



PREMIER OF TASMANIA

3 SEP 2025

The Hon. Jane Howlett MP
Minister for Tourism, Hospitality and Events
Minister for Racing
Minister for Women and the Prevention of Family Violence

Dear Ms Howlett *Jane*

MINISTERIAL STATEMENT OF EXPECTATIONS

Congratulations on your recent appointment as Minister for Tourism, Hospitality and Events, Minister for Racing, and Minister for Women and the Prevention of Family Violence.

Our Government must remain focused on delivery to keep Tasmania moving forward with certainty, stability, and efficiency.

The Tasmanian people have elected a minority Parliament, and a new approach is essential to make it work effectively. Communication and collaboration with the Crossbench and all MPs, both in the House of Assembly and the Legislative Council, will be critical, and I want you to play a positive, proactive role in ensuring this Parliament functions for the full four-year term.

I have attached the draft Foundations of Stability document, which includes the establishment of a ministerial engagement protocol. I encourage you to review this document and consider how you, as Minister, can actively contribute to and participate in that protocol.

Our Government remains absolutely committed to fully implementing all Commission of Inquiry recommendations. Your role in the timely implementation of these recommendations will help make a difference for the safety of children and young people now and into the future, and I ask that you give these recommendations your priority focus.

Furthermore, I would appreciate it if you prioritised and focus on the below goals and objectives:

- Back the Hospitality and Tourism industries as the cornerstone of our economy, lifestyle and global brand.
- Continue to deliver Tasmania's 2030 Visitor Economy Strategy.
- Integrate Tourism Tasmania and Events Tasmania to create a high-performing, future-focused entity that drives year-round visitation.
- Make changes to the Aviation Attraction Fund within 100 days to unlock thousands more airline seats to Tasmania.
- Continue to deliver on the comprehensive tourism and hospitality support package in recognition of the delays to the operational launch of the new Spirit of Tasmania vessels.
- Work with the Treasurer and industry representatives to cut red tape, modernise the liquor licensing framework and streamline permits for festivals and events to support jobs and growth in the tourism, hospitality and events sector.
- Continue work with the racing industry to negotiate the next 20-year Racing Deed to ensure the financial stability of the industry to deliver strong thoroughbred and harness codes, while ensuring support for participants and animal welfare outcomes from the phase out of greyhound racing by 2029.

- Continue to work towards ending gender-based violence through the implementation of Tasmania's Third Family and Sexual Violence Action Plan.

It is incumbent on every Minister to ensure that they are operating within their Budget allocations and to ensure their agencies are performing efficiently and productively.

I look forward to meeting with you regularly to assess progress in meeting these goals.

In addition to the above, I note that we have released our plan for the First 100 days of a re-elected Liberal Minority Government. I ask that we continue to drive the delivery of these plans that provide the public with regular updates on our Government's achievements.

I expect a strong commitment from you to travel to every corner of our State, meeting people and stakeholders in each area of your responsibilities.

Notwithstanding the above, it is also very important to never forget the people who have enabled you to have the privilege of such responsibility, your electorate. Every effort must be made to remain committed and connected to your electorate and the people of Lyons.

My Office looks forward to collaborating with your team to ensure we collectively deliver on our Government's strategic objectives. Further, we would like to collectively reassess any areas within your responsibilities that may not be meeting our Government's strategic objectives so that our efforts can be focussed on meeting the above goals.

Governance and behavioural expectations

As a Government, we commit to uphold the highest standards of public office and to act honestly, professionally and with accountability in the performance of our duties. Serving our State as a member of our Cabinet is both a privilege and a responsibility.

The attached documents are relevant to your Ministerial responsibilities. I urge you to familiarise yourself with these documents and your obligations and responsibilities contained therein:

1. Conflicts of Interest Declaration Form;
2. Code of Conduct for Ministers;
3. Code of Conduct for Ministers – Guidance Notes;
4. Code of Conduct for Ministers – Receipt and Giving of Gifts Policy; and
5. Tasmanian Government Lobbying Code of Conduct.

The Code of Conduct for Ministers requires each Minister to disclose to me as Premier any actual, potential or perceived conflicts of interest between their personal interests and their official duties. I would be grateful if you could provide your urgent advice in relation to the Ministerial portfolios listed above by completing and returning to me the attached declaration form (Attachment 1).

The Parliamentary (Disclosure of Interests) Act 1996 requires that all persons who become a Member lodge a Register of Interests. In addition, the relevant agencies in your portfolio will contact your office about delegating your functions and powers under section 24 of the Right to Information Act 2009 to officers in agencies.

The legislation you are required to administer in your portfolios and the Departments responsible to you for that administration are outlined in the Administrative Arrangements Order 2025 available at <https://www.legislation.tas.gov.au/>.

I look forward to working with you towards Tasmania as a place where everyone feels valued, included, encouraged and supported to be the best they can be. My team and I are here to support

you and your office and can provide any assistance you may require in progressing toward our shared goals and objectives.

Congratulations again on your appointment, and I look forward to working with you to deliver for all Tasmanians.

Yours sincerely

A handwritten signature in black ink, appearing to read 'Jeremy Rockliff', written in a cursive style.

Jeremy Rockliff MP
Premier

Attachments:

1. Foundations of Stability Document
2. Conflicts of Interest Declaration Form
3. Code of Conduct for Ministers
4. Code of Conduct for Ministers: Guidance Notes
5. Code of Conduct for Ministers – Receipt and Giving of Gifts Policy
6. Tasmanian Government Lobbying Code of Conduct