited to annual reports, corporate plans, procurement reporting, gifts benefits and hospitality. 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.

## **11. Framework review**

This framework is a living document and will be reviewed and updated as the stadium project progresses, ensuring it remains relevant and responsive to emerging risks, governance requirements, and assurance needs

# Attachment A: Macquarie Point Multipurpose Stadium – Project Governance Structure

