



2024

Parliament of Tasmania

LEGISLATIVE COUNCIL GOVERNMENT ADMINISTRATION COMMITTEE A

SHORT INQUIRY PROCESS REPORT

ON

THE OPERATIONS OF TASMANIAN PORTS CORPORATION PTY LTD

Members of the Committee Inquiry:

Hon Ruth Forrest MLC (Chair)

Hon Dean Harriss MLC

Hon Sarah Lovell MLC

Hon Bec Thomas MLC (from 21 May 2024)

Hon Kerry Vincent MLC (from 21 May 2024)

Hon Luke Edmunds MLC (until 14 February 2024)

Hon Mike Gaffney MLC (until 14 February 2024)

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ABBREVIATIONS

AAD	Australian Antarctic Division
AAP	Australian Antarctic Program
ABC	Australian Broadcasting Corporation
ACCC	Australian Competition & Consumer Commission
CRM	Customer Records Management
EAP	Employee Assistance Program
GBE	Government Business Enterprise
GIS	Geographical Information System
MAST	Marine and Safety Tasmania
OCI	Organisational Cultural Index
SIP	Short Inquiry Process
SOC	State-Owned Company
VTs	Vessel Traffic Services
WSCAM	Wharf Structures Condition Assessment Manual

EXECUTIVE SUMMARY

TasPorts is a State-Owned Company (SOC) and is established under the *Tasmanian Ports Corporation Act 2005* (the Act) and operates under a governance framework that adheres to the Act, ASX Corporate Governance Principles and the Tasmanian Government's Government Business Governance Framework.

The evidence suggests that while this framework is in place, there may be gaps in the practical application of these principles and acknowledgement of the importance of transparency and reporting both to Shareholder Ministers and the Parliament.

The 2023 scrutiny undertaken by the Legislative Council Government Businesses Scrutiny Committee highlighted potential deficiencies in transparency and accountability.

Further scrutiny was deemed necessary, primarily as a result of TasPorts not fully meeting expectations regarding the disclosure of material information or the management of strategic risks. This raised questions about the effectiveness of its corporate governance in practice, particularly in managing its relationship with the government and its customers.

The Committee firstly recommends Shareholder Ministers take a proactive approach to ensure TasPorts adhere to the requirements of the *Tasmanian Ports Corporation Act 2005* and ASX Corporate Governance Principles, and the Tasmanian Government Business Governance Framework.

Secondly the Committee recommends the Shareholder Ministers ensure TasPorts take a transparent and accountable approach to interactions with Shareholder Ministers and parliamentary scrutiny committees to ensure the timely disclosure of material risks and issues.

The evidence reveals that while TasPorts is making efforts to maintain and upgrade its infrastructure, manage risks, and engage with stakeholders, there are significant areas where improvement is needed. The challenges with governance, infrastructure maintenance, project management, regulatory alignment, and stakeholder engagement suggest that TasPorts must adopt a more proactive, transparent, customer focused and strategic approach to its operations.

The transition to using advanced technologies for asset management, while commendable, does not appear to have fully mitigated the risks associated with TasPorts' aging infrastructure.

The evidence further suggests that whilst data collection and visualisation capabilities with regard to major marine infrastructure have improved, the translation of this data into actionable maintenance and risk mitigation strategies is less clear. The recurring issues with structural integrity at various ports imply that TasPorts may not be fully leveraging these technologies to their potential, or that there may be issues in the prioritisation and execution of necessary maintenance and repairs. This raises questions

about the overall maturity of TasPorts' asset management system and whether it can effectively support long-term infrastructure sustainability.

Considering recent marine infrastructure related faults and failures, the Committee recommends the Shareholder Ministers review the frequency and adequacy of the Wharf Structure Condition Assessment Manual (WSCAM) assessments undertaken by TasPorts. This should include the use of technology for early detection and intervention.

The Committee further recommends Shareholder Ministers review how TasPorts respond to the Wharf Structure Condition Assessment Manual (WSCAM) assessments with regard to their forward maintenance and capital investment programs.

The delays in finalising the scope of works required by the Australian Antarctic Program regarding the infrastructure required at Macquarie Wharf 6 and commercial agreements creates risk to Hobart's status as an Antarctic gateway. Due to the importance of maintaining Hobart's status as an Antarctic gateway to Australia, the Committee recommends the Tasmanian Government take a proactive approach to ensure this status is not lost.

TasPorts exhibit an adversarial approach to dealing with some customers and other stakeholders. This approach does not reflect contemporary governance, business management practices or business operations. Considering customer feedback received, the Committee recommends the Government review TasPorts' customer research report and engagement processes to determine whether TasPorts takes a customer focused business approach and provide any guidance deemed necessary in response.

The discussions and negotiations related to the tripartite deed of agreement between TasPorts, Marine and Safety Tasmania (MAST) and the Environmental Protection Agency (EPA) continue with the current deed expiring on 30 September 2024. TasPorts expressed a preference for marine regulatory functions to be transferred to MAST with the aim of avoiding potential conflicts of interest and achieving better balance between commercial operations and regulatory oversight. The potential conflicts of interest inherent in TasPorts' current dual role as both operator and de facto regulator are evident.

In light of this potential conflict of interest, the Committee recommends the Government consider concerns raised and any recommendations from TasPorts, Marine and Safety Tasmania (MAST) and the Environment Protection Authority (EPA) to determine the future maritime regulatory framework in a timely manner. The Committee further recommends any transition associated with change to the maritime regulatory framework be managed transparently, including engagement and effective communication with all stakeholders.

Since the Legislative Council Government Businesses scrutiny of TasPorts in December 2023, TasPorts have taken steps to identify and respond to psychosocial risks in the workplace and advised it is working on implementing ISO 45003 standards for managing psychological health and safety in the workplace. TasPorts has identified the workplace psychosocial safety risks and developed an implementation plan in response. Of TasPorts'

approximately 311 employees, 62 have undertaken Mental Health First Aid training, and 21 mental health first aid officers have been appointed. These standards and measures need to be fully embedded in the organisation to ensure all TasPorts employees feel safe and supported.

The Committee recommends regular and ongoing scrutiny of TasPorts be undertaken both at Government Business Scrutiny and through other Parliamentary processes to ensure the areas identified in this report requiring further attention are addressed in a timely manner.

A handwritten signature in black ink, appearing to read 'R. Forrest', with a stylized, flowing script.

Hon Ruth Forrest MLC
Committee Chair
16 September 2024

FINDINGS

The Committee makes the following findings:

Governance and Accountability

1. TasPorts is governed by a robust governance framework, which requires TasPorts to adhere to the *Tasmanian Ports Corporation Act 2005* and ASX Corporate Governance Principles, and the Tasmanian Government Business Governance Framework.
2. The 2023 scrutiny undertaken by the Legislative Council Government Businesses Scrutiny Committee A highlights potential deficiencies in transparency and accountability.
3. The evidence suggests that while formal governance structures are in place, there may be gaps in TasPorts' adherence to the governance framework. The need for frequent interaction between the board and Shareholder Ministers indicates a complex relationship that requires careful management.
4. That further scrutiny was deemed necessary suggests TasPorts did not fully meet expectations regarding the disclosure of material information or the management of strategic risks. This raises questions about the effectiveness of its corporate governance in practice, particularly in managing its relationship and responsibility to the Government, its customers and the people of Tasmania through the Parliament.

Asset Management and Maintenance

5. Many of TasPorts' marine infrastructure is aged.
6. TasPorts utilise the Wharf Structure Condition Assessment Manual (WSCAM) administered by Ports Australia on a five yearly assessment program.
7. TasPorts undertake annual inspections of its wharf assets. The annual inspections do not include underwater inspections.
8. TasPorts do utilise advanced technologies including drones and underwater vehicles for data collection and corrosion detection for infrastructure assessment, corrosion and data collection.
9. TasPorts has invested in technologies like Geographic Information System (GIS) and drones to enhance its asset management capabilities.

Burnie Port

10. A scheduled inspection [2022-23] identified structural, scouring and stability issues with Burnie Berth 4 requiring control measures to be put in place to enable the safe berthing of the Strait Link vessel.
11. Burnie Berth 5 is considered by TasPorts as a contingency berth for Strait Link, however Berth 5 also requires work to facilitate safe berthing of Strait Link during

the ongoing construction of the TasRail shiploader and to accommodate other customers' needs.

Grassy Port, King Island

12. At Grassy Port on King Island, the failure of a bollard was attributed to overloading of the bollard rather than inadequate maintenance, leading to plans to upgrade the bollards to accommodate higher loads.
13. TasPorts is undertaking work to determine the tonnage rating of all bollards on Grassy Port, and considering raising them from 30 to 80 tonnes.

Hobart Port

14. According to TasPorts, Macquarie Wharf 6 is at the end of its useful life and would require rebuilding if it is to cater to the long term needs of the Australian Antarctic Program's vessel, the RSV *Nuyina*.
15. TasPorts is in ongoing negotiations with the Australian Antarctic Program for a commercial agreement to enable TasPorts to fund the construction of a dedicated wharf for the RSV *Nuyina*.
16. The Macquarie Wharf 6 project has faced delays and TasPorts has incurred costs between \$4.5-5.5m to date on project planning, design and interim modifications to enable safe mooring and berthing of vessels, without a finalised agreement.
17. The federal government has expressed concerns over TasPorts' cost estimates for the Macquarie Wharf 6 project, which has led to the Australian Antarctic Program revising their requirements and scope of the project.
18. The delays in finalising the scope of the Macquarie Wharf 6 project and commercial agreements creates risk to Hobart's status as an Antarctic gateway.
19. Macquarie Wharf 6 is owned by TasPorts. TasPorts' position is that funding for renewal or replacement of this asset is the responsibility of the tenant/user (Australian Antarctic Division).

Devonport Port

20. The QuayLink Project at Devonport Port remains on schedule and within budget.
21. Complications have arisen regarding the delay to Devonport Berth 3 to accommodate the new, larger TT-Line Spirit of Tasmania vessels. TasPorts have been directed to augment Devonport Berth 1 during the transition period to accommodate both the new larger and current smaller vessels.
22. The increased size of the new TT-Line vessels, and the need to berth at Devonport Berth 1 temporarily, has resulted in an increased risk to both the new TT-Line vessel and the SeaRoad vessel.
23. To accommodate the current and new TT-Line vessels and the SeaRoad vessels, significant modification to Devonport Berths 1 and 2 is required to ensure safe

operation of these vessels. At the time evidence was received, this unscheduled work was still to be scoped and costed.

24. The Devonport Harbour Master has been clear they will not allow the new TT-Line vessel to be at Berth 1 whilst there is movement of the SeaRoad vessel. Further simulation is being conducted to understand this risk.
25. TasPorts have completed the work required at Devonport Berth 3 to enable TT-Line to construct the necessary infrastructure for the new TT-Line vessels.

Regulation of Port Operations

26. TasPorts currently funds its regulatory functions through a tonnage levy on ship owners.
27. The dual role of TasPorts as both operator and regulator under the Marine and Safety (Pilotage and Navigation), Regulations 2017 under the tri-partite deed between TasPorts, Marine and Safety Tasmania (MAST) and the Environment Protection Authority (EPA) presents a risk of conflicts of interest that could compromise marine safety and governance.

Renegotiation of the MAST Deed

28. The ongoing discussions regarding the tri-partite deed between TasPorts and Marine and Safety Tasmania (MAST) and the Environment Protection Authority (EPA), specifically, the allocation of regulatory functions, underscore the complexities of balancing commercial operations with regulatory oversight.
29. TasPorts, Marine and Safety Tasmania (MAST) and the Environment Protection Authority (EPA) have been working to reassess the allocation of regulatory functions with a view to providing recommendations to Government on future governance of the ports.

Stakeholder Engagement

30. Customer surveys are conducted annually through a third-party consultant to gather feedback.
31. Overall customer feedback showed improvement in TasPorts' operations between 2022 to 2024, however no key performance indicator received an excellent ranking and suitability of TasPorts infrastructure for customers' business declined.

Workplace Psychological Health and Safety

32. TasPorts advised it is working on implementing ISO 45003 standards for managing psychological health and safety in the workplace.
33. TasPorts has identified the workplace psychosocial safety risks and developed an implementation plan in response to psychosocial risks.
34. Of TasPorts' approximately 311 employees, 62 have undertaken Mental Health First Aid training and 21 mental health first aid officers have been appointed.

Devonport Airport

35. The administrator of Regional Express Airline (Rex) has had a limited impact on the financial operations of Devonport Airport, as the Administrator for Regional Express Airline has guaranteed the landing fees since 20 July, with the non-payment of landing fees limited to an approximately three-week period.
36. There are potential opportunities for capital upgrades and the development of an industrial park on Devonport Airport land.

RECOMMENDATIONS

The Committee makes the following Recommendations:

1. The Shareholder Ministers take a proactive approach to ensure TasPorts adhere to the requirements of the *Tasmanian Ports Corporation Act 2005* and ASX Corporate Governance Principles, and the Tasmanian Government Business Governance Framework.
2. The Shareholder Ministers ensure TasPorts take a transparent and accountable approach to interactions with Shareholder Ministers and Parliamentary Scrutiny Committees to ensure the timely disclosure of material risks and issues.
3. In light of recent marine infrastructure related faults and failures, the shareholder Ministers review the frequency and adequacy of the Wharf Structure Condition Assessment Manual (WSCAM) assessments undertaken by TasPorts. This should include the use of technology for early detection and intervention.
4. The Shareholder Ministers review how TasPorts respond to the Wharf Structure Condition Assessment Manual (WSCAM) assessments with regard to their forward maintenance and capital investment programs.
5. The Tasmanian Government take a proactive approach to ensure Hobart remains the Antarctic Gateway to Australia.
6. The Government consider concerns raised and any recommendations from TasPorts, Marine and Safety Tasmania (MAST) and the Environment Protection Authority (EPA) to determine the future maritime regulatory framework in a timely manner.
7. Any transition associated with change to the maritime regulatory framework be managed transparently, including engagement and effective communication with all stakeholders.
8. The Government review TasPorts' customer research report and engagement processes to determine whether TasPorts takes a customer focused business approach and provide any guidance deemed necessary in response.
9. Regular and ongoing scrutiny of TasPorts be undertaken both at Government Business Scrutiny and through other Parliamentary processes to ensure the areas identified in this report requiring further attention are addressed in a timely manner.

SHORT INQUIRY OVERVIEW

1. On 5 December 2023, Government Administration Committee A (the Committee) resolved to initiate a Short Inquiry Process (SIP) into the operations of Tasmanian Ports Corporation Pty Ltd (TasPorts) with the following terms of reference:

That the Legislative Council Government Administration Committee A review and report on matters related to the operations of Tasmanian Ports Corporation Pty Ltd (TasPorts) with particular reference to:

1. *The engagement undertaken in collaboration with Menzies Institute and University of Tasmania, regarding psychosocial safety, including the findings of this work, and the proposed actions responding to those findings;*
 2. *Workforce related matters;*
 3. *Capital expenditure, asset management and maintenance; and*
 4. *Ongoing financial management including consideration of TasPorts' half-yearly financial results.*
2. This Report should be read in conjunction with the attached documents.

BACKGROUND

Governance and Accountability

3. TasPorts Pty Ltd (TasPorts) is a State-Owned Company (SOC), established under the *Tasmanian Ports Corporation Act 2005*.
4. The principal objectives of the Corporation under the *Tasmanian Ports Corporation Act 2005* are to facilitate trade for the benefit of Tasmania, and to operate its activities in accordance with sound commercial practice.
5. TasPorts operates under a Corporate Governance System consistent with Australian Stock Exchange's (ASX) key principles and recommendations of Corporate Governance, published by ASX Corporate Governance Council, and the Tasmanian Government Business Governance Framework.
6. The Guidelines for Tasmanian Government Businesses Corporate Governance Principles refer to the ASX Corporate Governance Council's eight principles and recommendations. Included in the Guidelines for Tasmanian Government Businesses Corporate Governance Principles are the following:

PRINCIPLE 1 - LAY SOLID FOUNDATIONS FOR MANAGEMENT AND OVERSIGHT

ACCOUNTABILITY

Due to the nature of ownership of the business, the relationship between the board and the Shareholder Ministers generally requires more frequent interaction than that required between boards and shareholders in public listed companies. This is because the Shareholder Ministers, who represent the Government on behalf of the Tasmanian community, are accountable to Parliament for the performance and strategic direction of each Government business through the channels provided by the portfolio legislation, ministerial charter, corporate/business plan, and constitution.

PRINCIPLE 5 - MAKE TIMELY AND BALANCED DISCLOSURE

GENERAL

Under the reporting frameworks for GBEs [Government Business Enterprises] and SOCs, specific information (financial and non-financial) must be provided to the Shareholder Ministers on a regular basis. Specific information must also be provided where the business intends to undertake large projects. ... As Government-owned businesses, it is vital that the Shareholder Ministers be kept informed of all matters that may have a material impact (financial or otherwise) on the business or potentially adverse implications for Government.

PRINCIPLE 7 - RECOGNISE AND MANAGE RISK

GENERAL *Given the nature and ownership of GBEs and the Government's desire to minimise risk, GBEs must ensure that they take all appropriate measures to recognise and manage risk. Whilst SOCs operate under the Corporations Act they are still owned by the Government,*

and ultimately the Tasmanian community. Consequently, SOCs must also ensure that they take all appropriate measures to recognise and manage risk.¹

7. TasPorts appeared before the Legislative Council Government Businesses Scrutiny Committee A in December 2023. The Committee considered that a number of matters were not adequately resolved during the GBE process, and considered it necessary to undertake further scrutiny sooner than the GBE process allowed.
8. On 11 December 2023, the Committee wrote to the Minister for Infrastructure and Transport advising the Committee's resolution to commence the Short Inquiry Process (SIP) and to extend an invitation to provide verbal evidence at a public hearing of the Committee on 27 February 2024.
9. On 14 February 2024, the Committee was interrupted by the prorogation of the Tasmanian Parliament due to the state election.
10. Government Administration Committee A was re-established on 21 May 2024. The first meeting of the Committee was held on 18 June 2024, and the Committee resolved to re-establish the SIP into TasPorts and proceed with public hearings in August 2024.
11. The minutes of the Committee meetings are attached to this report as Appendix A.

Committee Findings

Governance and Accountability

1. TasPorts is governed by a robust governance framework, which requires TasPorts to adhere to the *Tasmanian Ports Corporation Act 2005* and ASX Corporate Governance Principles, and the Tasmanian Government Business Governance Framework.
2. The 2023 scrutiny undertaken by the Legislative Council Government Businesses Scrutiny Committee A highlights potential deficiencies in transparency and accountability.
3. The evidence suggests that while formal governance structures are in place, there may be gaps in TasPorts' adherence to the governance framework. The need for frequent interaction between the board and Shareholder Ministers indicates a complex relationship that requires careful management.
4. That further scrutiny was deemed necessary suggests TasPorts did not fully meet expectations regarding the disclosure of material information or the management of strategic risks. This raises questions about the effectiveness of its corporate governance in practice, particularly in managing its relationship and responsibility to the Government, its customers and the people of Tasmania through the Parliament.

¹Tasmanian Department of Treasury website - Guidelines for Tasmanian Government Businesses (treasury.tas.gov.au) accessed 24 August 2024

Recommendations

1. The Shareholder Ministers take a proactive approach to ensure TasPorts adhere to the requirements of the *Tasmanian Ports Corporation Act 2005* and ASX Corporate Governance Principles, and the Tasmanian Government Business Governance Framework.
2. The Shareholder Ministers ensure TasPorts take a transparent and accountable approach to interactions with Shareholder Ministers and Parliamentary Scrutiny Committees to ensure the timely disclosure of material risks and issues.

SUMMARY OF EVIDENCE

12. A public hearing was held on 12 August 2024 at Parliament House, Hobart. The hearing was attended by Mr Anthony Donald, Chief Executive Officer and Mr Stephen Bradford, Chairman, TasPorts.
13. The Transcript of Evidence from the hearing held on 12 August 2024 is attached as Appendix B.

Maintenance Schedule – Ports and Assets

14. According to Ports Australia's website, the Wharf Safety Condition Assessment Manual (WSCAM) *is a recognised asset management tool to help asset owners with consistent and repeatable inspections of a wide range of asset types including but not limited to:*

*Wharves
Piers
Jetties
Walkways
Breakwaters
Revetments
Embankments
And other fixed assets*

It contains a condition inspection framework and guidance on the creation of a visual assessment tool, both of which are flexible for user customisation.

The Manual has been developed to promote the use of best practice methods for the inspection and condition assessment of wharf structures. It has been designed to enhance data collection efficiency and to assist in moving towards a consistent approach for condition assessment of wharf structures in Australia.²

15. The Committee sought detail from TasPorts, a member of Ports Australia, regarding the maintenance schedule for the ports and major assets.

Burnie Port

16. In relation to Burnie Port, TasPorts was questioned on the measures taken to correct the structural failures at Burnie Berth 4 and potential issues at Berth 5:

Mr DONALD - *Through our asset management program, we have a scheduled inspection of all of our assets. Through that scheduled inspection, we identified some scouring within the wharf structure of Burnie Berth 4. Through further investigation we identified some undermining of the block-work structure which significantly makes up the wharf structure at Berth 4. I think it's important to recognise that Berth 4 was constructed in, I think, the late 1800s, so it's quite old. It's an old concrete block-work structure that is quite unique. Behind that block-work structure is reclamation and we have some uncertainty about what else is in there. I suspect that there's a possibility there's a series of old timber structures in there as well.*

² Ports Australia Website [WSCAM - Ports Australia](#) accessed 24 August 2024

We proactively identified some scouring and some undermining and we engaged appropriate engineering consultants to help us to identify the remediation, the repair works and through that process we identified some risk or concern of stability of that section and that is why we have implemented some control measures with our tenant Strait Link to put in place some load restrictions in an area 20 metres adjacent to the wharf face and it is precautionary. Some may consider it to be conservative. I think it is prudent that we make sure we keep people safe.

CHAIR - *I understand, Anthony, that the Strait Link has been required to relocate to Berth 5 at the moment. Is that correct or not?*

Mr DONALD - *No, we're working on a contingency plan for Berth 5 if it is required, but we haven't required them to move to Berth 5 at this point in time. We have been open with Strait Link about the fact that we may require them, either during the course of the works or if we were to see some increased concerns around stability of the wharf, to move to Berth 5, so as part of our corrective works we are looking to undertake and commence some works at Berth 5 to ensure that we can maintain the operations for our customer.*

CHAIR - *I understand there have been some issues with Berth 5, like a rockfall and other challenges with it.*

Mr DONALD - *A rockfall? There may have been, but I'm not across any rockfall that has occurred at Berth 5. Certainly Berth 5 is a unique structure in its own right. We are planning to drive, I think, piles at Berth 5 and possibly looking at doing some dredging as well although it would be minor dredging. I suppose a good next question would be could Strait Link move there tomorrow? The answer is yes, they could, however there would be some tidal restrictions on their movements not all that dissimilar to their competitors TT-Line and SeaRoad. Their arrival and departure times are critically important to their business and we want to make sure that we maintain that where possible, which is why we would be looking to do some dredging.*

Some of the other complexities with Berth 5 that we need to balance are the needs from our other customers, our minerals customers in particular and our fuel import customers are also important, notwithstanding the fact that TasRail are completing some works there with the ship loader project as well.³

17. The Committee requested a copy of TasPorts' Asset Management Program Schedule. The Marine Structure Condition Assessment Program provided by TasPorts is attached as Appendix C.
18. The Committee sought detail regarding risk management for the period of work required at the Burnie Port:

Mr DONALD - *We've put in place a 20-metre restriction zone with barriers, and we've done that with Strait Link. There's daily inspections occurring with respect to the pavement. There's regular surveying being undertaken to monitor any movement. There's been nothing that has indicated any movement at all, at this point in time.*

We do also - it's quite complex, and perhaps Michel might add a little bit more detail if required, but there's also sensitivity on the structure associated with the tidal movements. You'll appreciate that some of the area becomes quite saturated, either through rainfall events or because of the proximity to an open harbour. So, the engineering consultants will appropriately advise that the surcharge, the weight of the material behind the block wall, becomes heavier when it's more saturated with water. There's a natural mitigation that

³ Anthony Donald, *Transcript of Evidence*, 12 August 2024, p. 2.

occurs twice a day, which is the high tide. We know that there's a higher risk of failure at periods of low tide. So, it is a dynamic environment.

I share that because I think it's important for the Committee to understand that we are across a lot of detail with this regard and working very closely with both the harbour master, the masters of the vessel, and Strait Link to make sure that everyone is aware of the issues.

Again, we haven't identified anything other than the engineering consultant's calculations and what we've seen in terms of our visual inspections to indicate that there is any recent movement, but we'll continue to monitor that appropriately.⁴

Grassy Port, King Island

19. In relation to the Grassy Port on King Island, the Committee sought information related to the cause and management of the bollard failure on the port deck:

CHAIR - *It seems that the bollard failure in Grassy may have what appears to have been potentially a result of inadequate maintenance, that is what the thoughts are with those who have observed this. Can you explain to the Committee what this failure of the bollard was due to?*

Mr DONALD - *I would say that is wrong.*

Mr de VOS - *It is not from a lack of maintenance. The investigation is still ongoing but the root cause at this point of time is overloading of the bollard. The bollard is rated to 30 tonne and we believe it has been on at least one, if not many occasions, loaded to more than 30 tonnes, likely as a result of the arrival and departure of the John Duigan and the environmental conditions and the way they have conducted that operation.*

Mr DONALD - *I might ask Michel some questions just to help. How old are the bollards?*

Mr de VOS - *Five or six years old.*

CHAIR - *In light of the size of the vessel that goes in there, John Duigan, and also there are other vessels, but I understand that [the John Duigan] is most likely be the heaviest and that has been going there for more than five years.*

Mr DONALD - *John Duigan has probably been around five years, five or six years, but you raise a really good point in that. When we replaced those bollards it was around the same time as the commencement of the John Duigan and my recollection is that we replaced the bollards like for like but brought them up to a newer standard. The Searoad Mersey, prior to the John Duigan, had been calling there for, Chair - do you know how long the Searoad was probably circa 10 years?*

Mr BRADFORD - *or more back to the, I guess, 1993-94.*

Mr DONALD - *And significantly larger, heavier. Consistent with my media release, the sequencing of lines has an impact on the forces within the mooring lines and, over time, all the vessel masters that have been calling at the port of Grassy - it did not, it occurred with John Duigan, but all vessel masters have been using larger lines and I understand why because of the wind and the surge and I would imagine that they were concerned and they perhaps saw over time, a breaking of the lines. In order to mitigate that they have increased the diameter of the lines. When and if they leave one line on at the end, all of the forces from*

⁴ Anthony Donald, *Transcript of Evidence*, 12 August 2024, p. 6.

the vessel, exaggerated by the wind and surge, go on that one line which is what happened and caused the failure of this one bollard.

Mr BRADFORD - *We suspect that didn't happen in the days of the Mersey. The masters took a different view on lines and how they let them go.*

CHAIR - *Any event you run John Duigan, you're responsible for John Duigan, you know how much it weighs, okay. The bollards there were only - were not really rated to take the John Duigan's potential weight fully loaded, I assume, that is. And we know that it's a dynamic port -*

Mr BRADFORD - *That's a big call, but I'll listen to you.*

CHAIR - *... that's what you basically said, that it was the -*

Mr BRADFORD - *On the basis of all the weight going on one bollard? Well, you wouldn't assume that. You'd assume there'd be a number of bollards that would be let when the lines were let go.*

...

Mr BRADFORD - *It appears to be an unmooring issue. This is a little bit of - I'm going with the early crew, because there's a bit more to go in the inspection, but that appears to be the case.*

CHAIR - *So, whose decision is it ... -*

Mr BRADFORD - *We do it no fault, no blame. So, whilst I'm talking -*

CHAIR - *Whose decision is it to use the bollard in the way it's been used?*

Mr DONALD - *The vessel master.*

CHAIR - *Okay. So, the vessel master is employed by TasPorts?*

Mr DONALD - *No.*

CHAIR - *So they are run by -*

Mr BRADFORD - *Through a contractor.*

...

Mr BRADFORD - *Yes. Polaris is the employer of the crew.*

CHAIR - *TasPorts have a hands-off approach to all of that? Even though you own the vessel, you run the service, you own the port?*

Mr DONALD - *No, it's outsourced. It's a contractor that provides the staffing of the vessel. Vessel masters make decisions on a regular basis in a dynamic environment. TasPorts didn't appreciate that what was occurring with that vessel on that day was that all of the lines were being let go sequentially, and one line had all of the forces on it.*

Mr BRADFORD - *We're not blaming them. We say no fault, no blame.*

Mr DONALD - *We're now upgrading all the bollards to cater for, you know, the absolute, you know, scenario.*

CHAIR - Do you expect that all lines will be let go at the same time now? After it's been upgraded, because obviously John Duigan can't go in there at the minute.

Mr DONALD - No, we won't. No, that's why I said that we're upgrading all of the bollards to cater for this scenario.

CHAIR - What rating will they be rated at? The new bollards

...

Mr de VOS - Initially we're looking at 80-tonne, but there's still a bit of work to do. We've undertaken modelling. Under normal mooring analysis, under normal mooring situations, the 30-tonne is acceptable, so we need to do some more work around understanding the departure and arrival manoeuvres.

Mr DONALD - And that should be more than adequate. All ports around the world are designed in such a way that the mooring lines should fail before the bollards. That's a reality of ports.

Mr VINCENT - What did you say it was at, 30-tonnes?

Mr DONALD - Yeah. 30-tonnes -

Mr BRADFORD - Upgrading to 80.

CHAIR - How long is it going to take to do this upgrade?

Mr de VOS - Our current planning, we're looking at end of September.

CHAIR - To have them installed? Or just for the planning stage?

Mr de VOS - There's interim measure to get the John Duigan back on the run, being worked through at the moment under some controls. Then, we're looking to upgrade a number of bollards. I think there's probably five or six that we're going to upgrade to 80-tonne.

CHAIR - So, when do you expect that work to be completed, like the upgrading to the 80-tonne bollards?

Mr de VOS - At the moment, we're still looking at supply of materials. So, one of the factors is the steel foundation. We're looking at 60-to-70-mil-thick steel that needs to be machined and drilled. That's why -

CHAIR - Not easy when you're on King Island, is it?

Mr de VOS - No. So, at the moment we have to source that probably from the mainland. I'd be reluctant to give timeframes without knowing the long lead delivery items. But we've just finalised the designs in-house and are moving with procurement. Then we'll get our teams across the island as soon as we can.

CHAIR - Is the deck adequate to hold - to take the new infrastructure?

Mr de VOS - 80-tonne is the maximum for the deck. Well, not the deck - the failing mechanism is actually the piles being pulled out of the -

CHAIR - Because you've got forklifts and stuff on the deck as well.

Mr DONALD - It's different loading, though.

...

Mr de VOS - 80-tonne or even a little bit less is the maximum limit for the wharf itself. There are some bollards we've been upgrading that are not on the wharf; they're on land base, so we don't have those restrictions there.⁵

Hobart Port

20. The Committee received the following evidence regarding the maintenance schedule and assessments undertaken in the Hobart Port and wharves:

CHAIR - With regard to the Hobart Port and wharves, can you give me an update on the state of all those in terms of the maintenance schedule, the assessments that have been undertaken, is there urgent work that needs to go on in any of those Hobart Ports?

Mr de VOS - Excluding the Macquarie wharves, we have just undertaken now our five-yearly WSCAM assessment for the infrastructure that you are seeing just as you go outside here. We are in planning for a bunch of works around Sullivans Cove, there are some issues, we have done some fender upgrades. There is work programmed in the next three years in this area. There are some wharves at Domain Slip which are also programmed for some strengthening work and that is about it for Hobart.⁶

21. Further detail was sought relevant to Macquarie Wharf 6:

Mr DONALD - With Macquarie 6, we remain in negotiations with Australian Antarctic Program (AAP) for a commercial agreement to enable us to fund the construction of a dedicated wharf for the Nuyina. It is no surprise to the Committee that those discussions and negotiations have been ongoing for a very lengthy period of time. More recently there is a lot more activity between the two parties and I am confident that we will get an agreement shortly. In terms of the condition of Macquarie 6, we continue to undertake regular inspections to ensure that it is capable of providing the current service to our customer in AAP.

It was around two years ago, at the request of the former CEO Kim Ellis, that we executed an agreement for an interim layup berth at Macquarie 6 that was to enable him to be in a position to work through the budget process associated with the capital investment required for Macquarie 6. It was always understood to be an interim layup berth and we were of the expectation that that interim arrangement was going to be for around six months and it has now been around two years.

CHAIR - What capital expense has been made on the port?

Mr DONALD - On Macquarie 6?

CHAIR - Since this process has been under way.

Mr DONALD - We have spent perhaps \$1 million or \$1.5 million over the last two years, or around two years ago, to make some interim modifications to enable the safe mooring and berthing of the vessel. In terms of lengthening the life of the asset, that's not possible due to the poor condition of the structure. There's been a number of self-elected spokespeople who have indicated their concerns that TasPorts has not spent money to remedy or rectify the corrosion, or the 'concrete cancer' as it's been described, at Macquarie 6.

The reality of that is in order to effect that work, we're probably talking about \$50 to \$60 million-worth of investment and the moment that we get an agreement with the AAP is the moment that we would then demolish that investment. There is no use for that

⁵ Anthony Donald, Stephen Bradford and Michel de Vos, *Transcript of Evidence*, 12 August 2024, pp. 10-13.

⁶ Michel de Vos, *Transcript of Evidence*, 12 August 2024, p. 18.

asset to satisfy the requirements for the new vessel, so we'd be wasting money and the agreement that we reached with AAP was with that in mind. That was always designed to be an interim arrangement. If they wanted us to ensure Macquarie 6 was available for five or 10 years it would have been a very different interim commercial arrangement where we would have invested money to attempt to slow down the ongoing deterioration of the wharf.

CHAIR - So where to now?

Mr BRADFORD - We're currently negotiating with them. I think we're at Option 5 or 6. In brief they have scoped and are continuing to scope exactly what they want - very similar to what you heard this morning on TT-Line and SeaRoad. So, what are the fenders? Is the mooring going to be automated? Are they installing cold ironing - shore-based power - and what life do they want for the berth? I imagine the lease would be 30 or 40 years.

You'd have to have a little bit of visibility of the successor ship to the Nuyina. What is she going to look like, because that's the timeframe you're building it for and we can't decide that for them. Once that's scoped - you can have the small scope or you can have the large scope - it's their decision. We will sign a contract and we'll do it for them. We are looking forward to it.

Mr DONALD - We have to then borrow the money and pay the interest bill, pay down the debt and then manage the asset over the duration, so the commercial numbers that we've proposed to them are reflective of all of that and also reflective of the fact that we have obligations to other customers and, therefore, we need to make sure we maintain an even-handed approach.

Mr BRADFORD - We would wish - and it's not for them - that simultaneously when doing Berth 6, we'd do 4 and 5 as well for the cruise industry and for visiting Antarctic nations, not the Nuyina and for other trades at that berth, somewhat speculative compared to our other ventures, but we think wise to do at the same time but that's really dependent on the anchor tenant.

Nothing would of course stop Nuyina when she's not there, letting foreign nations use that and receiving the money, as it would be their berth to decide what to do with. If you look at the alternatives, it stays where it is on a temporary berth at a point in time, which could be tomorrow or 20 years, that berth may fail. Then she would spend most of her time, I'd imagine, sitting at anchor in the Derwent. That works, but -

CHAIR - I would assume TasPorts have an obligation to keep a safety check on that wharf.

Mr BRADFORD - We do, absolutely.

CHAIR - It's not a hands-off approach.

Mr BRADFORD - No.

...

Mr DONALD - That's why we undertake regular inspections.

Mr BRADFORD - But the client knows full well that the berth is at the end of its useful life, not absolute end, but it's not a pristine, brand-new berth.

...

Mr BRADFORD - We're very hopeful. If you cut through all the politics - and that's for others to talk about - we really want to sign the deal and get on with it.

Mr DONALD - We've spent \$3.5-\$4 million of TasPorts' money to date on the project, on planning, investigations and design. We had a project team. That project team has now

moved on to other things. We were ready and raring to go and you know, if we need to turn that all back on, we will tomorrow.

Mr BRADFORD - *Sadly, we've had to write off a sum of money in this year's annual accounts, but that's life.*

Mr VINCENT - *You can't capitalise that.*

Mr DONALD - *No, it's disappointing.*

Mr BRADFORD - *No, we'd like to, but the Auditor-General might have a wee problem with it, so we've had to write it off. I'm sure the government would like the dividend but they're not going to get that bit.*

Ms THOMAS - *You said you're still in negotiations. Do you have a timeframe of when you expect that to be finalised?*

Mr DONALD - *I've reported consistently for a number of years that we're close and by nature I'm an optimist.*

CHAIR - *That's why no one believes you.*

...

Mr DONALD - *... I want to sign it. We're responsive to the requests. We're responsive to anything we're asked for that may help. We do observe with interest and there still appears to be no federal budget allocation. As to the why or how, that's a matter for others but I find that a bit bewildering, to be frank.*

Mr BRADFORD - *Obviously, Minister Plibersek has a very difficult portfolio and she has to arrange ongoing funding through the Treasurer and Minister for Finance. That's a matter for her and how much she's arranged. It's not visible to us, but some of the schemes they've suggested would suggest that might be a minor problem. In building a \$1.6 billion ship, you didn't think about the garage? Come on.*

Ms THOMAS - *Do you see TasPorts having any role in advocating to the federal government for funding for the project?*

Mr BRADFORD - *To fund the Australian Antarctic Division (AAD)?*

Ms THOMAS - *For the wharf upgrades that are required.*

Mr BRADFORD - *That's a good question. We see the funding of berth by user being the responsibility of the user. The AAD is a very strong federal government department. Us advocating to the federal government would be, you know, just sending a boy on a man's errand, I would've thought.*

Ms THOMAS - *But you own the infrastructure?*

Mr BRADFORD - *We own the infrastructure and -*

Ms THOMAS - *It's your infrastructure at the end of the day.*

Mr BRADFORD - *Yeah, but it's their ship. They've already got a berth in Hobart that they had before they built the Nuyina. She's just too deep, too high and too wide and that would have been obvious a long time ago.*

Mr DONALD - *Our role is to provide infrastructure for our customers and through sound commercial practice, ensure that we look after the financial sustainability of TasPorts and*

our assets. Why is that important? A sound commercial deal for TasPorts means that we can then invest money in other projects. If we signed a deal that didn't meet minimum hurdle rates, as an example, and meant that our interest or tax bill or the asset management obligation eroded the ongoing financial viability of TasPorts, that would be negligent of me and it would be, I would say infuriating for all of our other customers around the state. We need to make sure that, again, we maintain an even-handed approach and have an eye on not just the deal that we've got in front of us, but what does it do to TasPorts for our short, medium and long-term financial sustainability. It's complex.⁷

22. On 2 August 2024, the Australian Broadcasting Corporation (ABC), reported on matters related to a federal parliamentary inquiry where evidence was received related to Macquarie Wharf 6 upgrades for the Australian Antarctic icebreaker the RSV *Nuyina*. From the evidence received by that committee it appears the decision regarding the necessary port and wharf infrastructure remains unresolved:

Plans for a multimillion-dollar wharf upgrade for Australia's Antarctic icebreaker have been scaled back after cost estimates for the project were described as "exorbitant", an [federal parliamentary] inquiry has heard.

The RSV Nuyina uses Macquarie Wharf 6 as its base in Hobart, but the aging facility is riddled with concrete cancer and is in need of a significant redevelopment.

Last month, Environment Minister Tanya Plibersek expressed concern that state-owned company TasPorts estimated the upgrade would cost \$515 million over 30 years.

"The Australian government cannot accept that these are reasonable commercial terms," Ms Plibersek said in a leaked letter to Tasmanian Premier Jeremy Rockliff.

The funding dispute prompted stakeholders, including the Tasmanian Polar Network and the four Greater Hobart mayors, to warn the city's status as an Antarctic gateway was at risk.

On Thursday, the issue was raised at a federal parliamentary inquiry examining the importance of Antarctica to Australia's national interest.

Australian Antarctic Division boss Emma Campbell told the inquiry the AAD had gone "back to basics" and revised the scope of the project.

"TasPorts has gone on the public record saying that we had asked for state-of-the-art, very expensive wharf facilities," Ms Campbell said.

"And so we've really just gone back to, 'these are the basic things that we need'."

Environment Department deputy secretary Sean Sullivan told the inquiry formal negotiations with TasPorts only started late last year.

However, he acknowledged the need to quickly finalise negotiations, given the time it will take to complete the redevelopment.

"That we're only just coming back to almost ground zero with respect to our specifications suggests that we need to move quicker than we are moving," Mr Sullivan said.

⁷ Anthony Donald and Stephen Bradford, *Transcript of Evidence*, 12 August 2024, pp. 18-21.

*TasPorts said it was finalising costings based on the AAD's updated requirements.*⁸

Devonport Port

23. TasPorts were questioned about works at the Devonport Port, including the QuayLink Project and Berth 3; the new berth for the larger TT-Line Spirit of Tasmania vessels:

Mr DONALD - *In terms of our QuayLink project, it remains on schedule and within budget.*

CHAIR - *Can you describe what QuayLink is, for the purpose of the record?*

Mr DONALD - *QuayLink is TasPorts' infrastructure project delivery to support the creation of new berths for the new TT-Line vessel at Berth 3, and for the movement and expansion of the SeaRoad terminal.*

Mr VINCENT - *That would have to move further down towards the Yacht Club to create the space for the new boat?*

Mr DONALD - *We are essentially moving TT-Line from Berth 1 to Berth 3, and during the early phases of engagement with both TT-Line and SeaRoad, both customers were very clear with us that they wanted to have unimpacted operations during construction. Therefore, we have implemented a stand-alone brand-new wharf and berth parking position for TT-Line at Berth 3. That work is complete. That involved reclamation of land, dredging and the construction of a wharf for the new Spirit.*

TT-Line, as part of their scope of works, need to build their terminal - so their pavement, their buildings, associated infrastructure and/or including their ramp infrastructure, which will be used to load and unload tourists and freight.

As part of the scope of work, we are also creating an opportunity for SeaRoad to have an expanded terminal, so both customers end up with a significantly larger footprint. The SeaRoad berthing position is largely unchanged, but their terminal expands further north into the existing TT-Line terminal.

Overall, we're scheduled to complete the whole project, I think, in 2027. We remain under budget and within our schedule, which is great. What we've been talking to a different committee this morning is around the works that we've been directed to complete by the government in relation to Berth 1. TT-Line and the implementation of the terminal and construction activity associated with it won't be ready for the arrival of the vessels so TasPorts has been directed to augment Berth 1 in order to accommodate the new Spirits at Berth 1. Some of the complexity associated with that is that we need to provide for the new vessels and the existing vessels at the same time, and on an old wharf structure and an old sheet pile wall structure.

There's a number of elements associated with that upgrade work. One is the lengthening of the existing steel ramp. Now, that steel ramp was constructed in 1974 and has been extended a number of times before. We've worked out that we're going to have to replace the wire cables, the winches, the motors and the sheaves, and that's not going to be easy. We have to do that around the existing operation. We need to upgrade mooring bollards so that we can tie the new vessel to the wharf safely.

One of the complexities with the new vessel is that it's longer and wider or has a larger beam than the existing vessel, and that means that currently the existing vessel has a current overlap with SeaRoad when they park. Now, that overlap increases when the new vessel comes in and the harbour master has been very clear that he won't allow that to

⁸ <https://www.abc.net.au/news/2024-08-02/hobart-macquarie-wharf-upgrade-for-antarctic-program-and-nuyina/104169152>

occur whilst there's movement of SeaRoad. So, when the SeaRoad vessel is going to arrive and/or depart, the new TT-Line vessel cannot be at the berth because of the overlap.

How are we going to mitigate against that? Well, we will do one of two things. We'll either work with SeaRoad collaboratively and move them down the wharf, and that won't be simple. There's automatic mooring units, bollards which we put in place for the new LIEKUT vessel, that'll need to be either modified or retrofitted or extended, which is all doable, it's only time and money. The alternative is where the team have been working on a monopile - a dolphin structure that we would put into the berth pockets or into the water, and basically provides a physical separation of the two vessels that will then, from a marine movement perspective, require SeaRoad when they come in to berth, if the TT-Line is already at their berth, SeaRoad will have to come in and reverse into the position, which we're working with SeaRoad to have that simulated at the end of September.

The next element of the work is around the fenders. And so, the fenders are basically the big rubber stoppers that protect the vessel and protect the wharf. The allowable hull and sponson pressure for the new Spirits is quite bespoke, quite unique. And so, we've gone to great lengths to design a fender system at Berth 3, we now need to replicate that at Berth 1, but it has an additional complexity because we need to accommodate the new vessel and the existing vessel at the same time, and the offsets, the whole profiles are very different.

CHAIR - Not tied up together.

Mr DONALD - Yeah, not tied up at the same time, not rafted together like you might see at some yacht club somewhere. So, it's challenging and we're spending a lot of time, Michel and I and others are in daily project meetings. Every morning, we start our day talking about the Berth 1 contingency project.

Mr VINCENT - Berth 1 use after Berth 3 comes into play?

Mr DONALD - As part of our port master plan we always identified that Berth 1 would become effectively a spare berth for and used by expedition cruise ships. So, small cruise ships that might come to Devonport, with the support of the Devonport Council, and also the Navy, and possibly a backup for the John Duigan or Bass Island Service or anyone else that might want to move in. The nature of SeaRoad's terminal expansion is that there won't be a large piece of land behind the wharf for anyone to use. It'll just be a wharf essentially, with a very minimal -

CHAIR - Where does the John Duigan tie up now?

Mr DONALD - The John Duigan uses a ramp on the western side of the river, at the moment.

Mr BRADFORD - If you follow all that through and link it to your earlier question about MAST, and you look at the complexity of what we're doing and what the harbour master's doing, we say marine safety and governance in this state would be improved if on 1 September, the harbour master and his staff work for MAST. And the regulator doesn't exactly have the same view.

CHAIR - The regulator being MAST.

...

Mr BRADFORD - 'Let us think about it; let us talk about'. We say, from the first. You can see the complexity. You see what Anthony has to decide and all the issues and you've got a harbour master who works for the CEO of the port.

Mr DONALD - In the implementation, when you think about the bollards and the wind limitation, through our weather-monitoring data we know that there's an easterly wind that occurs at Berth 1 in Devonport and 14 percent of the year it's going to exceed 27 knots

in an easterly direction. That is the current limitations on the current thinking around the bollards for the new vessel. Now, 14 percent of the time doesn't equate to - there's probably less than that that the new TT-Line vessel will be at the berth, so it's a small period of time, but nonetheless we want to make sure that we improve that. That's why we're looking at additional dolphin and/or bollards that we could install to increase that limitation to 30 odd knots. But you think about whether there is there a possibility that the vessel could use its bow thrusters alongside to hold it against the wharf like people would see in Hobart with cruise ships when the wind's blowing or sometimes we put tugs alongside.

We do have the sheet pile wall structure at number one which is quite old, so we're mindful of that. We're expecting to have to do some localised repairs to the sheet pile wall - repairs and or mitigations against any damage that the thrusters might create. And we know from a regulatory perspective that the harbour master has a view that if thrusters are being used and/or tugs are being used to hold the vessel alongside, that he'll close the river to other customers at that point in time. And that's where the chairman mentioned conflicts that arise. That's a conflict. How do we explain that to other customers?

Mr BRADFORD - *The CEO should never be having to work out safety events compared to commercial activity. That's a very difficult position. You have to support the harbour master and having the regulator employ him just appears to us to be the bleeding obvious.*

Mr DONALD - *I'm confident that every decision we make is always about safety first, but sometimes the perception of others is, perhaps, not the same, so -*

Mr BRADFORD - *And the harbour master is of very good quality.*

... Independence is good.⁹

Infrastructure Asset Assessment and Management

24. The Committee sought information regarding infrastructure asset assessment and management:

Mr BRADFORD - *Generally, across TasPorts the berths are old, and the utilisation is low. That brings the problem.*

CHAIR - *The five yearly assessments of the other major port assets of Burnie, when were they last done?*

Mr de VOS - *We staggered them. We are doing a program every year. Over a five-year period every major wharf asset is completed within that five-year period.*

...

Mr DONALD - *There is a difference. There is an annual inspection, and then there is a more detailed inspection every five years in addition to the annual inspection.*

CHAIR - *Does the annual inspection include underwater inspection?*

Mr BRADFORD - *No.*

Mr DONALD - *It's the more detailed one that does. You can imagine that across 37 wharves and 11 ports we can only do so much per year.*

Mr VINCENT - *Do you do that internally or have in independent body do some of the asset management for you?*

⁹ Stephen Bradford and Anthony Donald, *Transcript of Evidence*, 12 August 2024, pp. 45-48

Mr de VOS - We have a contractor that we've engaged on a long-term agreement to do that.

CHAIR - For all ports?

Mr de VOS - For all ports, yes. For all the maritime assets. Recently, we're really moving towards using technologies; underwater remote operated vehicles, drones, and things like that to help us accelerate and go into digital technology for defect identification and the like.

CHAIR - You're not using drones yet?

Mr de VOS - Yes.

Mr DONALD - No, we are.

CHAIR - You are using them?

Mr DONALD - That's drones in the air and we've got two underwater drones as well.

CHAIR - Drones fly under some wharf assets that ... have sections of the wharf above the water ...

Mr de VOS - There will be above by air, underwater with underwater remotely operated vehicles, and then under the wharves there is a boat with cameras.

...

Mr DONALD - I might ask Michel to talk about asset management maturity improvement with respect to our asset management system and GIS. I think it's important and helpful.

Mr de VOS - One of the main things is that it's all about data. Each of these wharves would end up with a 500-page report, with lots of analysis. We're just moving to a geographical information system (GIS). All this data is going into the GIS and we can actually visualise it - heat mapping, you can see at a glance areas that are worse than others.

CHAIR - Do you detect corrosion through that as well?

Mr de VOS - Corrosion detection is done through this ROV or drone.

CHAIR - Feeding into the GIS?

Mr de VOS - Yes, that will feed into the GIS. With the GIS, we feed it into other software to model degradation. We can actually start to see what a wharf's looking like over time, and then plan our responses accordingly.

Mr DONALD - Corrosion detection on reinforced concrete structures requires a bit more testing and analysis, though. In the last five years we've done quite a lot of concrete rehabilitation projects. That requires breaking out of the old concrete and testing of the pH of the concrete. As the pH changes over time, the pH accelerates the corrosion of the steel. We remove the soffit of a lot of our walls and expose the reinforcing steel. The experienced contractors go in there and measure the corrosion loss of the reinforcing steel, we get advice on whether or not we need to replace that reinforcing steel or whether or not it can just be cleaned and treated. Then we effect that work and cover it back again with concrete. That is essentially associated with re-alkalisation, but then there is also cathodic protection, which a lot of structures have sacrificial anode - so it is a chemical reaction that occurs over a long period of time. One of the beauties of ports and one of the risks is the high corrosive environment with salt water, so the whole thing is a chemical reaction that occurs over a long period.

CHAIR - You do non-destructive testing for corrosion?

Mr de VOS - Yes.

CHAIR - How often is that done?

Mr de VOS - It would be part of the five yearly WSCAM. The WSCAM is a Wharf Structures Condition Assessment Manual that was developed by Ports Australia over the years, so the Ports Australia group worked with all the ports and member ports to develop a standard. We are following what is now the recognised standard for inspections and same language, same rating et cetera, which is really good for industry.

Mr DONALD - I think our biggest step forward over the last 12 months in particular is the work we are doing with our asset management software and GIS because we can then readily convert the engineering reports and the inspection details into a system that we can readily generate reports either for additional inspections required or for the identification and then development of maintenance activities or indeed capital works programs moving forward to even doing scenario analysis on what the whole asset category might look like with different levels of capital investment over a short, medium and long term.¹⁰

25. The Committee requested a copy of TasPorts Asset Management Program/Schedule for all maritime assets that identifies which wharf, or major component of a wharf, has undergone significant maintenance/works and when the maintenance/works was undertaken.
26. This information is attached as Appendix D.
27. The Committee requested further clarification as to the future maintenance of TasPorts' assets and a copy of a forward asset management schedule for the next 5 years. This information is provided as Appendix E.
28. The Committee asked a Question of Notice regarding whether any environmental hazards or breaches were associated with the material that was removed from the Mersey Slip or at other Ports in the 2023 and 2024 financial years. TasPorts responded with the following information:

¹⁰ Stephen Bradford, Michel de Vos and Anthony Donald, *Transcript of Evidence*, 12 August 2024, pp. 8-10.

7. Were there environmental hazard issues associated with the material that was removed from the Mersey Slip and if so, what were the issues?

- TasPorts has completed a landside remediation project at the Mersey Slip. The remedial site works were conducted 10–21 July 2023 and 1-2 November 2023.
- This project involved the removal and treatment of contaminated soils from the slip yard former winch house, oil store, paint shed, waste area, ... , oil sump and surface scraping from the site which mostly comprised sand blasting grit.
- The EPA uses four categories to classify contaminated soil: (Level 1) Fill Material; (Level 2) Low Level Contaminated Soil; (Level 3) Contaminated Soil; and (Level 4) Contaminated Soil for Remediation.
- Approximately 162m³ of Level 2 contaminated soils (with elevated concentrations of hydrocarbons, arsenic, copper, lead, zinc and tributyltin) were disposed via EPA approval to Dulverton Landfill.
- Approximately 93m³ of soil initially assessed as Level 3 contaminated soils were treated to stabilise pollutants enabling them to be approved for disposal also as Level 2 soils to Dulverton. Some asbestos materials were also removed.
- Concentrations of and forms of contaminants as found within soils at the Mersey Slip are consistent with other ageing slipyards.
- The disturbed areas of the site were capped with clean fill.

8. Have there been any other environmental breaches that have taken place in which TasPorts have involvement or responsibility in FY2023 and FY2024?

- EPA reportable incidents/breaches FY2023 and FY2024 are as per below:

August 2022

Mersey Slipyard, Port of Devonport

Suspected off-site Waste Removal

- TasPorts staff observed contaminated sand grit waste stockpiles had been removed or moved by the Tenant prior to them vacating the site.
- Incident was reported to EPA due to concerns that appropriate assessment and approvals had not been obtained by the tenant.
- The incident was investigated and closed out by the EPA.

November 2022

Port of Lady Barron, Flinders Island

Diesel found in borehole during geotech sampling

- During a geotechnical investigation into the Lady Barron fuel bund construction, a borehole hit suspected hydrocarbons at 1.9 to 2.0 meters depth.
- Samples were collected and the incident was reported to the EPA and groundwater assessment was undertaken in 2023 and early 2024 to further assess potential impact and contamination.
- In April 2024 a letter from EPA to TasPorts closed out the incident concluding that the contamination detected is unlikely to pose an unacceptable risk to a receptor, and that no immediate management actions are required.

January 2023

Port of Devonport, QuayLink (East Devonport)

Minor hydraulic oil spill from excavator

- When completing a tipping load of rock for QuayLink (East Devonport), a hydraulic hose on the truck leaked/blew.
- As a result, less than 20L of oil was spilt over the truck and local area.
- Absorption materials were placed over the main spill area and hydrocarbon pads placed over the area where the truck was parked for inspection.

January 2023

QuayLink (East Devonport)

Incidence of turbidity

- *As part of the QuayLink dredging approval, turbidity levels were to be continuously monitored.*
- *An exceedance of turbidity was detected outside of established turbidity thresholds.*
- *The detected exceedance was reported to EPA and investigated.*
- *Exceedance was found to be due to fouling of the turbidity sondes (monitoring machine). Frequency of cleaning turbidity sondes was increased to avoid repeat occurrence.¹¹*

Committee Findings

Asset Management and Maintenance

5. Many of TasPorts' marine infrastructure is aged.
6. TasPorts utilise the Wharf Structure Condition Assessment Manual (WSCAM) administered by Ports Australia on a five yearly assessment program.
7. TasPorts undertake annual inspections of its wharf assets. The annual inspections do not include underwater inspections.
8. TasPorts do utilise advanced technologies including drones and underwater vehicles for data collection and corrosion detection for infrastructure assessment, corrosion and data collection.
9. TasPorts has invested in technologies like Geographic Information System (GIS) and drones to enhance its asset management capabilities.

Burnie Port

10. A scheduled inspection [2022-23] identified structural, scouring and stability issues with Burnie Berth 4 requiring control measures to be put in place to enable the safe berthing of the Strait Link vessel.
11. Burnie Berth 5 is considered by TasPorts as a contingency berth for Strait Link, however Berth 5 also requires work to facilitate safe berthing of Strait Link during the ongoing construction of the TasRail shiploader and to accommodate other customers' needs.

Grassy Port, King Island

12. At Grassy Port on King Island, the failure of a bollard was attributed to overloading of the bollard rather than inadequate maintenance, leading to plans to upgrade the bollards to accommodate higher loads.
13. TasPorts is undertaking work to determine the tonnage rating of all bollards on Grassy Port, and considering raising them from 30 to 80 tonnes.

¹¹ Question on Notice Response from TasPorts, 26 August 2024, pp. 5-6.

Hobart Port

14. According to TasPorts, Macquarie Wharf 6 is at the end of its useful life and would require rebuilding if it is to cater to the long term needs of the Australian Antarctic Program's vessel, the RSV *Nuyina*.
15. TasPorts is in ongoing negotiations with the Australian Antarctic Program for a commercial agreement to enable TasPorts to fund the construction of a dedicated wharf for the RSV *Nuyina*.
16. The Macquarie Wharf 6 project has faced delays and TasPorts has incurred costs between \$4.5-5.5m to date on project planning, design and interim modifications to enable safe mooring and berthing of vessels, without a finalised agreement.
17. The federal government has expressed concerns over TasPorts' cost estimates for the Macquarie Wharf 6 project, which has led to the Australian Antarctic Program revising their requirements and scope of the project.
18. The delays in finalising the scope of the Macquarie Wharf 6 project and commercial agreements creates risk to Hobart's status as an Antarctic gateway.
19. Macquarie Wharf 6 is owned by TasPorts. TasPorts' position is that funding for renewal or replacement of this asset is the responsibility of the tenant/user (Australian Antarctic Division).

Devonport Port

20. The QuayLink Project at Devonport Port remains on schedule and within budget.
21. Complications have arisen regarding the delay to Devonport Berth 3 to accommodate the new, larger TT-Line Spirit of Tasmania vessels. TasPorts have been directed to augment Devonport Berth 1 during the transition period to accommodate both the new larger and current smaller vessels.
22. The increased size of the new TT-Line vessels, and the need to berth at Devonport Berth 1 temporarily, has resulted in an increased risk to both the new TT-Line vessel and the SeaRoad vessel.
23. To accommodate the current and new TT-Line vessels and the SeaRoad vessels, significant modification to Devonport Berths 1 and 2 is required to ensure safe operation of these vessels. At the time evidence was received, this unscheduled work was still to be scoped and costed.
24. The Devonport Harbour Master has been clear they will not allow the new TT-Line vessel to be at Berth 1 whilst there is movement of the SeaRoad vessel. Further simulation is being conducted to understand this risk.

25. TasPorts have completed the work required at Devonport Berth 3 to enable TT-Line to construct the necessary infrastructure for the new TT-Line vessels.

Recommendations

3. In light of recent marine infrastructure related faults and failures, the Shareholder Ministers review the frequency and adequacy of the Wharf Structure Condition Assessment Manual (WSCAM) assessments undertaken by TasPorts. This should include the use of technology for early detection and intervention.
4. The Shareholder Ministers review how TasPorts respond to the Wharf Structure Condition Assessment Manual (WSCAM) assessments with regard to their forward maintenance and capital investment programs.
5. The Tasmanian Government take a proactive approach to ensure Hobart remains the Antarctic Gateway to Australia.

Regulation of Port Operations

29. The Committee sought further detail regarding TasPorts' role in marine regulation, costs of regulation and the separation of TasPorts' operational and regulatory requirements:

CHAIR - *In terms of the regulatory functions that TasPorts currently do, whether it's right or wrong or indifferent, is that done on a cost recovery basis?*

Mr BRADFORD - *We get paid through the tonnage levy. We levy the ship owners, except friends of others in Port Latta, and they pay a levy which includes the harbour master Vessel Traffic Services (VTS) and all the other costs.*

CHAIR - *There is a cost recovery which you get through your tonnage?*

Mr BRADFORD - *Yes, and going forward that wouldn't change.*

CHAIR - *MAST would charge -*

Mr BRADFORD - *If they wish.*

CHAIR - *If MAST took on the role - I'm just thinking of the barriers to people saying 'No, we don't want to do it. We're not getting funded to do it' -*

Mr BRADFORD - *We'd fund them.*

CHAIR - *TasPorts would fund them?*

Mr BRADFORD - *Absolutely.*

CHAIR - *Doesn't there seem to be a conflict there if you're funding -*

Mr BRADFORD - *They send us a bill and we pay it. That doesn't mean we have the power to overrule decisions.*

CHAIR - *The question I asked was - is it a cost-recovery process, which it would be from a MAST perspective. They can or could - I haven't looked at their legislation to determine this, but they could pass on those costs to others, whether it's a ship owner, whether -*

Mr BRADFORD - *They could. They have the power to levy the ship owner. I'm not suggesting that could be up and running by the 1 September. That's a big ask, but certainly the funding of the thing going forward, I can't see as an issue.*

CHAIR - *You don't get funded by a government or by an external party?*

Mr BRADFORD - *They wouldn't be funded by government either. They would just send us an invoice.*

CHAIR - *But they'll pass on the cost.*

Mr BRADFORD - *The harbour master may want to do further investigative studies on a topic. We just pay it.¹²*

¹² Stephen Bradford and Anthony Donald, *Transcript of Evidence*, 12 August 2024, pp. 48-49.

30. The Committee questioned TasPorts on the funding arrangements for the additional work that is being unexpectedly required by TasPorts at Berth 1, an indication of the cost, and whether additional funding will be sought:

Mr BRADFORD - *We have no plans on any of those topics because the Minister, in issuing the Direction, has to consider the funding and the cash flow. When I started this meeting he hadn't done so, so we're awaiting his outcome while he decides. We don't expect we'll be paying for it. If we are there are other complications. I think I'm getting ahead of things. The estimate is not yet firmly or even roughly estimated.*

CHAIR - *There have been figures in the media - as much as you can trust any figure that's out in the media - about \$50 million. Are we talking a ballpark of that sort of money? That is a significant amount of money to find either in additional borrowings, additional government funding in the tight budgetary situation, or from TasPorts operation.*

Mr DONALD - *A lot of it will be dependent on what we assess and design over the next four to six weeks and the outcomes of the simulation with SeaRoad, which are towards the end of September. That will inform our cost estimates. The range of possibilities is quite broad so I think it's inappropriate to speculate.*

CHAIR - *I'm not asking the actual figure but the cost implications, depending on the modelling, could require more work on Berth 2 to support SeaRoad, which will need to be factored into the cost of the overall work. Is that what you're saying here?*

Mr DONALD - *We're progressing two infrastructure concepts. One is the relocation of SeaRoad further down their berth -*

CHAIR - *Which will cost money.*

Mr DONALD - *Which will cost money, and the other concept is the construction of a mono-pile with a fender roller on it, and it might be a series of raked piles instead of a mono-pile. A mono-pile is a singular pile that we can drive into the seabed floor, and it'd be a steel sort of roller system, perhaps with some rubber, which essentially provides a physical barrier and would enable the SeaRoad vessel to roll up and reverse park, essentially.*

CHAIR - *But either way, whatever the solution, it's going to cost money.*

Mr DONALD - *Either way it's going to cost money, and the geotechnical information we've got around the location of that possible pile is that we need to do some geotech testing. We've got information that it's about 70 metres away which indicates that the material is pretty soft, which is good from one perspective but not in another. It could be so soft that we can't use one pile and we might need to use multiple raked piles, then we need to work out a way to tie those piles together. Conventional engineering would suggest you create a reinforced concrete structure. That takes weeks or months and we're not planning to do it that way.*

Michel and his team are working through designs around the fabrication of a steel tie, basically. Michel's pointed out to me, quite rightly, that that structure won't be there for very long so we don't need to worry about corrosion or durability, so a steel structure would be absolutely fine. I'd like to think that possibly we can fabricate that off-site, drive the piles and place it on top and weld it together. It all sounds pretty simple, but doing it in 30-knot winds and a moving river with big vessels moving in and out is going to be highly complex.

CHAIR - *There's also potentially some environmental issues with driving more piles into the riverbed, isn't there?*

Mr DONALD - *No, I think that'll be absolutely fine. We're talking about one or two piles.*

CHAIR - You will have done environmental assessments, though?

Mr DONALD - Yes, absolutely, but the range of possible infrastructure outcomes will inform the cost.

CHAIR - What's your timeline for having a clearer view?

Mr DONALD - It's the outcomes of the simulations at the end of September. By then we'll have a good idea around design and procurement of the fenders and bollards and the installation required. We'll have a reasonably good idea around the steel ramp extension. It'll be about the timeframe and the cost associated with both options. As I did this morning, I think it's important for me to recognise the great collaboration we're currently experiencing with SeaRoad. It's a big ask of them and there is a lot of attention on TT-Line at the moment, but SeaRoad are just as important, so we need to make sure that the work we would be planning to do with them doesn't interrupt their business, and we appreciate that they're very open with sharing their views and thoughts on that, and so they should.¹³

Renegotiation of the MAST Deed

31. On the matter of the renegotiation of the MAST deed, Mr Bradford elaborated:

CHAIR - I understand that there's a MAST deed that's to be renegotiated by TasPorts. Can you update the Committee on where that's at?

Mr BRADFORD - Yes, the MAST deed. It's a deed where we undertake, on behalf of MAST, ... a lot of their regulatory functions. It's been renewed a number of times since its first natural expiration and it's currently afoot until 31 August.

CHAIR - Is it being renegotiated right now then?

Mr BRADFORD - The activities beyond 31 August are being discussed between MAST and us, but are not yet fully resolved.

CHAIR - Can one expect there to be a renewed contract with the regard to the work ...

Mr BRADFORD - Not necessarily.

CHAIR - TasPorts might walk away from that responsibility and leave it with MAST, is that what you're saying?

Mr BRADFORD - No, I didn't say that. I said the deed may not exist after 31 August.

CHAIR - What does that mean?

Mr BRADFORD - Okay, well, what that effectively means is who does the work, who is responsible for it, and how they get paid for it. All that will be sorted out quite easily, but it could be different to what exactly happens today.

CHAIR - When you say it could be sorted out quite easily, it's been under these assessments and compliance, I assume it's around compliance of marine [activities], wharfs and jetties and things like that.

Mr BRADFORD - No.

CHAIR - So what's it relate to then?

¹³ Stephen Bradford and Anthony Donald, *Transcript of Evidence*, 12 August 2024, pp. 50-52.

Mr BRADFORD - Marine regulations, marine safety, the operation of the vessel traffic service, the licencing of pilots, that type of thing.

CHAIR - If it runs out on 31 August-

Mr BRADFORD - It will not expire and suddenly nothing will exist tomorrow, but something different may exist. The government in time may well introduce new marine regulations for Tasmania. We would support that.

CHAIR - On what basis?

Mr BRADFORD - Well, improved marine safety.

Mr DONALD - Because we asked for it. I think two or three years ago, we asked the government to consider a review of the marine regulatory environment within the state and that was agreed to. It occurred to us that the regulatory environment was drafted and documented in the 1990s and predated the formation of the Tasmanian Port Corporation. Those with a little bit of spare time on their hands might read the bill that was presented to parliament when that was first drafted and it was all around encouraging the competition between the ports within the state of Tasmania.

You wind the clock forward to 2006 and the government of the day made, you know, what we believe to be a great decision to form TasPorts and the amalgamation of the ports. At that point the regulatory environment was not reviewed and/or redrafted, and we've continued to provide regulatory services on behalf of MAST. There's certainly opportunities to review the regulatory environment for the benefit of the state. We've been working with MAST and the EPA, facilitated by DSG, for around two years now, to review the adequacy of the regulatory environment and work together on an improved way forward.

...

Mr BRADFORD - We operate the port, which has to service competing interests. We employ the harbour master, who sets the regulations. Can conflicts occur, we say, 'Hmm.' So, therefore it would be better if certain functions were separate. We're not the regulator, but the Marine and Safety Tasmania deed has us, in effect, do everything in regulation.

Mr DONALD - It's not right. It's not right.

Mr BRADFORD - It's not the best model, so we are trying to get a better model.

CHAIR - What sort of instrument are you looking for, a regulation? A new marine regulation?

Mr BRADFORD - Others will determine that. We just want transparency and separation of powers. It is no secret we went through -

...

Mr BRADFORD - We went through a long, bitter, complicated court case involving the Australian Competition and Consumer Commission (ACCC). It cost us many millions of dollars. We say part of the reason is the conflict of the MAST deed. To that operation we are governed by the ACCC regulations. The state is not. There is a conflict. We'd like it resolved.

CHAIR - In the meantime, whose responsibility is it to determine the way forward after 31 August?

Mr BRADFORD - The parties involved.

CHAIR - MAST, TasPorts, state government?

Mr BRADFORD - Us, State Growth, the minister, the EPA, there are a number. We have presented a way forward and others have presented an alternative way forward.

CHAIR - Who makes the ultimate decision? The Minister?

Mr BRADFORD - This one, maybe yes.

CHAIR - Well, someone needs to be responsible.

Mr BRADFORD - Well, I would have thought the two parties could sort it out maturely, MAST and TasPorts.

CHAIR - There needs to be some sort of instrument to guide this. It's a pretty important area we're talking about, port and marine safety. We're two weeks away from the date that the deed expires.¹⁴

32. The Committee wrote to Marine and Safety Tasmania (MAST) seeking further detail regarding the progress of the renegotiation of the deed with TasPorts related to the Tasmanian maritime regulatory framework.

33. The response from MAST, dated 28 August 2024, stated:

Under the current Tasmanian maritime regulatory framework, Marine and Safety Tasmania (MAST) has engaged Tasports to undertake specified marine safety functions in accordance with the Marine and Safety (Pilotage and Navigation) Regulations 2017. The Environment Protection Authority (EPA) has delegated some of its functions to Tasports that relate to marine oil pollution. This is achieved under a tri-partite deed between MAST, Tasports and EPA, together with instruments of delegation and authorization by MAST and EPA to Tasports and Tasports employees.

The current expiry date of the deed is 30 September 2024.

MAST, TasPorts and EPA, through the Department of State Growth, are working to re-assess the allocation of regulatory functions, with a view to providing recommendations to Government on future ports governance.¹⁵

34. The 30 September 2024 date for expiry of the deed differs from the date of 31 August 2024 TasPorts provided during the hearing.

Committee Findings

Regulation of Port Operations

26. TasPorts currently funds its regulatory functions through a tonnage levy on ship owners.

¹⁴ Stephen Bradford and Anthony Donald, *Transcript of Evidence*, 12 August 2024, pp. 41-43.

¹⁵ Letter dated 28 August 2024 from Marine and Safety Tasmania.

27. The dual role of TasPorts as both operator and regulator under the *Marine and Safety (Pilotage and Navigation), Regulations 2017* under the tri-partite deed between TasPorts, Marine and Safety Tasmania (MAST) and the Environment Protection Authority (EPA) presents a risk of conflicts of interest that could compromise marine safety and governance.

Renegotiation of the MAST Deed

28. The ongoing discussions regarding the tri-partite deed between TasPorts and Marine and Safety Tasmania (MAST) and the Environment Protection Authority (EPA), specifically, the allocation of regulatory functions, underscore the complexities of balancing commercial operations with regulatory oversight.
29. TasPorts, Marine and Safety Tasmania (MAST) and the Environment Protection Authority (EPA) have been working to reassess the allocation of regulatory functions with a view to providing recommendations to Government on future governance of the ports.

Recommendations

6. The Government consider concerns raised and any recommendations from TasPorts, Marine and Safety Tasmania (MAST) and the Environment Protection Authority (EPA) to determine the future maritime regulatory framework in a timely manner.
7. Any transition associated with change to the maritime regulatory framework be managed transparently, including engagement and effective communication with all stakeholders.

Stakeholder Engagement

35. The Committee explored stakeholder engagement undertaken by TasPorts, including the way TasPorts engages its stakeholders and the measures taken to obtain frank and fearless feedback from customers:

Mr DONALD - Project-specific stakeholder management plans are generally compiled. We identify who the key stakeholders are, we identify the individuals or roles, and then, depending on the project and our objective, we sort of design a targeted plan. If I use the dredging programs in Devonport and Burnie as an example, we have a technical advisory committee we established with key stakeholders from around the Mersey River in Devonport, including representatives of environmental groups, community groups, the local council, the fishing fleet and probably others. We proactively have reported through to them what our investigation, design and plans are with respect to the implementation of the work. I think that's been a really positive example of the stakeholder engagement we've implemented in that regard for Devonport, and we're implementing the same around Burnie, but it's project-specific.

Mr BRADFORD - Yes, and we do it reactively and proactively. The commercial team is out talking to interested parties. A clear example of that is Bell Bay. They are very busy with people with prospective developments at Bell Bay; you'd be here for a week listing them. A lot will fall by the wayside but some will happen. I try also to be reactive. If I see a media

release or comment, I often ring the person and say, 'What is the issue?', and quickly get to the heart of the issue.

CHAIR - *What formal seeking of stakeholder feedback do you get? Do you get formal reports, whether it's project-related or out to the broader stakeholder base?*

Mr BRADFORD - *Customer surveys?*

CHAIR - *Who does the customer surveys?*

Mr DONALD - *Our commercial and trade team implement our customer surveys. We've got a very defined list of customers and through a third party we engage them to undertake an annual survey. Those results are then reported through management to the board.*

CHAIR - *When was the last annual survey done?*

Mr DONALD - *Two or three months ago.*

CHAIR - *Right, and have you got the report from that yet?*

Mr DONALD - *Yes.*

CHAIR - *Can you provide a copy of the report to the committee?*

Mr DONALD - *Yes.*

CHAIR - *Who undertook that?*

Mr DONALD - *I can't recall, but am happy to provide that detail.*

Mr de VOS - *As I recall, it was generally positive with some improvement.*

CHAIR - *Are these conducted entirely separate to TasPorts, or does TasPorts do its own internal processes?*

Mr DONALD - *Sorry, I don't understand the question.*

CHAIR - *Is the customer survey a tool developed by TasPorts, or is it developed entirely by the consultant?*

Mr DONALD - *I think it's by the consultant on behalf of us. We have a list of questions that we're interested to understand but there's also the opportunity for customers to provide feedback generally. It's about understanding what our customers want to see more of, or what we're doing well that they want us to continue to do, or what they think we might need to do differently. It's designed to be, I suppose, independent in nature because it provides an opportunity for a different lens than the direct relationship that we have with our customers. Our commercial and trade team have got a defined list of every customer, every tenant that we have and those are all sliced and diced, so to speak, there is a frequency of touch points with those customers. We have a CRM, customer records management, so all that data goes into there. Every engagement, whether or not it is an e-mail correspondence, phone calls, meetings, it is all recorded. We have a minimum frequency of touch points with every customer.*

CHAIR - *What I am trying to understand is whether you seek your customers feedback in a frank and fearless way? You talked about a consultant, -*

Mr BRADFORD - *Certainly anonymous, so it is not identifying 'Fred Nerk said this'. We are looking for themes.*

CHAIR - Yes, the consultant report that you got three to four weeks ago, you said -

Mr BRADFORD - Months.

CHAIR - Months, sorry. Is that the first independent survey of its nature?

Mr DONALD - No, there was one last year as well.

Mr BRADFORD - I have been around too long, probably 8.5 years and I think it is the fifth or sixth.

Mr DONALD - Probably be the third or fourth.

Mr BRADFORD - Might be the third of fourth, sorry.

CHAIR - When these surveys are undertaken, are they just a questionnaire sent out to all the customers? ...

Mr DONALD - It is not cold, it is through the ongoing engagement that our team have through either of the quarterly touch points, our key representative would alert them to the fact that the customer survey is coming up. It has been done by X, Y and Z, otherwise our customers are going to get a cold call or an e-mail, I mean, I get them all the time. We respect our customers, we let them know that we are implementing our annual customer survey, you can expect to get a contact from X, Y and Z and they are encouraged to be frank and fearless. I would like to think that the survey validates what we already know because is that not the true measure? It is the ongoing relationship that we have with our customers, we want our customers to be able to disagree with us or tell us where we need to continually improve or we need this, we need that. We would not always agree but at least we get it out on the table and we can have a robust discussion if we are -

CHAIR - Is this the one annual survey that is done? As I understand there were some customers that were not particularly happy with the process and wanted to have a, what they considered, truly independent process where they could meet face to face with the interviewers -

Mr BRADFORD - I have not heard that.

Mr DONALD - TasPorts has not been, not that I know, in attendance at the sessions but I can provide that information.

CHAIR - I would like to understand how the sessions are done then and who is there. Are they done with groups of customers? Are they done with individual customers? Are they done with representative organisations like unions and others like that?

Mr DONALD - Unions are not customers, are they?

CHAIR - Let us look at some of your customers, like people on King Island, the SeaRoad -

Mr BRADFORD - The SeaRoad, TT-line, the big coastal operators, Grange, the big forest product exporters, the cruise ships, the tenants, lots of them, big, small -

CHAIR - Do all the tenants get a crack?

Mr BRADFORD - Most, I mean, we have tenants on \$10 a year. I do not think we would survey them but a wide section is surveyed. It could certainly define a customer, basically people that pay us money, significant money.

CHAIR - I just want to understand whether it is done with TasPorts' people in the room sort of thing because that is always challenging to get frank and fearless feedback.

Mr DONALD - I have to confirm but I am pretty confident that it is independent and that it's designed to mirror and validate what we already know. I do not think that there is multiple customers there, I am pretty sure they are customer specific interactions because every customer has a different requirement and we are mindful of also protecting our customers' obligations with respect to competition law.¹⁶

36. The Committee sought further detail from TasPorts regarding the way customer feedback is sought. It was unclear the methods used by TasPorts to seek customer feedback. The Committee asked a Question on Notice: Please provide further detail regarding how customer feedback is sought and sessions conducted, including whether the sessions are independently conducted; whether multiple customers present; whether TasPorts staff are present?

37. In response, TasPorts provided the following:

- *Feedback sessions were conducted independently by TasPorts' engaged consultant – Myriad Research.*
- *Sessions were conducted on a one-on-one basis with individual customers. No TasPorts staff were present to ensure views and feedback could be provided impartially.*

Customer Survey approach:

- *TasPorts undertook a customer survey in March 2024 to engage with TasPorts' key customers and measure satisfaction levels regarding services and interactions provided by TasPorts.*
- *The March survey was conducted in follow up to an original customer survey in November 2022.*
- *In total, 31 customers participated in the survey from a total proposed contact list of 37 select business customers across a range of TasPorts' customer segments.*
- *The survey was undertaken by Myriad Research and conducted via telephone quantitative methodology in accordance with Quality Assurance Standards (ISO 20252:2019) and the protocols of the Market and Social Research Privacy Code (related to telephone survey methodology).*
- *The survey was undertaken in March and results from Myriad were provided in mid-April.*
- *Follow up correspondence was sent to participating customers in late April and early July.*

Findings:

- *Findings were concentrated across four key areas including communication, key performance indicators, organizational requirements and improvements.*
- *Key findings in relation to each of these areas is detailed below:*

Key performance indicators for customer satisfaction

- *Ten out of eleven service aspects surveyed received a higher rating for customer satisfaction in 2024 compared with the 2022 benchmark data demonstrating a perceived improvement in the majority of service areas across our key customer base.*
- *All service aspects rated above the target satisfaction level of 3.0 (5.0 being the highest rating achievable).*

¹⁶ Stephen Bradford, *Transcript of Evidence*, 12 August 2024, pp. 23-5.

- *50% of the aspects surveyed rated above 4.0 with the highest levels of satisfaction received for the following areas:*
 - *Interactions with TasPorts' staff have been respectful and supportive.*
 - *TasPorts' staff respond to our queries in a timely manner.*
 - *The process for arranging a ship booking/marine services is an easy and effective process.*
 - *We are satisfied with the manner in which pilotage services are provided to our organisation.*
 - *We are satisfied with the manner in which towage services are provided to our organisation.*
 - *We are satisfied with the way TasPorts currently manages port safety and security.*

Communication

- *A significant improvement was recorded in relation to contact with TasPorts, both in terms of having a clear point of contact 81% in 2024 (an increase from 62% in 2022) and ease of contact 84% in 2024 (up from 69% in 2022).*
- *TasPorts' website was found to be noticeably more informative in 2024 (64% nett positive) than in 2022 (35%). Similarly, perceived ease of use has improved from 61% in 2022 to 82% in 2024.*
- *TasPorts quarterly freight and trade reports were rated positively by 71% of surveyed customers receiving the updates with strong interest from other customers in receiving these going forward.*

Improvements

- *Research findings identify that customers are interested in additional engagement with TasPorts to a higher degree than recorded in 2022.*
- *TasPorts regional forums received a strong positive response from participants with 81% of surveyed customers seeing value in attendance of these forums. This demonstrates another opportunity for TasPorts to further build on the forums as a valuable engagement opportunity with its port customers.*

Outcomes:

- *Findings from TasPorts' Customer Survey demonstrate that many of the initiatives and customer engagement exercises implemented by TasPorts since the last survey have been positively perceived by TasPorts' key customer base and have had a positive impact on customer recognised satisfaction levels.*
- *The research has also identified areas for ongoing improvement from TasPorts. Some of these areas have been actively addressed and others will be addressed as the strategy evolves.*
- *The outcomes and key findings of the survey and engagement program are being used to further inform strategic direction for TasPorts' Customer Engagement strategy and enable ongoing tracking of progress in customer satisfaction against baseline measures.¹⁷*

38. TasPorts provided a copy of the Customer Research Report and agreed for it to be released partly redacted to de-identify their customers. The report is attached as Appendix F. Of note, one key performance indicator that deteriorated from 3.5 to 3.2 (with 3 being average) between 2022 and 2024 related to TasPorts infrastructure

¹⁷ Question on Notice Response from TasPorts, 26 August 2024, pp. 1-2.

assets being suitable for the customers' business. No key performance indicators were assessed as excellent (rated at 5).

Committee Findings

Stakeholder Engagement

30. Customer surveys are conducted annually through a third-party consultant to gather feedback.
31. Overall customer feedback showed improvement in TasPorts' operations between 2022 to 2024, however no key performance indicator received an excellent ranking and suitability of TasPorts infrastructure for customers' business declined.

Recommendations

8. The Government review TasPorts' customer research report and engagement processes to determine whether TasPorts takes a customer focused business approach and provide any guidance deemed necessary in response.

Delays to delivery of freight to King Island

39. The Committee investigated concerns over lengthy delays to delivery of freight at King Island:

CHAIR - ... a number of customers on King Island have had their freight left on wharves for a significant period of time on the mainland or Tasmanian side. Some of that is related to the need to get feed on and off the island and things like that, but it has been a problem for longer than the drought situation.

A number of King Islanders feel very aggrieved because they have waited and they are doing building projects or whatever, and their projects are significantly delayed and they cannot sequence their projects because of that and they cannot rely on delivery even though they are told something is coming then it has been bumped for something else.

How do you assure people that if they are going to have to pay the full freight cost that they are going to get a full, a priority service if you are paying full freight costs when this is not happening for so many King Islanders?

Mr DONALD - I am not aware of the non-delivery of any customers so I am more than happy to receive specific details of customers.

CHAIR - I will put a few people onto you then.

Mr BRADFORD - Yeah, absolutely. We have a number of principal customers who support us on every sailing and they contract for that. We have others who book us when they have got demand and we try very hard. Well, that is why we are there every week. Yes, the

weather impacts a few days either side but we are there every week. If we are not full, we sail, if there is space available in their cargo, we sail.

CHAIR - *Well, I will put you in touch with some King Island residents who are not experiencing anything like that.*

Mr BRADFORD - *Happy to talk to them. We have got a permanent, full-time general manager on Bass Island, she would be delighted to meet them. Particularly if they have plans, if they are building something and they have got a forward schedule of what they are planning to do, if we know about it, that is very helpful.*

CHAIR - *They've definitely done that and they have allowed several weeks of contingency, noting that sometimes the vessel cannot get in because of the weather. Anyone on the island would factor that in. What we see is that the freight was sitting on the wharf and not loaded, not delivered, because something else is put on instead.*

Mr BRADFORD - *Really?*

...

Mr BRADFORD - *And if they are using a forwarder, they should tell us that or if they are doing it direct and what wharf are they talking about?*

CHAIR - *I will pass them on to you.*

Mr BRADFORD - *It could be sitting in a forwarder's warehouse.*

CHAIR - *Not as I understand it, but I am only relying on what I am hearing from the people of King Island.*

Mr BRADFORD - *Yeah, very concerned to hear about it. We cannot guarantee we will carry every stick of cargo every week, that is unrealistic, but we can -*

CHAIR - *They allow for that in their forward planning.*

Mr BRADFORD - *Okay. For a long period over the last six months, we were running two sails a week.*

CHAIR - *I do not understand it either. I am just saying.*

Mr BRADFORD - *For a long period before that we went full.*

CHAIR - *That's what I hear as well.*

Mr DONALD - *I'm happy to look at the specifics so that we can understand and help if so required.*¹⁸

40. When further discussing the challenges some King Island customers experience in receiving timely freight, Mr Bradford and Mr Donald made the following comments:

Mr BRADFORD - *I hope they're not on our extremely bad payer list.*

CHAIR - *These people wouldn't be. Well, at least a few of them I know*

Mr DONALD - *Well, you never know.*

¹⁸ Stephen Bradford, *Transcript of Evidence*, 12 August 2024, pp. 14-15.

CHAIR - They might be getting cranky and not wanting to pay because their goods aren't being delivered. ...

Mr BRADFORD - The vast majority of our customers are excellent in paying their bills.¹⁹

41. The Committee also asked questions of TasPorts with regard any willingness to work with Group 6 Metals, and use of the overburden material, to build an all-weather port:

Mr BRADFORD - At huge cost to Tasmania? Mr Donald?

CHAIR - No, no, I'm not suggesting that Tasmania pays for it all. I'm suggesting that you work with them to actually mitigate some of the cost.

Mr DONALD - We've been very open about the fact we're happy to work with G6 in order to use some of the overburden material on the existing breakwater structure. An additional metre, as an example, over the top of that structure would be beneficial. From time to time, we do see waves crashing over the top. Not every week, but from time to time.

There's been a number of studies undertaken, I think the most recent one was by GHD a number of years ago, which looked at what would be required to create another harbour. We're talking about tens and tens of millions of dollars, probably closer to \$100 million than 50.

CHAIR - That was to the north of the current port, as opposed to the south?

...

Mr DONALD - Yes, that is correct. I'd imagine that there wouldn't be a lot of money saved in moving it to the south. The investigation and the design and modelling and environmental assessments required to do something like that would be very significant and would take a number of years to complete. Then there would be an ongoing asset management responsibility for someone.

When we look at the berth utilisation at the Port of Grassy, I could be wrong, but I think it stands at around 11 percent. There's a lot of underutilised capacity within the existing wharf structure, so we don't see a need for any further expansion. If you think about - our responsibilities are for statewide port infrastructure across the whole state, so we need to look at all of the requirements for every port, every wharf around the state.

Yes, there are individuals who suspect that there could be benefits to the Port of Grassy by building a brand-new harbour. How would we demonstrate or how would we substantiate that against investments that could be provided in other port locations?

CHAIR - Is there anything that could be done to Grassy Harbour to make it an all-weather port, then?

Mr DONALD - There's no such thing. There is no such thing as an all-weather port.

CHAIR - At all?

Mr DONALD - No. An all-weather port indicates that - what are you doing, you're building an indoor port. That is, no exposure to wind, sea state conditions, tides -

CHAIR - No, that's not what I mean. I think we understand what I'm talking about. We're talking about a port that vessels can get into that are designed to fit into that port. Obviously a massive ship won't fit into Grassy, no matter what the weather is, but the

¹⁹ Anthony Donald and Stephen Bradford, *Transcript of Evidence*, 12 August 2024, pp. 15-16.

weather will not prevent it from entering, except on the, perhaps, very rare cyclonic conditions.

Mr BRADFORD - *That's every port in Australia. Weather, they've all got different conditions.*

Mr DONALD - *We have impacts at all of our ports around the state.* ²⁰

42. The Committee inquired into the number and delayed sailings of the John Duigan to King Island:

CHAIR - *How many sailings have been delayed or cancelled this year?*

Mr DONALD - *I haven't got that in front of me, but I'm more than happy to provide it*

...

Mr DONALD - *It's really around delays to the weekly service, it's not cancellations.*

CHAIR - *But delays can be for a day or two or three.*

Mr DONALD - *Yes.*

CHAIR - *And you do have perishables on board?*

Mr DONALD - *We'd like more perishables.*

Mr BRADFORD - *A key target commodity, our success is modest.*

Mr DONALD - *Well 18 months or two years ago, we leased a refrigerated container and a frozen container because we wanted to demonstrate to the King Island community that we could do some things that can help cost of living on the island. We understood that there was approximately 10 tonnes of freight being moved on to King Island by air every week and so we thought that there was an opportunity, not for all of the perishables, but some of the perishables could be moved by shipping containers and we didn't have a customer.*

Mr BRADFORD - *Trying to reduce the cost for working families.*

CHAIR - *We know what the problem was, people didn't have enough faith in the service, that it –*

Mr BRADFORD - *Really?*

Mr DONALD - *A weekly service?*

CHAIR - *You only have to read other previous committee hearings to understand the genuine concerns of the people out there. I won't entertain their views not being considered.* ²¹

43. In relation to delays and cancellations on King Island, TasPorts provided the following information in a Question on Notice response dated 28 August 2024:

²⁰ Anthony Donald and Stephen Bradford, *Transcript of Evidence*, 12 August 2024, pp. 16-17.

²¹ Anthony Donald and Stephen Bradford, *Transcript of Evidence*, 12 August 2024, pp. 17-18.

3. How many BIL sailings to King Island have been cancelled in the 22/23 financial year and 23/24 financial year?

- FY2023 – zero BIL sailings cancelled.
- FY2024 – two cancelled out of 150 scheduled services (148 sailings).

4. How many BIL sailings to King Island have been delayed by more than 24 hours in the 22/23 financial year and 23/24 financial year?

- FY2023 – 26 out of 120 scheduled services delayed
- FY2024 – zero out of 150 scheduled services (148 sailings).

Bass Island Line	FY2024	FY2023	FY2024 % increase
Sailings	148	120	23%
Tonnage	82,547	68,527	21%
TEU	6,768	5,590	21%

44. TasPorts also provided the following background information:

- *FY2023 delays were predominately due to weather. There were 13 delays in total. All delays were for voyages departing from Devonport to King Island, so each delay also impacted the scheduled return southbound voyage from King Island to Devonport.*
- *Voyages for FY2024 were almost 25% higher than FY2023 due to the provision of 24 additional voyages (12 return trips) that were underwritten by the Department of State Growth in response to drought conditions on King Island.*
- *FY2024 voyage cancellations occurred on 29/30 June (northbound voyage to King Island and the return southbound voyage to Devonport) due to weather.*
- *These voyages were cancelled instead of delayed as the next scheduled voyage was two days later arriving at Grassy on 2 July on which accommodated all the cargo from the cancelled sailing.²²*

²² Question on Notice response, dated 26 August 2024, pp. 1-2.

Workplace Psychological Health and Safety

45. The Committee sought detail regarding TasPorts' response to the requirements under the new federal legislation, specifically the matter of psychological health and safety and wellbeing of workers in the workplace. Mr Donald also provided an update on the work that had been undertaken by the Menzies Institute:

Mr DONALD - ISO 45003 was the first global standard giving the practice guidance on managing psychological health and safety at work and workplaces. It is designed to support organisations to appreciate and achieve psychological health safety and wellbeing in the workplace, to avoid psychosocial risks and unlock the full potential of our people and with that in mind, our objective is to have our people thrive. The ISO standard was published on 8 June 2021 and we have worked in response to that standard in a number of ways.

The first one relates to the Menzies work, where in 2022 the Menzies Institute invited TasPorts to participate in a 12-month program on preventing harm to employee health through psychosocial risk assessment and control, a case study of the ISO implementation. The case study explored the factors that influence the successful implementation of a best practice and strategic approach to preventing harm to employee mental health that may result from exposure to work related psychosocial hazards. I think one of the biggest and important elements of the standard is the consultation required on the identification of risks and the management and implementation of control, so the consultation is key.

The case study involved TasPorts engaging with staff to understand and progress our own specific approach to addressing psychosocial hazards. This included a working group meeting consisting of 10 people representing a number of different teams across the organisation and across the state. The outcome of the case study was an implementation plan which was designed to guide TasPorts' response to the standard. That plan was presented to our executive team in November 2023 and where we endorsed to progress on the same day and progress the implementation plan. That plan stepped out a psychosocial road map and includes strategies and actions across pre-implementation and implementation phases.

There are two key strategies. Strategy one, assess for readiness and identify barriers and facilitators to take up to four months to complete and that is to prevent harm to employee health through psychosocial risk assessments and control. Strategy two, which is conduct local needs assessment to take up to four months to complete and that is to build capacity to identify, report and manage psychosocial hazards. It is a lot about training and awareness and making sure that our staff understand what support mechanisms we make available and or need to make available to suit their needs. The plan guides our response to the ISO standard.

The next part that I would like to talk about is our internal risk assessment of psychosocial hazards in our workplace. Following the development of the implementation plan, we embarked on an internal risk assessment of the hazards. This work was completed in early January 2024. In summary, the internal risk assessment identified psychosocial hazards which could potentially harm our workers or others at our workplaces, the mitigation strategies and control measures currently undertaken by TasPorts to manage those risks and the adequacy of such strategies and control measures in mitigating those risks.

A summary of the mitigation strategies and control measures which are currently in place to address psychosocial hazards.²³

²³ Anthony Donald, *Transcript of Evidence*, 12 August 2024, pp. 33-36.

46. The psychosocial mitigation and control measures are attached as Appendix G.

47. The psychosocial safety implementation plan is attached as Appendix H.

48. Mr Donald continued:

In February of this year, we engaged an independent consultant to undertake the risk assessments and there were approximately 20 focus groups across the organisation and across the state over the period of 14 to 16 May. There was a highly consultative process and there were more than 15 participants from across the organisation and across the state and that included one-on-one sessions with every member of the executive, including myself.

The findings on that risk assessment were that there were risks and expressed frustrations around, at times, bureaucratic and siloed operation at TasPorts and limited decision-making authority. That clearly sees itself as an opportunity and it does inform me that our organisation continues to move through, and has a desire for, an improvement to our speed, which is the speed of our decision making and activities, which is I see as a real positive. What we need to do is to make sure that our processes and systems of work are adequate in order to provide the clarity and structure for that empowerment to occur, and this is diluted, feelings of empowerment and autonomy within our teams.

Similarly, there were reported challenges with upward communication with the view that it's often slow and ineffective and can result in a negative reaction. Feedback that while the EAP support is provided, there is need for overall stronger relationships to be built within our organisation, and challenges and changes associated with executive changes towards the end of last year, impacting on leadership, transparency and trust. So that was at a time where our organisation went through a significant change for our executive team and that was a period where our organisation was hurting, to be frank.

And a view that physical safety issues that are readily addressed, but other behavioural concerns being experienced were raised less frequently and inconsistently, and employees did not feel supported when they were raised. So again, our mitigation and support, the ongoing empowerment and education and training for our staff to make sure there are ways that people can feel supported to raise any concerns that they have.²⁴

49. Mr Donald also outlined measures taken to implement mental health first aid training:

Mr DONALD - ... the mental-health first-aid training, we are well down the path of implementing that. I will try to find that information before we leave today. The number of people that have been trained is quite extensive.

CHAIR - It's a well-established program.

Mr DONALD - It is. Mental-health first-aid training has been conducted for a large number of TasPorts staff members and then we have designated mental-health first-aid officers, which are a subset of the people who have been trained. I will confirm the numbers, but I think we have over 30 people across the organisation who are designated mental-health -

CHAIR - How many employees all up in the organisation?

Mr DONALD - At the moment, I think 311.

²⁴ Anthony Donald, *Transcript of Evidence*, 12 August 2024, pp. 33-36.

CHAIR - Okay, so about 10 per cent?

Mr DONALD - Yes.

CHAIR - When are you doing your next more detailed survey of staff to see what the impacts of this has been?

Mr DONALD - In terms of a psychosocial that will be part of the post-implementation plan, so that will be in about four to six months.

CHAIR - Okay. It is good to see the work you've done because you were saying that it was quite new to some organisations. Here it says human synergies, OCI is that the one?

Mr DONALD - That is an organisational cultural index survey. Human synergies is the type of tool that was used in the OCI survey. The contractor that was used to do our risk assessments was the LGM Group. We have trained 62 people in mental-health first aid and we have 21 appointed officers, slightly less than I thought, but it's still quite a large number.²⁵

50. The Committee asked TasPorts representatives about when the next staff survey would be conducted:

Mr DONALD - ... The next survey that we will implement with staff will be a pulse survey, which won't be an OCI survey. That'll be in November this year. That'll measure our engagement of our staff and that'll be different to the survey associated with psychosocial risks. One of the things we need to make sure is we don't over-survey our staff. We need to time it in a way and then demonstrate authentic -

CHAIR - How are all your staff informed of all these components of the implementation plan?

Mr DONALD - All of that is communicated through our regular team meetings and briefings. We've got an intranet system, ... that we use to post important updates. We've provided feedback to our organisation on what we learned through the psychosocial risk process and the implementation plan.²⁶

51. The Committee asked for details of the more recent Pulse Engagement report. This is attached as Appendix I.

²⁵ Anthony Donald, *Transcript of Evidence*, 12 August 2024, pp. 33-36.

²⁶ Anthony Donald, *Transcript of Evidence*, 12 August 2024, pp. p. 40

Committee Findings

Workplace Psychological Health and Safety

32. TasPorts advised it is working on implementing ISO 45003 standards for managing psychological health and safety in the workplace.
33. TasPorts has identified the workplace psychosocial safety risks and developed an implementation plan in response to psychosocial risks.
34. Of TasPorts' approximately 311 employees, 62 have undertaken Mental Health First Aid training and 21 mental health first aid officers have been appointed.

Devonport Airport

52. As TasPorts own and operate the Devonport Airport, matters related to this airport were explored by the Committee.

CHAIR - ... the Devonport Airport, which you own as well, in the recent challenges that Regional Express are dealing with. What actions have you taken, without discussing commercial discussions with Regional Express, has it impacted the landings at Devonport? I understand that they are still keeping all their regional links. They are terribly important for the north-west coast.

Mr BRADFORD - Rex is now under administration, who have guaranteed all the landing fees since 20 July, so the only bit we are out of pocket for is about three weeks, which I grumble about, but it is not –

CHAIR - Three weeks when it was not being paid.

Mr BRADFORD - We have not been paid and we probably would not be, but it is not the half a million being reported at other airports. We have been guaranteed the payments on 31 July –

CHAIR - By the administrator?

Mr BRADFORD - By the administrator, and I imagine that services will continue until the administrator completes their work. In reading the Financial Review, I think there are a number of parties interested in the regional network, but what that means I don't know.

CHAIR - You have not had a direct engagement with the administrator at this stage other than to get the guarantee?

Mr DONALD - No.

Mr BRADFORD - And given our importance compared to other places like Wagga, I suspect we would not.

...

Mr BRADFORD - ... Our grumbles about the non-payment is about the previous management. I will get over it in time, eventually.²⁷

53. TasPorts was asked about capital upgrades at the Devonport Airport and surrounding land.

CHAIR - In terms of capital investment at the Devonport airport, is that listed in your asset management plan?

Mr DONALD - I think there is, I am not aware of any significant investments required at Devonport Airport, a lot of it is linked to growth opportunities. I think one of the ones that will happen at some point in time will be the creation of a business park or industrial park at Devonport Airport. We have a lot –

CHAIR - On your land?

Mr DONALD - We have got a lot of space and we understand that in the Devonport area industrial land is nearly all gone, which is great from our perspective, we want to make sure that we position ourselves well in that regard.

CHAIR - Is that in the western end of the airport? The western end of the entrance?

Mr DONALD - Yes. As with all of our investments, we deal with bankable business cases, so we need to find a tenant or a proponent that wants to pay rent that enables us to invest in our infrastructure.

CHAIR - TasPorts would develop the site?

Mr DONALD - As an option? Yep. Or, someone might come along say, we'll just take it as is and pay this amount.

CHAIR - Would you lease the land to them then?

Mr DONALD - Yep.

CHAIR - So, you get a lease payment?

Mr DONALD - Lease payment, yep. Just on land. Undeveloped land.

Mr BRADFORD - You'd hope to link it to the activities of the airport, of course.

Mr DONALD - As many developers do everywhere, we want to enable further expansion to occur. Business parks are not just for one tenant, and industrial parks are not just for one tenant, are they? So, there's an infrastructure spend required in order to get some services there - water, sewer, in particular. Really, the first customer is going to be an important one and could trigger a number of others to follow. We'd love to see another carrier come in, in addition to the current two, and an expansion of our terminal or lengthening of the runway. All of those will occur in the fullness of time, when other businesses have bankable business cases that can substantiate their investment.

CHAIR - Who do you think might come in?

Mr DONALD - Who knows? One of the challenges with Devonport Airport is the proximity to Wynyard. We know, through a previous survey - it's three or four years old now - that there's a significant number of people that live in the Devonport Airport catchment that choose to drive an hour-and-a-half to Launceston Airport to pay for a

²⁷ Stephen Bradford and Anthony Donald, *Transcript of Evidence*, 12 August 2024, pp. 54-55.

cheaper flight. Now, what would I say to those people? Maybe take a couple of minutes to calculate and quantify your own time and your fuel cost and your car parking bill, ...

...

***Mr DONALD** - Devonport Airport's a great option, and we welcome those people to come and use our facility. It's a pretty little airport. It's very efficient, excellent customer service - and it's a great connection straight into Melbourne.²⁸*

Committee Findings

Devonport Airport

35. The administrator of Regional Express Airline (Rex) has had a limited impact on the financial operations of Devonport Airport, as the Administrator for Regional Express Airline has guaranteed the landing fees since 20 July, with the non-payment of landing fees limited to an approximately three-week period.
36. There are potential opportunities for capital upgrades and the development of an industrial park on Devonport Airport land.

Mid-year financial performance

54. The 2023/24 financial year has ended and the TasPorts annual report, including financial information, will be tabled in October 2024. TasPorts will be scrutinised on their operational and financial performance as part of annual Government Business Enterprise (GBE) scrutiny. Therefore, the Committee did not seek to further explore TasPorts' mid-year financial performance.

²⁸ Stephen Bradford and Anthony Donald, *Transcript of Evidence*, 12 August 2024, pp. 56-57.

Appendix A

Meeting Minutes

LEGISLATIVE COUNCIL SESSIONAL COMMITTEE
GOVERNMENT ADMINISTRATION COMMITTEE 'A'
MINUTES OF MEETING

TUESDAY 5 DECEMBER 2023

The Committee met at 9:20 am in Committee Room 2, Parliament House, Hobart.

Members Present:

Mr Edmunds
Ms Forrest
Mr Gaffney
Mr Harriss
Ms Lovell

Apologies

Nil

In Attendance

Jenny Mannering (Committee Secretary)
Ali Scott (Committee Secretariat)

Confirmation of Minutes

The **Minutes of the Meeting** held on Monday 27 November 2023 were confirmed as a true and accurate record.

Correspondence

Incoming

1. **Tasracing SIP** - Email dated 28 November 2023 from Office of Hon Felix Ellis MP, Minister for Racing accepting invitation to attend a public hearing to be held on Tuesday 5 December 2023
2. **Tasracing SIP** - Email dated 29 November 2023 from Justin Helmich, General Manager, Office of Racing Integrity accepting invitation to attend a public hearing to be held on Tuesday 5 December 2023
3. **Tasracing SIP** - Letter dated 29 November 2023 from Hon Madeleine Ogilvie MP, Minister for Workplace Safety and Consumer Affairs accepting invitation to attend a public hearing to be held on Tuesday 5 December 2023
4. **Tasracing SIP** – Email dated 30 November 2023 from Melissa Fraser, President, Tasmanian Dog Walking Clubs providing information to SIP
5. **Tasracing SIP** - Email dated 30 November 2023 from Tasracing accepting invitation to attend a public hearing to be held on Tuesday 5 December 2023

Outgoing

1. **Tasracing SIP** - Letter dated 28 November 2023 to Hon Felix Ellis MP, Minister for Racing in relation to invitation to attend a public hearing to be held on Tuesday 5 December 2023
2. **Tasracing SIP** - Letter dated 28 November 2023 to Hon Madeleine Ogilvie, Minister for Workplace Safety and Consumer Affairs in relation to invitation to attend a public hearing to be held on Tuesday 5 December 2023
3. **Tasracing SIP** - Letter dated 28 November 2023 Tasracing in relation to invitation to attend a public hearing to be held on Tuesday 5 December 2023
4. **Tasracing SIP** - Letter dated 28 November 2023 to Justin Helmich, General Manager, Office of Racing Integrity in relation to invitation to attend a public hearing to be held on Tuesday 5 December 2023

The Committee received the incoming correspondence and endorsed the outgoing correspondence.

Business arising from incoming correspondence

6. **Tasracing SIP** – Email dated 30 November 2023 from Melissa Fraser, President, Tasmanian Dog Walking Clubs providing information to SIP

The Committee **RESOLVED** to write back to Melissa Fraser in relation to advise the matters raised were outside the scope of the current SIP, but may be considered by a potential future inquiry with broader terms of reference.

TasTAFE extract from Budget Paper 2 Volume 2

The Committee noted the TasTAFE extract.

Other Business

A discussion took place regarding a potential inquiry into Tasports in 2024.

The Committee **RESOLVED** to establish a short inquiry process to further scrutinise TasPorts with the following terms of reference.

That the Legislative Council Government Administration Committee 'A' review and report on matters related to the operations of Tasmanian Ports Corporation Pty Ltd (TasPorts) with particular reference to:

- 1) *The engagement undertaken in collaboration with Menzies Institute and University of Tasmania, regarding psychosocial safety, including the findings of this work, and the proposed actions responding to those findings;*
- 2) *Workforce related matters;*
- 3) *Capital expenditure, asset management and maintenance; and*
- 4) *Ongoing financial management including consideration of TasPorts' half-yearly financial results.*

The Committee **RESOLVED** to write to TasPorts advising of the above resolution and inviting their attendance at a public hearing on Wednesday, 27 February 2024 from 2:00 pm – 5:00 pm.

The Committee suspended at 9:37 am

The Committee resumed at 10:05 am

PUBLIC HEARING – TASRACING SIP

At 10:05 am Justin Helmich, General Manager, Office of Racing Industry and Jason Jacobi, Secretary, Department of Natural Resources and Environment were called, made the statutory declaration and were examined.

Questions on Notice

1. Please provide a record of conversations between ORI and Tasracing and Tas Police regarding TasPOL ref 704642, specifically:
 - a. Did Mr Helmich speak to Inspector Greenwood about Constable Hanson's email? And if so;
 - b. When did these conversations occur, that is did this conversation occur before or after 15 February when Greenwood advised that Constable Hanson had handed over the investigation? (LE)

PRIVATE HEARING – TASRACING SIP

At 10:40 am the Committee considered a request for evidence to be taken in-camera.

The Committee **RESOLVED** to take evidence in-camera.

At 10:44 am the Committee proceeded to take evidence in-camera.

Questions on Notice

1. IN CAMERA: Could it be a breach of the licensing conditions that an employee of Mr Yole was under the influence of drugs while driving a vehicle and horse float to transport horses to a race meet? (SL)

The witnesses withdrew at 10:53 am

The Committee suspended at 10:53 am

The Committee resumed at 11:00 am

PUBLIC HEARING – TASRACING SIP

At 11:00 am the Hon Madeleine Ogilvie MP, Minister for Workplace Safety and Consumer Affairs and was called and was examined and Damian Davidson, Department of Justice and Robyn Pearce, Worksafe Tasmania were called, made the statutory declaration and were examined.

Questions on Notice

1. Please provide a copy of the letter from ORI related to concern that employers in the racing industry may not be aware of the requirement for Workers Compensation Insurance. (RF)
2. For what length of time (dates) is it believed that Mr Yole has been operating without workers compensation insurance? (SL)
3. Please provide detail of the Minister/Minister's office contact with Police, Tasracing and ORI related to TasPOL ref 704642.

The witnesses withdrew at 11:50 am

The Committee suspended at 11:50 am

The Committee resumed at 12:18 pm

PUBLIC HEARING – TASRACING SIP

At 12:18 pm the Hon Felix Ellis MP, Minister for Racing and Jason Jacobi, Secretary, Department of Natural Resources and Environment were called and were examined and Dave Manshanden, Chief Operating Officer and Daron Heald, Chief Financial Officer, TasRacing were called, made the statutory declaration and were examined.

Questions on Notice

1. Why did Mr Jenkins proactively contact Inspector Greenwood; and
 - a. what matters were discussed in this or these conversation(s)? (SL).
2. The Committee requests Mr Jenkins provide detail of conversations and other communication between the Minister, ORI, Mr Jenkins and TasPolice in relation to TasPOL ref 704642.
3. Did anyone from Tasracing check whether Mr Yole had workers compensation in place when there was an email exchange about cost of premiums in March/April 2023; and if so
 - a. Who made this enquiry and what action was taken? (SL)

The witnesses withdrew at 1:14 pm

The Committee suspended at 1:14 pm

The Committee resumed at 1:30 pm

PUBLIC HEARING – TASTAFE SIP

At 1:30 pm the Hon Felix Ellis MP, Minister for Skills, Training and Workforce was called and was examined and Tim Gardner, Chair and Grant Dreher, Chief Executive Officer, TasTAFE were called, made the statutory declaration and were examined.

The Committee suspended at 2:55 pm
The Committee resumed at 3:06 pm

Questions on Notice

1. How many (percentage) of the fee free places are going to private RTO's? (LE)
2. How many fee free places are going to RTOs that could be or are provided by TasTAFE? (LE)
3. Please provide:
 - a. student enrolments by Local Government Area (LGA)
 - b. fee free student enrolments broken down by LGA (MG)
4. Where are the additional 40 positions located by geographical area? (MG)
5. Please provide a list of the workforce by gender by level/award across the three employment areas within TasTAFE (RF)
6. What is the timeline for work being undertaken in relation to psychosocial risk? (SL)
7. Over the last twelve months, what is the age breakdown and number of students under the age of 18 who have resided in the residences? (SL)
8. How many students are currently in the residences? (SL)

Tabled Document:

- TasTAFE Staff Survey results

The witnesses withdrew at 4:22 pm

Other Business

The Committee **RESOLVED** to meet on 27 February 2024.

The Committee **RESOLVED** to publish the Hansard transcripts and Parliamentary broadcasts to the GAA webpage.

Next Meeting

tbc

Adjournment:

At 4:43 pm the Committee adjourned.

DATE

18/6/24

CONFIRMED



CHAIR

LEGISLATIVE COUNCIL SESSIONAL COMMITTEE
GOVERNMENT ADMINISTRATION COMMITTEE 'A'

MINUTES OF MEETING

TUESDAY 18 JUNE 2024

The Committee met at 9:01 am in Committee Room 1, Parliament House, Hobart.

Members Present:

Ms Forrest

Mr Harriss

Ms Lovell

Ms Thomas

Mr Vincent

Apologies

Nil

In Attendance

Julie Thompson (Acting Committee Secretary)

Ali Scott (Committee Secretariat)

Order of the Council

The Committee noted the Order of Council dated 23 May 2024.

Election of Chair

The Committee Secretary called for nominations for the *Chair*. *Ms Lovell* nominated *Ms Forrest*.

There being no other nominations, the Committee Secretary declared *Ms Forrest* to be duly elected *Chair*. The Committee Secretary yielded the Chair and *Ms Forrest* took the *Chair*.

Election of Deputy Chair

The Chair called for nominations for *Deputy Chair*. *Mr Harriss* nominated *Ms Lovell*.

There being no other nominations, the Chair declared *Ms Lovell* to be duly elected *Deputy Chair*.

Confirmation of Minutes

The **Minutes of the Meeting** held on Tuesday 5 December 2023 were confirmed as a true and accurate record.

Correspondence

Incoming

1. **GAA** Letter dated 7 December 2023 from Hon Tania Rattray, MLC, Chair, Legislative Council Sessional Committee Government Administration 'B' in relation to potential SIP inquiry into UTAS
2. **CONFIDENTIAL SIP/Tasracing** Letter dated 11 December 2023
3. **SIP/TasTAFE** Letter dated 15 December 2023 from Hon Felix Ellis MP, Minister for Skills, Training and Workplace Growth responding to questions taken on notice at the hearing and requesting a short extension to respond to Questions 3 and 6
4. **SIP/Tasracing** Letter dated 18 December 2023 from Hon Madeleine Ogilvie MP, Minister for Workplace Safety and Consumer Affairs, responding to questions taken on notice at the hearing
5. **SIP/Tasracing** Letter dated 19 December 2023 from Andrew Jenkins, CEO Tasracing responding to questions taken on notice during the public hearing

6. **SIP/Tasracing** Letter dated 20 December 2023 from Justin Helmich, General Manager ORI responding to questions taken on notice during the public hearing
7. **SIP/TasTAFE** Letter dated 5 January 2024 from Hon Felix Ellis MP, Minister for Skills, Training and Workplace Growth responding to questions taken on notice (questions 3 and 6) at the hearing following request for a short extension
8. **SIP/TasPorts** Letter dated 24 January 2024 from Hon Michael Ferguson MP, Minister for Infrastructure and Transport declining invitation to attend public hearing on 27 February 2024 due to Cabinet related commitments
9. **SIP/Tasracing** Email dated 4 February 2024 from Hon Dean Winter MP providing additional information relating to the Tasracing SIP

Outgoing

1. **SIP/Tasracing** Letter dated 5 December 2023 to Melissa Fraser, President, Tasmanian Dog Walking Club in response to a potential inquiry
2. **SIP/Tasracing** Letter dated 7 December 2023 to Hon Felix Ellis MP, Minister for Racing providing questions taken on notice at hearings on Tuesday 5 December 2023
3. **SIP/Tasracing** Letter dated 7 December 2023 to Hon Madeleine Ogilvie MP, Minister for Workplace Safety and Consumer Affairs providing questions taken on notice at hearings on Tuesday 5 December 2023
4. **SIP/Tasracing** Letter dated 7 December 2023 to Justin Helmich, General Manager, Office of Racing Integrity providing questions taken on notice at hearings on Tuesday 5 December 2023
5. **SIP/Tasracing** Letter dated 7 December 2023 to Justin Helmich, General Manager, Office of Racing Integrity providing questions taken on notice IN CAMERA at hearings on Tuesday 5 December 2023
6. **SIP/TasTAFE** Letter dated 7 December 2023 to Hon Felix Ellis MP, Minister for Skills, Training and Workforce Growth providing questions taken on notice at hearings on Tuesday 5 December 2023
7. **SIP/TasPorts** Letter dated 11 December 2023 to Hon Michael Ferguson, MP, Minister for Infrastructure and Transport advising resolution to commence SIP into Tasports
8. **SIP/TasPorts** Letter dated 31 January 2014 to Hon Michael Ferguson MP Minister for Infrastructure and Transport regarding scheduled public hearing on 27 February 2024
9. **SIP/TasPorts** – Letter dated 6 February 2024 to Anthony Donald, CEO and Stephen Bradford, Chairman, TasPorts regarding public hearing preparation for 27 February 2024

The Committee **RECEIVED** the incoming correspondence and **ENDORSED** the outgoing correspondence.

Business

1. Consideration of the Short Inquiry Process into TasTAFE

The *Chair* advised that due to the ministerial reshuffles on the Government Administration Committees, TasTAFE no longer comes under GAA's terms and now comes under GAB's terms.

The Committee **RESOLVED** to re-establish the SIP into TasTAFE and the *Secretary* provide a draft report for the Committee's consideration. Further, a copy of the tabled final report be forwarded to GAB for their possible further consideration.

2. Consideration of the Short Inquiry Process into Tasracing

The *Chair* advised that due to the ministerial reshuffles on the Government Administration Committees, Tasracing no longer comes under GAA's terms and now comes under GAB's terms.

The Committee **RESOLVED** to re-establish the SIP into Tasracing and the *Secretary* provide a draft report for the Committee's consideration. Further, a copy of the tabled final report be forwarded to GAB for their possible further consideration.

3. Consideration of the Short Inquiry Process into TasPorts

The Committee **RESOLVED** to re-establish the Short Inquiry Process into TasPorts and proceed with public hearings.

4. GAA Energy Prices in Tasmania Inquiry (GAA/EPR) (established in previous session)

The Chair reminded Members of the Motion (still under consideration) to establish a Joint Select Committee on Energy Prices and Related Matters Committee which combines the two energy inquiries agreed to in the previous session of the Fiftieth Parliament. The Motion includes the following wording:

'... be authorised to receive all submission received by the Legislative Council Sessional Committee Government Administration 'A' Inquiry into Energy Prices in Tasmania from the Third Session of the Fiftieth Parliament.'

The Committee **RESOLVED** that the Secretary forward all submissions received by GAA/EPR during the Third Session of the Fiftieth Parliament to the Joint Select Committee on Energy Prices and Related Matters Committee (if agreeance from both Houses for establishment is resolved in the affirmative).

5. Short Inquiry Process into the *Financial Management Act*

The *Chair* advised the above SIP was completed in 2023 and the formal Government response has not been received and was due in December 2023 as required under Sessional Order 28(2).

The Committee **RESOLVED** to write to the Treasurer to follow-up on the government response.

Other Business

Future Meeting Dates

The Committee **AGREED** to meet on the following dates:

- | | | |
|----|-------------------------|------------------|
| 1. | Thursday, 4 July 2024 | 3:00pm – 5:00pm |
| 2. | Wednesday, 17 July 2024 | 9:30am – 1:00pm |
| 3. | Thursday, 18 July 2024 | 9:00am – 12:00pm |
| 4. | Monday, 12 August 2024 | 12:00pm – 4:30pm |
| 5. | Friday, 23 August 2024 | 9:00am – 2:30pm |
| 6. | Friday, 30 August 2024 | 9:00am – 2:30pm |

Next Meeting

At 3:00 pm Thursday 4 July 2024

Adjournment:

At 9:26 am the Committee adjourned.

DATE

4 July 2024

CONFIRMED

A handwritten signature in black ink, appearing to be 'F. Jones' or similar, written in a cursive style.

CHAIR

LEGISLATIVE COUNCIL SESSIONAL COMMITTEE
GOVERNMENT ADMINISTRATION COMMITTEE 'A'

MINUTES OF MEETING

THURSDAY 4 JULY 2024

The Committee met at 3:00 pm in Committee Room 2, Parliament House, Hobart and via Webex.

Members Present:

Ms Forrest (via Webex)

Mr Harriss

Ms Lovell

Ms Thomas

Mr Vincent

Apologies

Nil

In Attendance

Julie Thompson (Acting Committee Secretary)

Confirmation of Minutes

The **Minutes of the Meeting** held on Tuesday 18 June 2024 were confirmed as a true and accurate record.

Correspondence

Outgoing

1. Letter dated 25 June 2024 to Hon Michael Ferguson MP, Minister for Infrastructure (Cc to TasPorts Chair and CEO) regarding re-establishment of the Short Inquiry Process into TasPorts and inviting attendance at public hearings.
2. *Letter dated 2 July 2024 to Hon Michael Ferguson MP, Treasurer regarding outstanding formal response to the Short Inquiry Process into the Operations and Application of the Financial Management Act 2016.*

The Committee **ENDORSED** the outgoing correspondence.

The *Chair* advised she had spoken with the Minister, who advised that TasPorts are not available on the dates proposed in July. The Minister advised of their availability on the 2 August 2024 as the earliest date. Discussion ensued.

The Committee **AGREED** the *Chair* will contact the Minister and advise of the Committee's preference to schedule public hearings with TasPorts on or after Friday, 2 August 2024.

Business

1. The Committee considered the draft report in relation to the SIP into TasRacing.

Ms Lovell left the table at 4:26 pm

Ms Lovell took her place at 4:27 pm

Mr Vincent left the table at 4:27 pm
Mr Vincent took his place at 4:42 pm

Other Business

Nil

Next Meeting

At 9:30 am Wednesday 17 July 2024

Adjournment:

At 4:53 pm the Committee adjourned.

DATE

17/7/24

CONFIRMED



CHAIR

LEGISLATIVE COUNCIL SESSIONAL COMMITTEE
GOVERNMENT ADMINISTRATION COMMITTEE 'A'

MINUTES OF MEETING

WEDNESDAY 17 JULY 2024 TO THURSDAY 18 JULY 2024

The Committee met at 9:32 am in Committee Room 2, Parliament House, Hobart.

Members Present:

Ms Forrest (Chair)

Mr Harriss

Ms Lovell

Ms Thomas

Mr Vincent

Apologies

Nil

In Attendance

Ramona Long (Acting Committee Secretary)

Confirmation of Minutes

The **Minutes of the Meeting** held on Thursday 4 July 2024 were confirmed as a true and accurate record.

Correspondence

Outgoing

1. Letter dated 5 July 2024 to Anthony Donald, CEO, TasPorts confirming details for appearance at a public hearing in Monday 12 August 2024

The Committee **ENDORSED** the outgoing correspondence.

Business

1. The Committee considered the draft report in relation to the SIP into TasRacing.

The Committee **RESOLVED** that the Report be the Report of the Committee and be published and tabled at the Quorum Call on Friday 2 August 2024.

2. The Committee considered the draft report in relation to the SIP into TasTAFE.

The Committee suspended at 10:38 am and resumed at 10.53 am.

Ms Thomas took her place, after the Committee resumed, at 10.55 am

Suspend

The Committee suspended at 1:01 pm.

THURSDAY 18 JULY 2024

The Committee resumed at 9:02 am in Committee Room 2, Parliament House, Hobart.

Members Present:

Ms Forrest (Chair)

Mr Harriss

Ms Lovell

Ms Thomas

Mr Vincent

Apologies

Nil

In Attendance

Ramona Long (Acting Committee Secretary)

Business

1. The Committee considered the draft report in relation to the SIP into TasTAFE

The Committee **RESOLVED** that the Report be the Report of the Committee and be published and tabled at the Quorum Call on Friday 2 August 2024.

The Committee suspended at 10:32 am and resumed at 10.50 am.

The Committee directed the Secretary to draft letters to Government Administration Committee B regarding the Report on Tasracing and the Report on TasTAFE.

Next Meeting

At 12:30 pm Monday 12 August 2024

Adjournment:

At 11.11 am the Committee adjourned.

DATE

12/8/24

CONFIRMED



CHAIR

LEGISLATIVE COUNCIL SESSIONAL COMMITTEE
GOVERNMENT ADMINISTRATION COMMITTEE A

MINUTES OF MEETING

MONDAY 12 AUGUST 2024

The Committee met at 12:30 pm in Committee Room 2, Parliament House, Hobart and via Webex.

Members Present:

Ms Forrest
Mr Harriss
Ms Thomas
Mr Vincent

Apologies

Ms Lovell

In Attendance

Jenny Mannering (Committee Secretary)
Ali Scott (Committee Secretariat)

Confirmation of Minutes

The **Minutes of the Meeting** held on Wednesday 17 July 2024 to Thursday 18 July 2024 were confirmed as a true and accurate record.

Correspondence

Incoming

1. Copy of letter dated 7 August 2024 from Office of the Clerk of Legislative Council seeking response from Government in relation to Tasracing SIP
2. Copy of letter dated 7 August 2024 from Office of the Clerk of Legislative Council seeking response from Government in relation to TasTAFE SIP

Outgoing

1. Letter dated 6 August 2024 to Hon Tania Rattray MLC, Chair, Government Administration Committee B in relation to Tasracing SIP
2. Letter dated 6 August 2024 to Hon Tania Rattray MLC, Chair, Government Administration Committee B in relation to TasTAFE SIP

PUBLIC HEARING – SIP/TasPorts

At 12:30pm Stephen Bradford, Chair, Anthony Donald, CEO and Michel de Vos, Group Executive Major Projects, Assets and Technical Services, TasPorts Pty Ltd were called, made the statutory declaration and were examined.

Questions on Notice:

1. Provide a copy of the inspection/assessment schedule for all wharf infrastructure. (RF)
2. Please provide an Asset Management Program/Schedule for all maritime assets that identifies which wharf, or major component of a wharf has undergone significant maintenance/works and when the maintenance/works was undertaken? (Include notes regarding the detailed inspection and annual inspection). (RF)
3. How many BIL sailings to King Island have been cancelled in the 22/23 financial year and 23/24 financial year to date? (RF)
4. How many BIL sailings to King Island have been delayed by more than 24 hours in the 22/23 financial year and 23/24 financial year to date? (RF)
5. Please provide a copy of the most recent customer feedback survey report. (RF)

6. Please provide further detail regarding how customer feedback is sought and sessions conducted, including whether the sessions:
 - a. are independently conducted;
 - b. whether multiple customers present; and
 - c. whether TasPorts staff are present? (RF)
7. Were there environmental hazard issues associated with the material that was removed from the Mersey Slip and if so, what were the issues? (RF)
8. Have there been any other environmental breaches that have taken place in which TasPorts have involvement or responsibility in the 22/23 financial year and 23/24 financial year to date? (RF)
9. Please provide a copy of the most recent staff satisfaction survey report. (RF)
10. Please provide a copy of the psychosocial safety implementation plan. (RF)
11. Please provide a copy of the workforce psychosocial safety risk assessment (to remain confidential). (RF)
12. How much did TasPorts pay in legal costs for the ACCC case? (RF)
13. What was the cost of the pilot strike on the business (in lost revenue when the ship is not berthing) and other TasPorts related costs? (RF)

The Committee suspended at 2:06 pm
The Committee resumed at 2:20 pm

Tabled Documents

- Spirit of Tas berthing plans

The witnesses withdrew at 3:38 pm

Other Business

A discussion took place regarding TasPorts SIP Report.

The Committee RESOLVED the Chair/Secretary prepare a draft TasPorts SIP report for consideration.

The Committee RESOLVED to write to TasPorts and accept their invitation to attend site visits in Burnie and Devonport at a time to be determined in the New Year.

Next Meeting

At 9:00 am Friday 23 August 2024

Adjournment:

At 3:55 pm the Committee adjourned.

DATE

23/8/24

CONFIRMED


CHAIR

LEGISLATIVE COUNCIL SESSIONAL COMMITTEE
GOVERNMENT ADMINISTRATION COMMITTEE A

MINUTES OF MEETING

FRIDAY 23 AUGUST 2024

The Committee met at 9:06 am in Committee Room 2, Parliament House, Hobart.

Members Present:

Ms Forrest
Mr Harriss
Ms Lovell
Ms Thomas
Mr Vincent

Apologies

Nil

In Attendance

Jenny Mannering (Committee Secretary)

Confirmation of Minutes

The **Minutes of the Meeting** held on Monday 12 August 2024 were confirmed as a true and accurate record.

Correspondence

Incoming

1. Email dated 21 August 2024 from Penny Sale, TasPorts updating the Committee on the status of the QON response, and confirming it will be provided by COB Monday 26 August due to the CEO attending a Ports Australia Board Meeting interstate, followed by two full days of TasPorts board meetings.

Outgoing

2. **TasPorts** Letter sent 13 August 2024 to TasPorts seeking response to questions taken on notice at public hearing held on 12 August 2024
3. **TasPorts** Letter dated 20 August 2024 to Lia Morris, CEO, MAST requesting an update on the status of the renegotiation of the deed

Business

The Committee considered the draft SIP report into TasPorts.

Mr Vincent took his place at 9:28 am
Ms Thomas left the table at 9:36 am
Ms Thomas took her place at 9:38 am

The Committee suspended at 10:32 am
The Committee resumed at 10:45 am

Ms Lovell left the table at 11:07 am
Ms Lovell took her place at 11:10 am
Mr Vincent left the table at 11:15 am

The Committee **RESOLVED** to write to TasPorts to request a written version of the summary of mitigation strategies and control measures currently in place to address psychosocial hazards.

Other Business
None considered

Next Meeting
At 9:00 am Friday 30 August 2024

Adjournment:
At 1:12 pm the Committee adjourned.

DATE

30/8/24

CONFIRMED



CHAIR

LEGISLATIVE COUNCIL SESSIONAL COMMITTEE
GOVERNMENT ADMINISTRATION COMMITTEE A
MINUTES OF MEETING
FRIDAY 30 AUGUST 2024

The Committee met at 9:00 am in Committee Room 2, Parliament House, Hobart.

Members Present:

Ms Forrest
Mr Harriss
Ms Lovell
Ms Thomas
Mr Vincent

Apologies

Nil

In Attendance

Jenny Mannering (Committee Secretary)

Confirmation of Minutes

The **Minutes of the Meeting** held on Friday 23 August 2024 were confirmed as a true and accurate record.

Correspondence

Incoming

1. Email dated 26 August 2024 from Penny Sale, Head of Corporate Affairs, TasPorts providing response to questions taken on notice at public hearing held on Monday 12 August 2024
2. Letter dated 28 August 2024 from Lia Morris, CEO, MAST providing an update on the status of the renegotiation of the deed

The Committee **RECEIVED** incoming correspondence.

Outgoing

1. Email dated 23 August 2024 to Penny Sale, TasPorts, requesting a written version of the psychosocial mitigation strategies and control measures referred to in the public hearing, form part of the Question on Notice Response.

The Committee **ENDORSED** outgoing correspondence.

Business

The Committee considered the draft SIP report into TasPorts.

Other Business

Next Meeting

Monday 16 September 2024 at 8:30 am

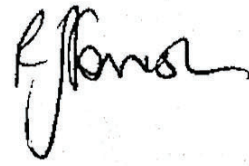
Adjournment:

At 2:24 pm the Committee adjourned.

DATE

16 September 2024

CONFIRMED

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

CHAIR

LEGISLATIVE COUNCIL SESSIONAL COMMITTEE

GOVERNMENT ADMINISTRATION COMMITTEE A

MINUTES OF MEETING

MONDAY 16 SEPTEMBER 2024

The Committee met at 8:30 am in Committee Room 2, Parliament House, Hobart and via Webex.

Members Present:

Ms Forrest

Mr Harriss

Ms Lovell

Ms Thomas (Webex)

Mr Vincent

Apologies

Nil

In Attendance

Jenny Mannering (Committee Secretary)

Confirmation of Minutes

The **Minutes of the Meeting** held on Friday 30 August 2024 were confirmed as a true and accurate record.

Correspondence

Incoming

1. Letter dated 10 September 2024 from Penny Sales, Head of Corporate Affairs, Tasports providing requested additional information to the Inquiry

The Committee **RECEIVED** incoming correspondence.

Outgoing

2. Letter dated 2 September 2024 to Anthony Donald, CEO and Stephen Bradford, Chair, Tasports requesting additional information to be provided to Committee.

The Committee **ENDORSED** outgoing correspondence.

Business

The Committee considered the draft SIP report into TasPorts.

[Mr Vincent left his seat at 9:15 am]

The Committee considered the report chapter by chapter.

The Committee considered the Cover page of the Report.

The Chair put to the Committee that the Cover page stand part of the report. The Committee voted in favour.

The Committee considered the Table of Contents of the Report.

The Chair put to the Committee that the Table of Contents stand part of the report. The Committee voted in favour.

The Committee considered the Abbreviations and Executive Summary of the Report.

The Chair put to the Committee that the Executive Summary as amended stand part of the report. The Committee voted in favour.

The Committee considered the Findings of the Report.

The Chair put to the Committee that the Findings stand part of the report. The Committee voted in favour.

The Committee considered the Recommendations of the Report.

The Chair put to the Committee that the Recommendations as amended stand part of the report. The Committee voted in favour.

The Committee considered the Short Inquiry Overview of the Report.

The Chair put to the Committee that the Short Inquiry Overview stand part of the report. The Committee voted in favour.

The Committee considered the Background of the Report.

The Chair put to the Committee that the Background stand part of the report. The Committee voted in favour.

The Committee considered the Summary of Evidence of the Report.

The Chair put to the Committee that the Summary of Evidence as amended stand part of the report. The Committee voted in favour.

The Committee considered Appendix A-I of the Report.

The Chair put to the Committee that Appendix A-I stand part of the report. The Committee voted in favour.

The Committee **Resolved** that the report as amended be the report of the Committee.

Other Business:

The Committee **Resolved** to table the report during the current sitting week (17-19th September 2024) following completion of the review by the Clerks.

Other Business

The Secretary provided an update to the Committee on the voice to text briefing attended by the Committee Secretariat in relation to the specific issue encountered by the Committee during the report deliberation process.

The Committee **Resolved** to write to the Clerks and the President to seek clarification regarding responsibilities of the Committee members, Secretary and witnesses in the process of checking transcripts of evidence for Committee hearings, prior to uploading to the relevant webpage.

Next Meeting

TBC

Adjournment:

At 9:32 am the Committee adjourned.

DATE

CONFIRMED

CHAIR

Appendix B

Transcript of Evidence (12 August 2024)

PUBLIC

THE LEGISLATIVE COUNCIL SESSIONAL COMMITTEE GOVERNMENT ADMINISTRATION A MET IN COMMITTEE ROOM 2, PARLIAMENT HOUSE, HOBART ON MONDAY 12 AUGUST 2024.

SHORT INQUIRY INTO TASMANIAN PORTS CORPORATION PTY LTD

CHAIR (Ms Forrest) - Welcome back to the chair and CEO of TasPorts. This is Government Administration Committee A and we're scrutinising TasPorts, in a broad sense. We do acknowledge that you appeared before the Public Accounts Committee earlier today and answered a lot of questions related to the Devonport port, so we're intending to direct our questions more away from that port to other areas of your operation and to follow up matters that were raised in government business enterprises scrutiny in November or December, whenever it was, last year.

I will now get you to introduce yourselves and make the statutory declaration. Mr Bradford, did you want to make an opening statement at all?

Mr BRADFORD - Not for this meeting, Chair.

CHAIR - Okay, sure.

Mr BRADFORD - Michel de Vos is our extra representative. He's a very senior executive working for Anthony in maintenance capital infrastructure in Devonport.

CHAIR - I will just introduce you; you probably haven't met some of the new members of this committee. Dean Harriss has been here previously, member for Huon; Bec Thomas is one of our newer members and member for Elwick; and Kerry Vincent, one of our newer members, member for Prosser.

Mr STEPHEN BRADFORD, CHAIR, **Mr MICHEL de VOS**, GROUP EXECUTIVE, AND **Mr ANTHONY DONALD**, CEO, TASPOTS PTY LTD WERE CALLED, MADE THE STATUTORY DECLARATION, AND WERE EXAMINED

Mr DONALD - Michel's title is group executive, major projects, assets and technical services.

CHAIR - Okay. It is probably timely to have Michel at the table for this. I might lead off with maintenance and management of your other assets outside of Devonport port at this stage. In the last hearing we asked you to provide some information regarding your maintenance schedule. You were unable to do so at the time but you later provided some information which was marginally useful. It was lots and lots of pages of the assets without any detail at all about what maintenance was being undertaken on each of the assets. The questions were related to the maintenance schedule for each of your ports and major assets, so I'm going to go down that path now and hope you'll be able to help more fully this time.

It seems that some of the problems are coming home to bite a bit, because we've seen a number of fairly significant issues at the Burnie port and the King Island Grassy port. If you're happy to do so we'll start with the Burnie port. If you want to make any opening comments about the Burnie port you're welcome to, or I'll go straight to a question.

Mr DONALD - Straight to a question is fine.

CHAIR - Okay. What specific measures are being undertaken to address the structural failures at Burnie wharf 4? In reality, what was the state of the collapsing and why are you saying that the state of the collapsing berth is only defended by the word 'current' in the statement that you put out publicly?

Mr DONALD - Sorry, do you mind repeating that?

CHAIR - I understand that your public comment said that the problem was current, as opposed to being a maintenance issue from previously. Correct me if I'm wrong on that, but I'm just trying to understand what measures you're taking now to fix these structural failures at Burnie wharf 4. Maybe you could talk about what those failures are and what you're doing to correct them.

Mr DONALD - Certainly. Through our asset management program, we have a scheduled inspection of all of our assets. Through that scheduled inspection, we identified some scouring within the wharf structure of Burnie Berth 4. Through further investigation we identified some undermining of the block-work structure which significantly makes up the wharf structure at Berth 4. I think it's important to recognise that Berth 4 was constructed in, I think, the late 1800s, so it's quite old. It's an old concrete block-work structure that is quite unique. Behind that block-work structure is reclamation and we have some uncertainty about what else is in there. I suspect that there's a possibility there's a series of old timber structures in there as well.

We proactively identified some scouring and some undermining and we engaged appropriate engineering consultants to help us to identify the remediation, the repair works and through that process we identified some risk or concern of stability of that section and that is why we have implemented some control measures with our tenant Strait Link to put in place some load restrictions in an area 20 metres adjacent to the wharf face and it is precautionary. Some may consider it to be conservative. I think it is prudent that we make sure we keep people safe.

CHAIR - I understand, Anthony, that the Strait Link has been required to relocate to Berth 5 at the moment. Is that correct or not?

Mr DONALD - No, we're working on a contingency plan for Berth 5 if it is required, but we haven't required them to move to Berth 5 at this point in time. We have been open with Strait Link about the fact that we may require them, either during the course of the works or if we were to see some increased concerns around stability of the wharf, to move to Berth 5, so as part of our corrective works we are looking to undertake and commence some works at Berth 5 to ensure that we can maintain the operations for our customer.

CHAIR - I understand there have been some issues with Berth 5, like a rockfall and other challenges with it.

Mr DONALD - A rockfall? There may have been, but I'm not across any rockfall that has occurred at Berth 5. Certainly Berth 5 is a unique structure in its own right. We are planning to drive, I think, piles at Berth 5 and possibly looking at doing some dredging as well although it would be minor dredging. I suppose a good next question would be could Strait Link move there tomorrow? The answer is yes, they could, however there would be some tidal restrictions

on their movements not all that dissimilar to their competitors TT-Line and SeaRoad. Their arrival and departure times are critically important to their business and we want to make sure that we maintain that where possible, which is why we would be looking to do some dredging.

Some of the other complexities with Berth 5 that we need to balance are the needs from our other customers, our minerals customers in particular and our fuel import customers are also important, notwithstanding the fact that TasRail are completing some works there with the ship loader project as well.

CHAIR - In terms of the location, how close is the TasRail ship loader installation to Berth 5?

Mr DONALD - It's on berth 5.

CHAIR - So, if Strait Link had to berth there, could that work by TasRail continue?

Mr DONALD - Yes, with some changes, I suppose, but that's what we'll work through with TasRail and their contractor if required. A lot of it is around the location of the ship loader. The ship loader, as I understand it, is on a sort of rail and gantry system and can move up and down the berth.

CHAIR - How progressed is that ship loader?

Mr BRADFORD - That's really a matter for TasRail.

CHAIR - It's on your wharf, though.

Mr BRADFORD - No, but they are the owner of it and they have a federal government grant.

CHAIR - I understand that but it's on the port that you're potentially suggesting that you could move Strait Link to tomorrow.

Mr DONALD - If we had to.

CHAIR - If you needed to, and we don't know that is not going to happen. If the crane can't be moved along out of the way because of the nature of the work TasRail's doing, then isn't it a moot point and Strait Link notionally couldn't move there?

Mr DONALD - No, our team have been working through all of that, including with members of the TasRail team and whilst there may be some disruptions, it certainly hasn't come to my attention.

CHAIR - The interaction with TasRail would suggest that there is no barrier to them. Is that what you're telling me?

Mr DONALD - There's no showstopper. If we needed to move Strait Link tomorrow, there is no reason from a construction perspective of the TasRail ship loader that it's not achievable. There may be some inconvenience and disruption but all of that will be worked through by the various teams. We're talking about contingencies on contingencies.

CHAIR - Currently you're telling me that Strait Link can use Berth 4 or wharf 4, but there's work needing to be done there to make it suitable for ongoing use?

Mr DONALD - Yes, and our engineering consultants we have used have essentially done engineering calculations based on what we understand from the design drawings and based on current engineering standards, which are very different to the standards that were used back in the 1800s, and our risk process compares our response to the current-day standards. So, we are appropriately being risk-averse here.

Mr BRADFORD - To put the strategic position in place, Strait Link are in the sunset years of their current lease. At a point in the future, they'll approach us, I would expect, for a long-term lease which could involve significant or small capital work for Burnie. Quite possible.

CHAIR - At Berth 4?

Mr BRADFORD - At Berth 4, yes. But until they make that approach, we've asked them what their intentions are many times, and we await their answer.

CHAIR - When does that run out, did you say?

Mr BRADFORD - I didn't, I said it's in the sunset years.

CHAIR - Right.

Mr BRADFORD - There's a few years to go, but in port terms, not long.

CHAIR - Not long.

Mr VINCENT - Is Berth 4 salvageable?

Mr DONALD - Oh yeah, absolutely.

Mr VINCENT - So, you've probably got three different upgrades since it was originally built, or four hanging on the wall? Do you just keep skinning it and re-engineering the outer skin and hopefully everything's alright internally?

Mr DONALD - Yes, without the latter, because we won't be 'hoping' about anything. We'll prove to ourselves that everything's fine. And that's, you know, essentially what our risk process does.

And so, coming back to an earlier question from yourself, Chair, the work that we're planning to do at Berth 4 is about driving piles at the front edge of the concrete block wall. That would then be joined up with, almost like baffles between the piles, which we can then injection grout behind. But we're still working through the design process at this point in time, and it's quite a dynamic process.

Mr VINCENT - That would put that berth out of action for a certain amount of time to have that work done.

Mr DONALD - Yes, there's a possibility that we may work with Strait Link to move them to Berth 5 to implement the work. There's an equal possibility that we could affect the work at night when they depart, after they depart, and before they arrive.

CHAIR - I assume that the engineering reports we can clarify include environmental impacts of the work that's being undertaken?

Mr DONALD - Yes.

CHAIR - Can you explain to the Committee, particularly for the record, what actually happened at Berth 4 that's required this urgent attention to the wharf?

Mr DONALD - We identified through one of our asset management inspections some scouring and undermining of the block work wall.

CHAIR - The asset management program and schedule you've referred to - this is what we were trying to get from you last time - can you provide a copy of that?

Mr DONALD - Of the inspection program?

CHAIR - No, what we're - well, I'll come to the inspection, but the actual program and schedule of works. I mean, your inspection program must lead to a schedule of work?

Mr DONALD - Yes.

CHAIR - So, you must have a schedule of work.

Mr DONALD - Yes. Yeah.

CHAIR - Can you provide that to the committee?

Mr DONALD - Sure can.

CHAIR - Yeah, okay. Not now, obviously.

Mr DONALD - No, but later today or tomorrow. That's absolutely fine.

CHAIR - Okay.

Mr DONALD - You'd also appreciate that it's dynamic in nature, in terms of - and, whilst every year we have a maintenance program and we have a capital works program that we commit to, but when and if we identify an issue that we didn't know about, then we need to vary our schedule accordingly from a risk-based perspective to insert works like this. One of the other -

CHAIR - This was not part of the - this was not on the schedule of improvements initially, but the risk is - well, the assessment has led to this?

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Mr DONALD - Yes. And, whilst it's important to put on the record that our collaboration with Strait Link on this matter has been nothing short of excellent, and I expect that will continue, there is a level of interaction between TasPorts and Strait Link over the obligations associated with the repair works.

CHAIR - What additional controls have you got in place to manage any risk during this period where you're doing the work? Acknowledging that it's a dynamic place of ships coming and going.

Mr DONALD - We've put in place a 20-metre restriction zone with barriers, and we've done that with Strait Link. There's daily inspections occurring with respect to the pavement. There's regular surveying being undertaken to monitor any movement. There's been nothing that has indicated any movement at all, at this point in time.

We do also - it's quite complex, and perhaps Michel might add a little bit more detail if required, but there's also sensitivity on the structure associated with the tidal movements. You'll appreciate that some of the area becomes quite saturated, either through rainfall events or because of the proximity to an open harbour. So, the engineering consultants will appropriately advise that the surcharge - the weight of the material behind the block wall - becomes heavier when it's more saturated with water. There's a natural mitigation that occurs twice a day, which is the high tide. We know that there's a higher risk of failure at periods of low tide. So, it is a dynamic environment.

I share that because I think it's important for the Committee to understand that we are across a lot of detail with this regard and working very closely with both the harbour master, the masters of the vessel, and Strait Link to make sure that everyone is aware of the issues.

Again, we haven't identified anything other than the engineering consultant's calculations and what we've seen in terms of our visual inspections to indicate that there is any recent movement, but we'll continue to monitor that appropriately.

CHAIR - How do you undertake the visual inspections underside? I mean, you can walk along the pavement, look at the pavement - I'm not talking about that, I'm talking about the other inspections.

Mr DONALD - I might ask Michel to talk about that.

Mr de VOS - The visual inspection has been looking for evidence of cracking and things like that, movement. The surveying that Anthony mentioned are set survey points, so regularly we'll get a certified surveyor to survey those, and they can monitor to a few millimetres of movement.

Mr DONALD - And then there's an underwater survey with quite detailed images of the areas of exposure.

CHAIR - How often are these done? The surveys, above ground and underwater?

Mr de VOS - The above-ground, at the moment, I believe monthly, but we're looking to accelerate that. The underwater multibeam survey and diver surveys were a direct result of the initial inspection. So, the initial inspection, as part of our normal regime, discovered the

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scouring. Based on that, we did further high-level detailed investigation using sonar technology, diver inspections - which, even 10 years ago that technology wouldn't have been available. So, we're using all the tools available to paint the picture of the status.

Mr VINCENT - Could you just clarify what 'scouring' means? Underpinning is pretty obvious, but 'scouring' from material that's behind the different walls? Is there contamination there, or is it just this flushing effect of saturated material?

Mr de VOS - Yeah, I don't mean - the concrete block wall sits on- I don't know the exact material, but it's founded on material and it's the propeller wash that's been washing that away.

CHAIR - On the sea floor?

Mr de VOS - At the sea-floor level.

CHAIR - Do all the berths at Burnie currently meet all safety and operational standards?

Mr DONALD - Yep. Otherwise, we'd close them.

CHAIR - Okay. And in terms of the underwater and on-ground or on-wharf deck assessments and checks, is that in all the port assets in the Burnie port you're talking about here, or just wharf 4?

Mr DONALD - Just wharf 4. All of those have been prompted through the identification of the scouring.

CHAIR - So, how do you know there's not scouring under wharf 5 or any of the other wharfs?

Mr de VOS - They're different structures, for starters. So, they're not an old structure, much more modern, where this Berth 4 is over 100 years old at mass-concrete block structure, which you wouldn't build these days like that. There's a there's a legacy of design in that case. But we do, on a regular basis, detailed investigations, or we scan on a five-yearly basis, which includes underwater inspections.

CHAIR - So five yearly -

Mr BRADFORD - Berth 4 also has twice-a-day propeller movement, for the vessel, it is a daily schedule. But that is not the case with the other berths.

CHAIR - There'll be more coming into wharf 5 once the ship load has finished though, won't there?

Mr BRADFORD - Not more than Berth 4.

CHAIR - Not, not more than Berth 4, but there'll still be more ship movement.

Mr BRADFORD - Well it might be slightly bigger.

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Mr DONALD - Slightly bigger vessels, possibly, I don't anticipate that we'll see a vast increase in vessel movements in terms of the number of vessels.

Mr BRADFORD - Generally, across TasPorts the berths are old, and the utilisation is low. That brings the problem.

CHAIR - The five yearly assessments of the other major port assets of Burnie, when were they last done?

Mr DE VOS - We staggered them. We are doing a program every year. Over a five-year period every major wharf asset is completed within that five-year period.

CHAIR - When you provide the asset management program and schedule, they'll identify that and they will ask which aspect of the wharves were done?

Mr DE VOS - Yes, we can do that. And we have a forward program, but you know, it's planning and things change.

Mr DONALD - There is a difference. There is an annual inspection, and then there is a more detailed inspection every five years in addition to the annual inspection.

CHAIR - Does the annual inspection include underwater inspection?

Mr BRADFORD - No.

Mr DONALD - It's the more detailed one that does. You can imagine that across 37 wharves and 11 ports we can only do so much per year.

Mr VINCENT - Do you do that internally or have an independent body do some of the asset management for you?

Mr DE VOS - We have a contractor that we've engaged on a long-term agreement to do that.

CHAIR - For all ports?

Mr DE VOS - For all ports, yes. For all the maritime assets. Recently, we're really moving towards using technologies; underwater remote operated vehicles, drones, and things like that to help us accelerate and go into digital technology for defect identification and the like.

CHAIR - You're not using drones yet?

Mr DE VOS - Yes.

Mr DONALD - No, we are.

CHAIR - You are using them.

Mr DONALD - That's drones in the air and we've got two underwater drones as well.

CHAIR - Drones fly under what some wharf assets that are - you have some that are above - that have sections of the wharf above the water, if you know what I mean?

Mr DE VOS - There will be above by air, underwater with underwater remotely operated vehicles, and then under the wharves there is a boat with cameras.

CHAIR - You don't send the drone under the wharf, do you?

Mr DE VOS - No. It's the same technology but on a floating -

CHAIR - Not a person in it.

Mr DE VOS - No.

Mr DONALD - I might ask Michel to talk about asset management maturity improvement with respect to our asset management system and GIS. I think it's important and helpful.

Mr DE VOS - One of the main things is that it's all about data. Each of these wharves would end up with a 500-page report, with lots of analysis. We're just moving to a geographical information system (GIS). All this data is going into the GIS and we can actually visualise it - heat mapping, you can see at a glance areas that are worse than others.

CHAIR - Do you detect corrosion through that as well?

Mr DE VOS - Corrosion detection is done through this ROV or drone.

CHAIR - Feeding into the GIS?

Mr DE VOS - Yes, that will feed into the GIS. With the GIS, we feed it into other software to model degradation. We can actually start what a wharf's looking like over a time, and then plan our responses accordingly.

Mr DONALD - Corrosion detection on reinforced concrete structures requires a bit more testing and analysis, though. In the last five years we've done quite a lot of concrete rehabilitation projects. That requires breaking out of the old concrete and testing of the pH of the concrete. As the pH changes over time, the pH accelerates the corrosion of the steel. We remove the soffit of a lot of our walls and expose the reinforcing steel. The experienced contractors go in there and measure the corrosion loss of the reinforcing steel, we get advice on whether or not we need to replace that reinforcing steel or whether or not it can just be cleaned and treated. Then we effect that work and cover it back again with concrete. That is essentially associated with realkalisation, but then there is also cathodic protection, which a lot of structures have sacrificial anode - so it is a chemical reaction that occurs over a long period of time. One of the beauties of ports and one of the risks is the high corrosive environment with salt water, so the whole thing is a chemical reaction that occurs over a long period.

CHAIR - You do non-destructive testing for corrosion?

Mr de VOS - Yes.

CHAIR - How often is that done?

Mr de VOS - It would be part of the five yearly Wyze Cam. The Wyze Cam is a Wharf Structures Condition Assessment manual that was developed by Ports Australia over the years, so the Ports Australia group worked with all the ports and member ports to develop a standard. We are following what is now the recognised standard for inspections and same language, same rating et cetera, which is really good for industry.

Mr DONALD - I think our biggest step forward over the last 12 months in particular is the work we are doing with our asset management software and GIS because we can then readily convert the engineering reports and the inspection details into a system that we can readily generate reports either for additional inspections required or for the identification and then development of maintenance activities or indeed capital works programs moving forward to even doing scenario analysis on what the whole asset category might look like with different levels of capital investment over a short, medium and long term.

CHAIR - I might go to Grassy. It seems that the bollard failure on Grassy may have what appears to have been potentially a result of inadequate maintenance, that is what the thoughts are with those who have observed this. Can you explain to the Committee what this failure of the bollard was due to?

Mr DONALD - I would say that it wrong.

Mr de VOS - It is not from a lack of maintenance. The investigation is still ongoing but the root cause at this point of time is overloading of the bollard. The bollard is rated to 30 tonne and we believe it has been on at least one, if not many occasions, loaded to more than 30 tonnes, likely as a result of the arrival and departure of the *John Duigan* and the environmental conditions and the way they have conducted that operation.

Mr DONALD - I might ask Michel some questions just to help. How old are the bollards?

Mr de VOS - Five or six years old.

CHAIR - In light of the size of the vessel that goes in there, *John Duigan*, and also there are other vessels, but I understand that is most likely be the heaviest and that has been then going there for more than five years.

Mr DONALD - *John Duigan* has probably been around five years, five or six years, but you raise a really good point in that. When we replaced those bollards it was around the same time as the commencement of the *John Duigan* and my recollection is that we replace the bollards like for like but brought them up to a newer standard. The *Searoad Mersey*, prior to the *John Duigan*, had been calling there for, Chair - do you know how long the *Searoad* was probably - circuit 10 years?

Mr BRADFORD - or more back to the, I guess, 1993-94.

Mr DONALD - And significantly larger, heavier. Consistent with my media release, the sequencing of lines has an impact on the forces within the mooring lines and, over time, all the

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vessel masters that have been calling at the port of Grassy - it is not, it occurred with *John Duigan*, but all vessel masters have been using larger lines and I understand why because of the wind and the surge and I would imagine that they were concerned and they perhaps saw overtime a breaking of the lines. In order to mitigate that they have increased the diameter of the lines. When and if they leave one line on at the end, all of the forces from the vessel, exaggerated by the wind and surge, go on that one line which is what happened and caused the fire of this one bollard.

Mr BRADFORD - We suspect that didn't happen in the days of the *Mersey*. The masters took a different view on lines and how they let them go.

CHAIR - Any event you run *John Duigan*, you're responsible for *John Duigan*, you know how much it weighs, okay. The bollards there were only - were not really rated to take the *John Duigan's* potential weight fully loaded, I assume, that is. And we know that it's a dynamic port -

Mr BRADFORD - That's a big call, but I'll listen to you.

CHAIR - That's what - that's what you basically said, that it was the -

Mr BRADFORD - On the basis of all the weight going on one bollard? Well, you wouldn't assume that. You'd assume there'd be a number of bollards that would be let when the lines were let go.

CHAIR - So, then -

Mr BRADFORD - It appears to be an unmooring issue. This is a little bit of - I'm going with the early crow, because there's a bit more to go in the inspection, but that appears to be the case.

CHAIR - So, whose decision is it that -

Mr BRADFORD - We do it no fault, no blame. So, whilst I'm talking -

CHAIR - Whose decision is it to use the bollard in the way it's been used?

Mr DONALD - The vessel master.

CHAIR - Okay. So, the vessel master is employed by TasPorts?

Mr DONALD - No.

CHAIR - So they run by -

Mr BRADFORD - Through a contractor.

CHAIR - So, based on a line

Mr BRADFORD - Yes. Polaris is the employer of the crew.

CHAIR - TasPorts have a hands-off approach to all of that? Even though you own the vessel, you run the service, you own the port?

Mr DONALD - No, it's outsourced. It's a contractor that provides the staffing of the vessel. Vessel masters make decisions on a regular basis in a dynamic environment. TasPorts didn't appreciate that what was occurring with that vessel on that day was that all of the lines were being let go sequentially, and one line had all of the forces on it.

Mr BRADFORD - We're not blaming them. We say no fault, no blame.

Mr DONALD - We're now upgrading all the bollards to cater for, you know, the absolute, you know, scenario.

CHAIR - Do you expect that all lines will be let go at the same time now? After it's been upgraded, because obviously *John Duigan* can't go in there at the minute.

Mr DONALD - No, we won't. No, that's why I said that we're upgrading all of the bollards to cater for this scenario.

CHAIR - What rating will they be rated at? The new bollards, when they're in.

Mr DONALD - I think they -

Mr de VOS - Initially we're looking at 80-tonne, but there's still a bit of work to do. We've undertaken modelling. Under normal mooring analysis, under normal mooring situations, the 30-tonne is acceptable, so we need to do some more work around understanding the departure and arrival manoeuvres.

Mr DONALD - And that should be more than adequate. All ports around the world are designed in such a way that the mooring lines should fail before the bollards. That's a reality of ports.

Mr VINCENT - What did you say it was at, 30-tonnes?

Mr DONALD - Yeah. 30-tonnes -

Mr BRADFORD - Upgrading to 80.

CHAIR - How long is it going to take to do this upgrade?

Mr de VOS - Our current planning, we're looking at end of September.

CHAIR - To have them installed? Or just for the planning stage?

Mr de VOS - There's interim measure to get the *John Duigan* back on the run, being worked through at the moment under some controls. Then, we're looking to upgrade a number of bollards. I think there's probably five or six that we're going to upgrade to 80-tonne.

CHAIR - So, when do you expect that work to be completed, like the upgrading to the 80-tonne bollards?

Mr de VOS - At the moment, we're still looking at supply of materials. So, one of the factors is the steel foundation. We're looking at 60-to-70-mil-thick steel that needs to be machined and drilled. That's why -

CHAIR - Not easy when you're on King Island, is it?

Mr de VOS - No. So, at the moment we have to source that probably from the mainland. I'd be reluctant to give timeframes without knowing the long lead delivery items. But we've just finalised the designs in-house and are moving with procurement. Then we'll get our teams across the island as soon as we can.

CHAIR - Is the deck adequate to hold - to take the new infrastructure?

Mr de VOS - 80-tonne is the maximum for the deck. Well, not the deck - the failing mechanism is actually the piles being pulled out of the -

CHAIR - Because you've got forklifts and stuff on the deck as well.

Mr DONALD - It's different loading, though.

CHAIR - Different loading? Okay.

Mr de VOS - 80-tonne or even a little bit less is the maximum limit for the wharf itself. There are some bollards we've being upgraded that are not on the wharf; they're on land base, so we don't have those restrictions there.

CHAIR - Okay. When do you expect to have a *John Duigan* being able to go back and dock?

Mr DONALD - This week. As Michel indicated, they're currently working through a series of mitigations and additional controls that we might be able to put in place -

CHAIR - What sort of additional controls are going to be required?

Mr DONALD - The sequencing of lines and possibly a tugboat.

CHAIR - To get it in and out?

Mr DONALD - Yes, depending on the prevailing wind and surge.

CHAIR - Which it always is anyway.

Mr DONALD - No, not always. There are some nice days where it is still.

CHAIR - There are a lot of nice days on King Island.

Mr VINCENT - You said that you have done the design work in house. Obviously, there are plenty of other wharves around Australia for you to draw the comparisons of size of ships

and what is needed. Did you draw on that experience from other wharf areas as well to design those features?

Mr de VOS - Normally we would use consultants for the big project, but we have a good team in house. This is obviously an urgent basis. We know the infrastructure really well. There are Australian standards and British standards, all sorts of standards for bollard size versus ship size. I think the subtlety here is the conditions at Grassy, those surge conditions and the manoeuvres, so there needs to be a little bit of work done in that space that maybe is not something you can pull straight from the standard.

Mr DONALD - Or from a sort of an external consultant. On this occasion, we think our team is a lot quicker.

CHAIR - If it does require - not saying that it does yet because that is still a work in progress - but would you have to base the tug over there and just leave it in the port?

Mr DONALD - Yes, for a couple of weeks, a month or six weeks.

CHAIR - Okay.

Mr DONALD - And that will be a decision by Bass Island Line.

CHAIR - They will have to fund the cost of that?

Mr DONALD - Yes.

CHAIR - We know that before this occurred that a number of customers on King Island have had their freight left on wharves for a significant period of time on the mainland or Tasmanian side. Some of that is related to the need to get feed on and off the island and things like that, but it has been a problem for longer than the drought situation.

A number of King Islanders feel very aggrieved because they have waited and they are doing building projects or whatever, and their projects are significantly delayed and they cannot sequence their projects because of that and they cannot rely on delivery even though they are told something is coming that it has been bumped for something else.

How do you assure people that if they are going to have to pay the full freight cost that they are going to get a full, a priority service if you are paying full freight costs when this is not happening for so many King Islanders?

Mr DONALD - I am not aware of the non-delivery of any customers so I am more than happy to receive specific details of customers.

CHAIR - I will put a few people onto you then.

Mr BRADFORD - Yeah, absolutely. We have a number of principal customers who support us on every sailing and they contract for that. We have others who book us when they have got demand and we try very hard. Well, that is why we are there every week. Yes, the weather impacts a few days either side but we are there every week. If we are not full, we sail, if there is space available in their cargo, we sail.

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CHAIR - Well, I will put you in touch with some King Island residents who are not experiencing anything like that.

Mr BRADFORD - Happy to talk to them. We have got a permanent, full-time general manager of Bass Island, she would be delighted to meet them. Particularly if they have plans, if they are building something and they have got a forward schedule of what they are planning to do, if we know about it, that is very helpful.

CHAIR - They've definitely done that and they have allowed several weeks of contingency, noting that sometimes the vessel cannot get in because of the weather. Anyone on the island would factor that in. What we see is that the freight was sitting on the wharf and not loaded, not delivered, because something else is put on instead.

Mr BRADFORD - Really?

CHAIR - Anyway, I will put them onto you because -

Mr BRADFORD - And if they are using a forwarder, they should tell us that or if they are doing it direct and what wharf are they talking about?

CHAIR - I will pass them on to you.

Mr BRADFORD - It could be sitting in a forwarder's warehouse.

CHAIR - Not as I understand it, but I am only relying on what I am hearing from the people of King Island.

Mr BRADFORD - Yeah, very concerned to hear about it. We cannot guarantee we will carry every stick of cargo every week, that is unrealistic, but we can -

CHAIR - They allow for that in their forward planning.

Mr BRADFORD - Okay. For a long period over the last six months, we were running two sails a week.

CHAIR - I do not understand it either. I am just saying.

Mr BRADFORD - For a long period before that we went full.

CHAIR - That's what I hear as well.

Mr DONALD - I'm happy to look at the specifics so that we can understand and help if so required.

Mr BRADFORD - It's very hard but don't mention their names.

CHAIR - No, I won't.

Mr BRADFORD - I hope they're not on our extremely bad payer list.

CHAIR - These people wouldn't be. Well, at least a few of them I know

Mr DONALD - Well, you never know.

CHAIR - They might be getting cranky and not wanting to pay because their goods aren't being delivered. Anyway -

Mr BRADFORD - The vast majority of our customers are excellent in paying their bills. There are a couple who, um, yep. So 'cash in advance' is a term you might hear.

CHAIR - With the concerns - and we acknowledge the surge issues, we acknowledge the challenges for the *John Duigan* to get in. You might want to defer me to the minister for this one again, and he's not here, and that'll be a separate process. However, I have asked him on a number of occasions whether there is any willingness to work with Group 6 Metals, with their overburden, to look at producing another all-weather port.

Mr BRADFORD - At huge cost to Tasmania? Mr Donald?

CHAIR - No, no, I'm not suggesting that Tasmania pays for it all. I'm suggesting that you work with them to actually mitigate some of the cost.

Mr DONALD - We've been very open about the fact we're happy to work with G6 in order to use some of the overburden material on the existing breakwater structure. An additional metre, as an example, over the top of that structure would be beneficial. From time to time, we do see waves crashing over the top. Not every week, but from time to time.

There's been a number of studies undertaken, I think the most recent one was by GHD a number of years ago, which looked at what would be required to create another harbour. We're talking about tens and tens of millions of dollars, probably closer to \$100 million than 50.

CHAIR - That was to the north of the current port, as opposed to the south?

Mr BRADFORD - Yes, I would imagine-

CHAIR - That GHD report was.

Mr DONALD - Yes, that is correct. I'd imagine that there wouldn't be a lot of money saved in moving it to the south. The investigation and the design and modelling and environmental assessments required to do something like that would be very significant and would take a number of years to complete. Then there would be an ongoing asset management responsibility for someone.

When we look at the berth utilisation at the Port of Grassy, I could be wrong, but I think it stands at around 11 per cent. There's a lot of underutilised capacity within the existing wharf structure, so we don't see a need for any further expansion. If you think about - our responsibilities are for statewide port infrastructure across the whole state, so we need to look at all of the requirements for every port, every wharf around the state.

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Yes, there are individuals who suspect that there could be benefits to the Port of Grassy by building a brand-new harbour. How would we demonstrate or how would we substantiate that against investments that could be provided in other port locations?

CHAIR - Is there anything that could be done to Grassy Harbour to make it an all-weather port, then?

Mr DONALD - There's no such thing. There is no such thing as an all-weather port.

CHAIR - At all?

Mr DONALD - No. An all-weather port indicates that - what are you doing, you're building an indoor port. That is, no exposure to wind, sea state conditions, tides -

CHAIR - No, that's not what I mean. I think we understand what I'm talking about. We're talking about a port that vessels can get into that are designed to fit into that port. Obviously a massive ship won't fit into Grassy, no matter what the weather is, but the weather will not prevent it from entering, except on the, perhaps, very rare cyclonic conditions.

Mr BRADFORD - That's every port in Australia. Weather, they've all got different conditions.

Mr DONALD - We have impacts at all of our ports around the state.

CHAIR - How many sailings have been delayed or cancelled this year?

Mr DONALD - I haven't got that in front of me, but I'm more than happy to provide it.

CHAIR - Anyone else want to go to King Island, not at the moment? Or you want to move on?

Mr DONALD - It's really around delays to the weekly service, it's not cancellations.

CHAIR - But delays can be for a day or two or three.

Mr DONALD - Yes.

CHAIR - And you do have perishables on board?

Mr DONALD - We'd like more perishables.

Mr BRADFORD - A key target commodity, our success is modest.

Mr DONALD - Well 18 months or two years ago, we leased a refrigerated container and a frozen container because we wanted to demonstrate to the King Island community that we could do some things that can help cost of living on the island. We understood that there was approximately 10 tonnes of freight being moved on to King Island by air every week and so we thought that there was an opportunity, not for all of the perishables, but some of the perishables could be moved by shipping containers and we didn't have a customer.

Mr BRADFORD - Trying to reduce the cost for working families.

CHAIR - We know what the problem was, people didn't have enough faith in the service, that it -

Mr BRADFORD - Really?

Mr DONALD - A weekly service?

CHAIR - You only have to read other previous committee hearings to understand the genuine concerns of the people out there. I won't entertain their views not being considered. Any other comments on this?

No, we will move to Hobart Port.

Mr BRADFORD - It would be interesting to compare that to other islands in Australia, but I won't do that.

CHAIR - With regard to the Hobart port and wharves, can you give me an update on the state of all those in terms of the maintenance schedule, the assessments that have been undertaken, is their urgent work that needs to go on in any of those Hobart ports?

Mr de VOS - Excluding the Macquarie wharves, we have just undertaken now our five-yearly Wyze Cam assessment for the infrastructure that you are seeing just as you go outside here. We are in planning for a bunch of works around Sullivans Cove, there are some issues, we have done some fender upgrades. There is works programmed in the next three years in this area. There are some wharves at Domain Slip which are also programmed for some strengthening work and that is about it for Hobart.

Mr DONALD - Would you like us to talk about Macquarie?

CHAIR - That information would appear in your asset management program, the works you have just outlined there, Michael?

Mr de VOS - Yes.

CHAIR - We can go to that, yes.

Mr DONALD - With Macquarie 6, we remain in negotiations with Australian Antarctic Program (AAP) for a commercial agreement to enable us to fund the construction of a dedicated wharf for the *Nuyina*. It is no surprise to the Committee that those discussions and negotiations have been ongoing for a very lengthy period of time. More recently there is a lot more activity between the two parties and I am confident that we will get an agreement shortly. In terms of the condition of Macquarie 6, we continue to undertake regular inspections to ensure that it is capable of providing the current service to our customer in AAP.

It was around two years ago that at the request of the former CEO Kim Ellis, that we executed an agreement for an interim layup berth at Macquarie 6 that was to enable him to be in a position to work through the budget process associated with the capital investment required for Macquarie 6. It was always understood to be an interim layup berth and we were of the

expectation that that interim arrangement was going to be for around six months and it has now been around two years.

CHAIR - What capital expense has been made on the port?

Mr DONALD - On Macquarie 6?

CHAIR - Since this process has been under way.

Mr DONALD - We have spent perhaps \$1 million or \$1.5 million over the last two years, or around two years ago, to make some interim modifications to enable the safe mooring and berthing of the vessel. In terms of lengthening the life of the asset, that's not possible due to the poor condition of the structure. There's been a number of self-elected spokespeople who have indicated their concerns that TasPorts has not spent money to remedy or rectify the corrosion, or the 'concrete cancer' as it's been described, at Macquarie 6.

The reality of that is in order to effect that work, we're probably talking about \$50 to \$60 million-worth of investment and the moment that we get an agreement with the AAP is the moment that we would then demolish that investment. There is no use for that asset to satisfy the requirements for the new vessel, so we'd be wasting money and the agreement that we reached with AAP was with that in mind. That was always designed to be an interim arrangement. If they wanted us to ensure Macquarie 6 was available for five or 10 years it would have been a very different interim commercial arrangement where we would have invested money to attempt to slow down the ongoing deterioration of the wharf.

CHAIR - So where to now?

Mr BRADFORD - We're currently negotiating with them. I think we're at Option 5 or 6. In brief they have scoped and are continuing to scope exactly what they want - very similar to what you heard this morning on TT-Line and SeaRoad. So, what are the fenders? Is the mooring going to be automated? Are they installing cold ironing - shore-based power - and what life do they want for the berth? I imagine the lease would be 30 or 40 years.

You'd have to have a little bit of visibility of the successor ship to the *Nuyina*. What is she going to look like, because that's the timeframe you're building it for and we can't decide that for them. Once that's scoped - you can have the small scope or you can have the large scope - it's their decision. We will sign a contract and we'll do it for them. We are looking forward to it.

Mr DONALD - We have to then borrow the money and pay the interest bill, pay down the debt and then manage the asset over the duration, so the commercial numbers that we've proposed to them are reflective of all of that and also reflective of the fact that we have obligations to other customers and, therefore, we need to make sure we maintain an even-handed approach.

Mr BRADFORD - We would wish - and it's not for them - that simultaneously when doing Berth 6, we'd do 4 and 5's as well for the cruise industry and for visiting Antarctic nations, not the *Nuyina* and for other trades at that berth, somewhat speculative compared to our other ventures, but we think wise to do at the same time but that's really dependent on the anchor tenant.

Nothing would of course stop *Nuyina* when she's not there, letting foreign nations use that and receiving the money, as it would be their berth to decide what to do with. If you look at the alternatives, it stays where it is on a temporary berth at a point in time, which could be tomorrow or 20 years, that berth may fail. Then she would spend most of her time, I'd imagine, sitting at anchor in the Derwent. That works, but -

CHAIR - I would assume TasPorts have an obligation to keep a safety check on that wharf.

Mr BRADFORD - We do, absolutely.

CHAIR - It's not a hands-off approach.

Mr BRADFORD - No.

CHAIR - You still -

Mr DONALD - That's why we undertake regular inspections.

Mr BRADFORD - But the client knows full well that the berth is at the end of his useful life, not absolute end, but it's not a pristine, brand-new berth.

CHAIR - Any other questions?

Mr BRADFORD - We're very hopeful. If you cut through all the politics - and that's for others to talk about - We really want to sign the deal and get on with it.

Mr DONALD - We've spent \$3.5-\$4 million of TasPorts' money to date on the project, on planning, investigations and design. We had a project team. That project team has now moved on to other things. We were ready and raring to go and you know, if we need to turn that all back on, we will tomorrow.

Mr BRADFORD - Sadly, we've had to write off a sum of money in this year's annual accounts, but that's life.

Mr VINCENT - You can't capitalise that.

Mr DONALD - No, it's disappointing.

Mr BRADFORD - No, we'd like to, but the Auditor-General might have a wee problem with it, so we've had to write it off. I'm sure the government would like the dividend but they're not going to get that bit.

Ms THOMAS - You said you're still in negotiations. Do you have a timeframe of when you expect that to be finalised?

Mr DONALD - I've reported consistently for a number of years that we're close and by nature I'm an optimist.

CHAIR - That's why no one believes you.

Mr VINCENT - Each day is closer.

Mr DONALD - I want us on. I want to sign it. We're responsive to the requests. We're responsive to anything we're asked for that may help. We do observe with interest and there still appears to be no federal budget allocation. As to the why or how, that's a matter for others but I find that a bit bewildering, to be frank.

Mr BRADFORD - Obviously, minister Plibersek has a very difficult portfolio and she has to arrange ongoing funding through the Treasurer and Minister for Finance. That's a matter for her and how much she's arranged. It's not visible to us, but some of the schemes they've suggested would suggest that might be a minor problem. In building a \$1.6 billion ship, you didn't think about the garage? Come on.

Ms THOMAS - Do you see TasPorts having any role in advocating to the federal government for funding for the project?

Mr BRADFORD - To fund the Australian Antarctic Division (AAD)?

Ms THOMAS - For the wharf upgrades that are required.

Mr BRADFORD - That's a good question. We see the funding of berth by user being the responsibility of the user. The AAD is a very strong federal government department. Us advocating to the federal government would be, you know, just sending a boilerman's errand, I would've thought.

Ms THOMAS - But you own the infrastructure?

Mr BRADFORD - We own the infrastructure and -

Ms THOMAS - It's your infrastructure at the end of the day.

Mr BRADFORD - Yeah, but it's their ship. They've already got a berth in Hobart that they had before they built the *Nuyina*. She's just too deep, too high and too wide and that would have been obvious a long time ago.

Mr DONALD - Our role is to provide infrastructure for our customers and through sound commercial practice, ensure that we look after the financial sustainability of TasPorts and our assets. Why is that important? A sound commercial deal for TasPorts means that we can then invest money in other projects. If we signed a deal that didn't meet minimum hurdle rates, as an example, and meant that our interest or tax bill or the asset management obligation eroded the ongoing financial viability of TasPorts, that would be negligent of me and I would say infuriating for all of our other customers around the state. We need to make sure that, again, we maintain an even-handed approach and have an eye on not just the deal that we've got in front of us, but what it does to TasPorts for our short, medium and long-term financial sustainability. It's complex.

Mr VINCENT - I guess there's a question there that you touched on before about extending to berths 4 and 5, was it, to do as a complete job, and you mentioned about cruise

boats and other people being able to dock there. Obviously, the further you can spread the dollar over time is -

Mr BRADFORD - On 4 and 5?

Mr VINCENT - Yes.

Mr BRADFORD - As I said, it's a bit speculative, but we would suspect that the cruise industry would bring bigger ships to Hobart and that would help pay for 4 and 5.

Mr VINCENT - That's what I was leading to, splitting that cost along the way.

Mr BRADFORD - Yes, but not for berth 6. That would be the AAD's permanent home, with sole use for them.

Mr VINCENT - And you touched on if other nations were bringing vessels in, they could utilise that through AAD?

Mr BRADFORD - Well, they could. We would prefer they use 4 or 5, but you'd expect me to say that.

Mr DONALD - But if they were to use Macquarie 6, we would expect that would have an impact on the commercial numbers that we ultimately agree to. We're very active in engagement with other visiting nations. We've got a group executive over in Argentina today, actually, as part of the trade tour meeting with a range of other countries and continuing to encourage them to call into Hobart as part of their Antarctic program. We're confident that'll be fruitful.

Mr VINCENT - You've got Argentina and New Zealand as your main two competitors in that area, the ports to Antarctica.

Mr BRADFORD - Yes. Our commercial team are pretty positive on the topic, taking a medium-term view, not an immediate future. That's why we spend money to put someone in Argentina to market how good Hobart is as a port and a city for visiting nations. None of them expect to come here for nothing.

Mr DONALD - We're a very active member of the Tasmanian Polar Network and a big supporter. We do anything we can to support a successful agreement with AAP.

Mr BRADFORD - The Premier is a big supporter, which we're pleased to report. We're pushing hard for visiting vessels. We just think it's good for the city, and our self-interest.

Mr VINCENT - I think that's a very big thing, because even with the airport, TasPorts, and the rehabilitation of Antarctica, even the fact of copping the sea [inaudible 1.34.24 pm] down there, that's waste that's got to go somewhere. It has a huge opportunity and is so important for Tasmania's economic future, based around that.

CHAIR - This is a broader question, not just about ports but stakeholder engagement. How are your stakeholders - of which there are many, obviously, including shipping companies and local communities - being engaged in the decision-making process, particularly around

some of the infrastructure requirements and challenges? How do you gauge stakeholder sentiment?

Mr DONALD - Project-specific stakeholder management plans are generally compiled. We identify who the key stakeholders are, we identify the individuals or roles, and then, depending on the project and our objective, we sort of design a targeted plan. If I use the dredging programs in Devonport and Burnie as an example, we have a technical advisory committee we established with key stakeholders from around the Mersey River in Devonport, including representatives of environmental groups, community groups, the local council, the fishing fleet and probably others. We proactively have reported through to them what our investigation, design and plans are with respect to the implementation of the work. I think that's been a really positive example of the stakeholder engagement we've implemented in that regard for Devonport, and we're implementing the same around Burnie, but it's project-specific.

Mr BRADFORD - Yes, and we do it reactively and proactively. The commercial team is out talking to interested parties. A clear example of that is Bell Bay. They are very busy with people with prospective developments at Bell Bay; you'd be here for a week listing them. A lot will fall by the wayside but some will happen. I try also to be reactive. If I see a media release or comment, I often ring the person and say, 'What is the issue?', and quickly get to the heart of the issue.

CHAIR - What formal seeking of stakeholder feedback do you get? Do you get formal reports, whether it's project-related or out to the broader stakeholder base?

Mr BRADFORD - Customer surveys?

CHAIR - Who does the customer surveys?

Mr DONALD - Our commercial and trade team implement our customer surveys. We've got a very defined list of customers and through a third party we engage them to undertake an annual survey. Those results are then reported through management to the board.

CHAIR - When was the last annual survey done?

Mr DONALD - Two or three months ago.

CHAIR - Right, and have you got the report from that yet?

Mr DONALD - Yes.

CHAIR - Can you provide a copy of the report to the committee?

Mr DONALD - Yes.

CHAIR - Who undertook that?

Mr DONALD - I can't recall, but am happy to provide that detail.

Mr de VOS - As I recall, it was generally positive with some improvement.

CHAIR - Are these conducted entirely separate to TasPorts, or does TasPorts do its own internal processes?

Mr DONALD - Sorry, I don't understand the question.

CHAIR - Is the customer survey a tool developed by TasPorts, or is it developed entirely by the consultant?

Mr DONALD - I think it's by the consultant on behalf of us. We have a list of questions that we're interested to understand but there's also the opportunity for customers to provide feedback generally. It's about understanding what our customers want to see more of, or what we're doing well that they want us to continue to do, or what they think we might need to do differently. It's designed to be, I suppose, independent in nature because it provides an opportunity for a different lens than the direct relationship that we have with our customers. Our commercial and trade team have got a defined list of every customer, every tenant that we have and those are all sliced and diced, so to speak, there is a frequency of touch points with those customers. We have a CRM, customer records management, so all that data goes into there. Every engagement, whether or not it is an e-mail correspondence, phone calls, meetings, it is all recorded. We have a minimum frequency of touch points with every customer.

CHAIR - What I am trying to understand is whether you seek your customers feedback in a frank and fearless way? You talked about a consultant, -

Mr BRADFORD - Certainly anonymous, so it is not identifying 'Fred Nerk said this'. We are looking for themes.

CHAIR - Yes, the consultant report that you got three to four weeks ago, you said -

Mr BRADFORD - Months.

CHAIR - Months, sorry. Is that the first independent survey of its nature?

Mr DONALD - No, there was one last year as well.

Mr BRADFORD - I have been around too long, probably 8.5 years and I think it is the fifth or sixth.

Mr DONALD - Probably be the third or fourth.

Mr BRADFORD - Might be the third of fourth, sorry.

CHAIR - When these surveys are undertaken, are they just a questionnaire sent out to all the customers? I assume -

Mr DONALD - It is not cold, it is through the ongoing engagement that our team have through either of the quarterly touch points, our key representative would alert them to the fact that the customer survey is coming up. It has been done by X, Y and Z, otherwise our customers are going to get a cold call or an e-mail, I mean, I get them all the time. We respect our customers, we let them know that we are implementing our annual customer survey, you can expect to get a contact from X, Y and Z and they are encouraged to be frank and fearless.

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I would like to think that the survey validates what we already know because is that not the true measure? It is the ongoing relationship that we have with our customers, we want our customers to be able to disagree with us or tell us where we need to continually improve or we need this, we need that. We would not always agree but at least we get it out on the table and we can have a robust discussion if we are -

CHAIR - Is this the one annual survey that is done? As I understand there were some customers that were not particularly happy with the process and wanted to have a, what they considered, truly independent process where they could meet face to face with the interviewers -

Mr BRADFORD - I have not heard that.

Mr DONALD - TasPorts has not been, not that I know, in attendance at the sessions but I can provide that information.

CHAIR - I would like to understand how the sessions are done then and who is there. Are they done with groups of customers? Are they done with individual customers? Are they done with representative organisations like unions and others like that?

Mr DONALD - Unions are not customers, are they?

CHAIR - Let us look at some of your customers, like people on King Island, the SeaRoad -

Mr BRADFORD - The SeaRoad, TT-line, the big coastal operate, Grange, the big forest product exporters, the cruise ships, the tenants, lots of them, big, small -

CHAIR - Do all the tenants get a crack?

Mr BRADFORD - Most, I mean, we have tenants on \$10 a year. I do not think we would survey them but a wide section is survey. It could certainly define a customer, basically people that pay us money, significant money.

CHAIR - I just want to understand whether it is done with TasPorts' people in the room sort of thing because that is always challenging to get frank and fearless feedback.

Mr DONALD - I have to confirm but I am pretty confident that it is independent and that it's designed to mirror and validate what we already know. I do not think that there is multiple customers there, I am pretty sure they are customers specific interactions because every customer has a different requirement and we are mindful of also protecting our customers' obligations with respect to competition law.

Mr BRADFORD - There are issues where we expect touch points and push back, things we might have done. We have a very firm paying our invoices policy of 14 days, ports are not cash cows, so our payment records are excellent which is behind him, congratulate him on how well he did with Rex Airlines, compare it to a few other airports in Australia according to Financial Review and we have done very well. We did not have 90 days of debtors with Rex.

CHAIR - You do own an airport.

Mr BRADFORD - We own airport, a good one.

Mr DONALD - One of the challenges we have is that we have statewide obligations on ageing infrastructure, low utilisation of assets, lengthy period of under investment dating back to prior to the commencement of the TasPorts organisation. A tidal wave of investment is required in order to sustain our assets and ongoing improvement to our asset management maturity. Why is that important? Well, that means that we are becoming more and more aware about the condition of our assets and the need for ongoing investment. Our customers have desires and commitments and obligations to grow and manage their own financial responsibilities so that creates tension on pricing.

We have wage growth and the volume improvement or increases in our ports generally is slight but positive. Place all of that in the melting pot together and what does it yield? A challenge. We have a big challenge and that is why a number of years ago we decided that we needed to grow. How are we going to grow? We are going to grow in a number of ways.

I suppose there are three elements to our growth; the first part of our growth is around improvement to the maturity and performance of our business, how we perform what we do and how we do it and being more intelligent with respect to the use of systems like our asset management systems and GIS.

The second part of how we will grow is with existing customers, how can we support our existing customers to be successful and grow incrementally or otherwise their volumes because ports are around economies of scale. The more volume or more ship visits that we can get as a port creates revenue for TasPorts which means we can become more efficient. We do not have assets that we can just turn off. As an example, think about our marine pilotage or towage business, we cannot just turn those assets off, we have to have people readily available on assets there at the right time.

The third part of our growth is to find new customers and new business. We remain very enthused and committed to renewables, as an example, particularly around Bell Bay and Burnie. If we can find new market entrants that then provide incremental or significant increases in shipping volumes for our business, which will then affect the economies of scale and the ongoing financial viability of TasPorts, we can continue to increase our investment in our infrastructure.

Mr BRADFORD - What we are trying to do, very simply, is that East Devonport is the biggest infrastructure project in a generation. It is terrible to say that because for 30 years the ports have not spent anything. East Devonport will happen and I am certain Hobart 4, 5, 6 will follow but I cannot say which month or year. The third league will still probably be Bell Bay.

CHAIR - Just on this growth alternatives, this is long term, it is not next year, but there is significant work being done to look at offshore wind. What is TasPorts doing to position themselves to be able to support that should it go ahead?

Mr BRADFORD - Well, that is commercial-in-confidence but there are two major projects; one, the decommissioning of the oil rigs in Bass Strait and the second is the equipment for the offshore wind farms, both of which will be massive port developments for northern

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Tasmania and southern Victoria. Anthony is working very closely with a number of proponents, most of which are not in the press.

CHAIR - If you look at one of the raises renewable energy designs is off the northwest that the Commonwealth one, not the fairly contentious state one, but the one off the Bass Strait of northern Tasmania. Their nearest good port to do that would be Burnie, we know there is limited space there and I understand from hearing from people who are working in this space, it takes, I think about 30 acres, they told me, or something.

Mr BRADFORD - But Bell Bay is a better option - better available land, obtainable or owned by us and converted -

CHAIR - A lot further away from the site, though.

Mr BRADFORD - Well, it's better than demolishing the town of Burnie to have a lay-down area.

Mr DONALD - There are opportunities for reclamation at Burnie. We've got some concepts for that. We understand the north-west opportunity to be further out in terms of the timing horizon. We think the more immediate opportunities are around -

CHAIR - The north-east.

Mr BRADFORD - Yes, Bell Bay.

Mr DONALD - We have a dedicated team working on this and they have been engaged with proponents for two to three years. If I look at just the wind farm proponents, from what I understand, there are 14 of them that we track and engage with. Do I think all 14 are going to happen? No, I think there's two or three perhaps that are going to happen and we're ready to sign documents with them when and if we can.

Mr BRADFORD - Who'll get the best deal? The one that comes with the most proactive, sensible proposal first. You don't want to run third in that race.

Mr DONALD - At Bell Bay we have land available. There are, equally, opportunities for us to reclaim some further land. We believe the proximity to the areas is excellent when compared to the Victorian opportunity, but we also know these projects are too big for one port to support, so these potential customers are going to end up with arrangements possibly with TasPorts and with ports in Victoria, and that's fine too. The opportunity for -

CHAIR - But you need to be in the game, don't you?

Mr DONALD - We're in the game. I often describe the opportunity as a game of Tetris. We have a defined footprint that's available. At the first meeting everyone's interested and everyone wants to sign a deal, but everyone is at a different timeframe of their investment decisions and we respect that. We want to make sure that, if possible, we can sequentially work through a number of opportunities so that we can support the best outcome for Tasmania.

Mr BRADFORD - Our other point is if any proponents are thinking of creating another port not with us, I think five is plenty for Tasmania, but let's maximise the ports we've got.

Mr VINCENT - With your independent asset management rolling all the time, are you updating your real costs of those assets? You were talking about the age of a lot of the assets and the enormous amount of money having to be spent in the next 10 years or whatever, so are there going to be any surprises or are those assets being brought up to modern-day costs?

Mr DONALD - Thanks for the question; it's a very good one that I'll answer in a number of different ways. We have an asset valuation obligation which we're about to commence again moving into the current financial year, so that will help inform replacement costs. As to our asset management system, I know who we've selected. I don't know if we've executed contracts yet so I won't name the software, but once that's fully implemented we'll be able to get real-time data out of that which will tell us what our short, medium and long-term asset management obligation/liability is from a financial perspective. Until we get that, you can appreciate we're working off Excel spreadsheets and 30-year plans, so it's a little bit clunky. As informed experts, I think it's fair to say we expect that the number that we see on those Excel spreadsheets will continue to climb.

Mr VINCENT - And climb massively, I'd say, but it's important for those projects to fall into line with depreciation and what you're allowing for projects coming up instead of running a smaller budget balance sheet.

Mr DONALD - I don't think they'll climb wildly outside of our expected numbers, but they'll be different to ultimately what we have in our spreadsheets today. That's why I said informed experts. We've got a number of critical subject matter experts in the organisation who look at the current data and say, 'Do we think that's adequate?'. No, we're still learning about the condition of our assets, we're still learning about some of the remediation techniques and the costs and the longevity and that will ultimately converge on a better outcome. Realistically, it'll be through the implementation of our asset management software that we become more and more confident of that, and ultimately get to a point where TasPorts has one source of truth with respect to our asset valuation. There'll be an accounting treatment one and the infrastructure asset one.

Mr VINCENT - I guess there's no point in having a \$20 million conversation where the real cost is actually going to be \$50 million or \$60 million, and then everybody saying, 'Hang on a minute, where is the right answer here?', when you've got those independent assessments on assets that should be able to roll into a more predictable amount of money you need.

Mr BRADFORD - With the commercial arrangements we're setting we have a very strong balance sheet. Yes, it has debt and it will have even more debt going forward, but it's a very valuable business with bankable business cases.

Mr DONALD - Historically, the business has had a lazy balance sheet.

Mr BRADFORD - Very lazy, and historic deals with customers that had no view for the future. Cheap as chips and 'Let's get by'.

Mr DONALD - Uneconomic commercial agreements that have been very challenging for our organisation to contend with.

CHAIR - Are there still any of those legacy arrangements?

Mr BRADFORD - There are.

Mr DONALD - Three immediately come to mind and if we could have terminated those agreements we would have.

Mr BRADFORD - The decision of 20 years ago by a Tasmanian government to amalgamate the ports was one of the brightest decisions ever made. I wasn't party to it, but with the benefit of hindsight, it was a very good decision because it's got capital allocation, actual development of ports and trying to grow trade. That's what we're there for.

Mr DONALD - And it works against or mitigates what was occurring, which was competition between the ports. To be a little crude, I would say that those ports slit each other's throats to get a commercial agreement and we're still suffering from that.

CHAIR - What's the long term for that?

Mr BRADFORD - The end of a long list of legacy issues. They've all got end dates.

CHAIR - Long tails.

Mr BRADFORD - All of us have to have patience.

Mr DONALD - They're challenging conversations, because some of those customers have enjoyed a generation of - from our perspective - uneconomic commercial arrangements, and their whole financial structure is based on that as a foundation.

CHAIR - Does that impact on your pricing for other port and other customers, notionally?

Mr DONALD - No, but it does have a very big impact on our level of investment in asset management.

CHAIR - So you'd say that the pricing that every other customer pays is not impacted by some legacy - very positive deals for them?

Mr BRADFORD - No, we're trying very hard to avoid that.

CHAIR - Do you achieve that?

Mr BRADFORD - By getting rid of the legacy issues we make the rest of the ports more transparent. We have a couple of strategies: remove the remaining legacy arrangements - and some very big ones have been removed in the last two years; and secondly, grow the property revenue. It's too low in relation to the value of the land.

CHAIR - That's your buildings on your wharves and -

Mr BRADFORD - Commercial buildings -

Mr DONALD - Tenancies.

Mr BRADFORD - If they're not key port business, sell them off, give them away, or don't own them. For those that are, get the rents up to economic rents and encourage commercial development and economic activity.

CHAIR - Why aren't they paying economic rents now?

Mr BRADFORD - You can go back 40 to 50 years on some of that.

Mr DONALD - Some of the leases signed were, I'm sure, done with great intentions at the time. Would they pass muster with current day thinking? I'm sure anyone who read them and would say no, don't -

CHAIR - Don't sign a deal like that.

Mr BRADFORD - Don't sign a deal like that. 'Oh, but a competing port 200 kilometres away is offering us that at half price'. What nonsense. There are others that have been in the -

CHAIR - What's the longest contractor that fits into this category?

Mr BRADFORD - It's hard to say.

Mr DONALD - As in still to go? Five years.

CHAIR - So, it's not that far.

Mr BRADFORD - No. The horizon is in front of us. We want to grow the cruise industry, that's a clear stretch, and I think we're doing pretty well, but it will be great to see a cruise ship out there in August, fabulous.

CHAIR - The *Spirit*? That's sitting out there in August. Took a photo of it this morning to put on the socials. Haven't you seen it yet?

Mr BRADFORD - That's the *Spirit* is it? What's it doing there?

CHAIR - Exactly, I thought I was back in Devonport. No, it's having maintenance. Touring up one of your ports at the minute.

Mr DONALD - No, it was having some maintenance work undertaken.

Mr BRADFORD - I thought it was a cruise ship. It looks in fine condition, why are they replacing it?

CHAIR - I wish they could put a few homeless people in it for a while it's docked there.

I want to go on to environmental considerations. We are well aware of the incident in the Mersey River with the *Goliath* tugs, but have there been any other environmental issues that have impacted port operations or breaches of environmental standards or anything like that.

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Mr DONALD - Yes, there are, I am aware of one at the Mersey slip where a previous tenant -

Mr de VOS - I wouldn't call it an issue, but we do have a lot of legacy environmental considerations. Mersey slip is one where there's over 50-plus years of old practices, so TBN, Tribunal Nickel and other things that are in the sediments down there and we work with the EPA on managing that into the future.

Mr DONALD - The environmental incident at the Mersey slip was around the previous tenant taking material off the tenancy to an undisclosed location without approval from us or the EPA.

CHAIR - Was the environmental issue in the river or where they took the things?

Mr DONALD - It was a stockpile material rubbish. They were cleaning up their site to make good at the end of their lease and disposed of stockpiles.

CHAIR - It was stockpile that was the environmental issue?

Mr DONALD - The removal of any material off a particular title without approval is a breach.

CHAIR - Were there environmental hazards with that material that was removed or not?

Mr DONALD - I would have to come back and confirm for you. I know there was an investigation undertaken.

Mr de VOS - Are you talking about the airport one or -

Mr DONALD - No, no.

CHAIR - The airport one was from QuayLink project, wasn't it?

Mr DONALD - No.

CHAIR - Where did that come from? The stuff that was dumped at the airport.

Mr DONALD - There was material taken from the QuayLink project to Devonport Airport and that was all done in accordance with approved EPA plans, so that was all permitted. That was from a break-drawing incident.

Mr BRADFORD - Wasn't there a load of soil moved at night, in cover of darkness -

Mr DONALD - There was a tenant -

CHAIR - This is going back to the Mersey slip, are we?

Mr BRADFORD - No, the airport.

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Mr DONALD - There was another at the airport, one of our tenancies. There was a removal of material and disposal off-site.

CHAIR - From material at the airport.

Mr DONALD - Yes, which was also investigated by our team and involved the EPA. On all occasions we work very closely with the EPA on all those matters. There is no stone left unturned and we make sure that everyone understands their obligations. We try to do that proactively, but on these two occasions, obviously the tenants either self-selected not to comply or were naïve.

CHAIR - What is the penalty for people who do that?

Mr DONALD - That is a matter for the EPA.

CHAIR - The EPA, they deal with that?

Mr DONALD - Yes.

Mr de VOS - It is worth to note that that material, it was tested and it wasn't contaminated.

Mr BRADFORD - That's a very broad question you asked because from memory recall, I was just thinking what we declared. We may want to take part of that on notice.

CHAIR - Yes, I am just interested in any other environmental breaches or issues there may have been, not just people removing material.

Mr BRADFORD - My concern is we might miss telling you one. The board receives a report every month, which includes items like that. They are not uncommon, but they're typically very minor, but they are answering the type of question you asked.

CHAIR - Sure. We will write to you if there are any other issues. I accept there's probably smaller things that potentially could have significant impacts. If you are removing contaminated material from the river to put it somewhere it shouldn't be and there's still the risk of moving other solids in the riverbed.

Mr BRADFORD - Any hydrocarbons getting into the water, pollution of the air, it's a very serious topic, we take it very seriously. Given ports have a lot of that type of activity you've just got to keep on top of it.

Mr DONALD - The legacy of the past.

Mr VINCENT - You do sedimentary drops on that bow on the movement of the certain part of the time and how long it takes that sediment to settle again. I should have imagined before anything was undertaken -

Mr DONALD - There's a lot of modelling, a lot of modelling and testing undertaken. A lot of that, if I go back to the dredging example around Devonport, a lot of the extensive investigation and testing that was undertaken prior to the dredging and, in consultation with all

of the community environmental groups, and to their credit they provided advice and suggestions that continued to improve our methodology.

Mr BRADFORD - We have obligations to the EPA as well as a as a clean-up activity.

Mr DONALD - And we're working very closely with the EPA at the moment with respect to the *Wyuna* vessel in Bell Bay. You may recall, the *Wyuna* was a vessel that was anchored off the port of Bell Bay and a number of months ago the anchor chain failed and was travelling down the river. We actually have a team on site with the EPA today, working through at the EPA's request and direction to the [inaudible 2.05.46 pm] the removal of all of the hydrocarbons that are on board that vessel.

CHAIR - That's a work in progress at the moment?

Mr BRADFORD- Yes. Ageing vessels, semi-abandoned, are a great risk.

Mr DONALD - Particularly when they don't have insurance.

Mr BRADFORD - They don't have insurance.

Mr de VOS - Have they paid us yet for the tug's work?

Mr DONALD - I'm not sure they may have. I know there was a commitment to, so I'm certainly not concerned about that.

CHAIR - We might take a 15-minute break in a moment because we don't finish till four so there is some tea and that outside. I want to come back and follow-up on some of the other matters we raised in our hearings last time around, the psychosocial safety of the staff and the work that Menzies were doing. We'll come back to that, if that's all right.

The Committee suspended from 2.06 p.m. to 2.21 p.m.

CHAIR - Thank you for coming back and not running away. We will continue on with the questions.

One of the things that this Committee raised with you in government business scrutiny end of last year was with regard to the psychosocial safety and the requirements under the new federal legislation that guides that and your annual report, and evidence talked about the work that Menzies is doing regarding that. You provided some responses to our questions with regard to that, but I wonder if you could update what it was and the actual findings and outcomes and what actions you have taken as a result of the work that has been done by Menzies.

Mr DONALD - We certainly can, thank you, Chair. ISO 45003 was the first global standard giving the practise guidance on managing psychological health and safety at work and workplaces. It is designed to support organisations to appreciate and achieve psychological health safety and well-being in the workplace, to avoid psychosocial risks and unlock the full potential of our people and with that in mind, our objective is to have our people thrive. The ISO standard was published in on 8 June 2021 and we have worked in response to that standard in a number of ways.

The first one relates to the Menzies work, where in 2022 the Menzies Institute invited TasPorts to participate in a 12-month program on preventing harm to employee health through psychosocial risk assessment and control, a case study of the ISO implementation. The case study explored the factors that influence the successful implementation of a best practise and strategic approach to preventing harm to employee mental health that may result from exposure to work related psychosocial hazards. I think one of the biggest and important elements of the standard is the consultation required on the identification of risks and the management and implementation of control, so the consultation is key.

The case study involved TasPorts engaging with staff to understand and progress our own specific approach to addressing psychosocial hazards. This included a working group meeting consisting of 10 people representing a number of different teams across the organisation and across the state. The outcome of the case study was an implementation plan which was designed to guide TasPorts' response to the standard. That plan was presented to our executive team in November 2023 and where we endorsed to progress on the same day and progress the implementation plan. That plan stepped out of psychosocial road map and includes strategies and actions across pre-implementation and implementation phases.

There are two key strategies. Strategy one, assess for readiness and identify barriers and facilitators to take up to four months to complete and that is to prevent harm to employee health through psychosocial risk assessments and control. Strategy two, which is conduct local needs assessment to take up to four months to complete and that is to build capacity to identify, report and manage psychosocial hazards. It is a lot about training and awareness and making sure that our staff understand what support mechanisms we make available and or need to make available to suit their needs. The plan guides our response to the ISO standard.

The next part that I would like to talk about is our internal risk assessment of psychosocial hazards in our workplace. Following the development of the implementation plan, we embarked on an internal risk assessment of the hazards. This work was completed in early January 2024. In summary, the internal risk assessment identified psychosocial hazards which could potentially harm our workers or others at our workplaces, the mitigation strategies and control measures currently undertaken by TasPorts to manage those risks and the adequacy of such strategies and control measures in mitigating those risks.

A summary of the mitigation strategies and control measures which are currently in place to address psychosocial hazards are as follows, and I will take you through each one of the elements of our risk assessment.

Job demands: our mitigations are around effective management and supervision; encouragement of team members to identify risks and stop work if unsafe and report risks via our IT system that we call Beacon; encouragement of workers to take leave entitlements; the provision of our employee assistance program (EAP) and on-site counsellors for workers; flexible working arrangements; provision of relevant training to general staff and the leadership and management team; the implementation of relevant workplace policies; time scheduled to enable the completion of work safely; allocated budget for additional contract labour consultants for additional support; the implementation of a clear grievance handling procedure and post-traumatic event process in consultation with workers; and the provision of accommodation for fatigue management and paid refreshments to support rest breaks.

In addition to that - and I've implemented this consistently for around 18 months now - every new employee that starts at TasPorts I meet with for somewhere between 15 minutes and half an hour, and my messages are simple. It's an opportunity for me to introduce myself as the CEO of the organisation and make myself available to them, but I give them two clear messages around my expectations about our safety performance, safety empowerment and our culture.

The second element of the assessment is around lower job control. The mitigations include provisions of relevant training to team members, including in respect of conducting risk assessments; implementation of a process for reviewing alternative ways to work, enabled through TasPorts safety management system; prescriptive governance and delegation processes; check-ins at internal meetings; and the provision of appropriate equipment and resources to all of our workers.

Poor support: our mitigations include implementation of the Care Factor training program, which is one of our safety education programs, in respect of cultural awareness, safety culture, management of stress and psychological safety, and effective management and supervision; workplace consultative committees, EAP support and feedback through the pulse and cultural surveys undertaken.

Lack of role clarity: implementation of role mandates and position descriptions; corporate business plans and strategy, with work goals tied to strategy; expectation that leaders will complete one-on-one check-ins on a quarterly basis with team members; and regular updates and communications, including via the TasPorts intranet system.

Poor organisational change management: our mitigation is use of a defined change management process that we are currently implementing. That enables a consistent understanding from our people on how we, as an organisation, will lead and manage change so that those change implementations can be trusted and repeatable, in terms of the processes applied.

Inadequate reward and recognition: our mitigation implementation of process for recognising achievements in one-on-one catchups and the annual remuneration review cycle, and opportunities for leaders to train and develop staff. That's in addition to a formal reward and recognition program where monthly there's recognition for nominations and a quarterly award that's presented to a staff member or a team across the organisation.

Poor organisational justice and mitigation: well-established people and culture processes, HR, including annual training on appropriate workplace behaviour and grievance handling matters; the engagement of independent investigators as required; frameworks for performance evaluations, and opportunities for further development of all policies.

Traumatic events or material. Our mitigation - provision of training in respect of post-traumatic stress processes and other support mechanisms such as EAP, and appointment of mental health first-aiders.

Remote or isolated work being the risk mitigation. The provision of additional resources such as break coverage and check-ins.

Poor physical work environment. Mitigation is the implementation of hazard reporting system; weekly safety meetings; workplace consultative committee meetings; regular work health and safety audits; and further opportunities for training on hazard identification and reporting.

Violence and aggression, bullying and harassment, including sexual harassment. Mitigation is a provision of our annual governance and respect training, established processes for incident reporting and trauma procedure, implementation of risk assessment framework and provision of support and our employee assistance program.

The last category is No 12, the conflict or workplace relationships and interactions, with mitigation being the provision of annual governance and respect training, established processes for incident reporting and trauma procedure, implementation of risk assessment framework, provision of support and EAP and further opportunities to refine behaviours supporting TasPorts' values.

In February of this year, we engaged an independent consultant to undertake the risk assessments and there were approximately 20 focus groups across the organisation and across the state over the period of 14 to 16 May. There was a highly consultative process and there were more than 15 participants from across the organisation and across the state and that included one-on-one sessions with every member of the executive, including myself.

The findings on that risk assessment were that there was risks and expressed frustrations around an at times bureaucratic and siloed operation at TasPorts and limited decision-making authority. That clearly sees itself as an opportunity and it does inform me that our organisation continues to move through and has a desire for an improvement to our speed, which is the speed of our decision making and activities, which is I see as a real positive. What we need to do is to make sure that our processes and systems of work are adequate in order to provide the clarity and structure for that empowerment to occur, and this is diluted, feelings of empowerment and autonomy within our teams.

Similarly, there were reported challenges with upward communication with the view that it's often slow and ineffective and can result in a negative reaction. Feedback that while the EAP support is provided, there is need for overall stronger relationships to be built within our organisation, and challenges and changes associated with executive changes towards the end of last year, impacting on leadership, transparency and trust. So that was at a time where our organisation went through a significant change for our executive team and that was a period where our organisation was hurting, to be frank.

And a view that physical safety issues that are readily addressed, but other behavioural concerns being experienced were raised less frequently and inconsistently, and employees did not feel supported when they were raised. So again, our mitigation and support, the ongoing empowerment and education and training for our staff to make sure there are ways that people can feel supported to raise any concerns that they have.

CHAIR - One thing you haven't mentioned is whistle-blower protection.

Mr DONALD - That's separate, but perhaps forms part of our grievance policy. So, it's slightly different, but related.

The findings also identified some areas that we do well, and these include a view that teamwork and interpersonal relationships within teams are strong, emphasising support, collaboration and shared goals and that teams are exhibiting strong cohesion and mutual respect. Very pleasingly, an acknowledgement that the work culture is evolving and there is a strong emphasis on safety, with recent improvements to critical risk control and prevention, a recognition that expected values and associated behaviours are promoted throughout TasPorts and especially at the induction program for new starters and a high value placed on improved EAP program and counselling services, including early onsite counsellors and statewide communication and increased flexibilities to manage fatigue and personal commitments. It was noted that there were also well-intended efforts at the senior level to acknowledge and address mental health challenges.

In July, we communicated to staff the outcomes of our psychosocial focus group sessions and surveys and committed to four key action areas in addition to our risk mitigations and I'll go through those. There are four actions with the first one being around bureaucracy and decision rights within our organisation. We've implemented a project that we call 3P and it's essentially where we're designing three points of contact for a critical decision and it's aimed at reviewing and streamlining our processes and systems of work to review and to reduce unnecessary bureaucracy and delegate decision making authority to support empowerment and we're well progressed with the commencement of that project.

The second one is strengthening internal relationships. So, training sessions and workshops will be organised to focus on building stronger relationships within the team, emphasising direct support and care from managers and colleagues and that has already commenced with the establishment of a number of business planning and team workshops across the organisation in the development of our corporate plan for this financial year off the back of the end of last financial year where I think over 100 staff were involved in that process.

The third one being improving upward communication. So, regular channels for upward communication, including anonymous feedback processes, team meetings and open forums will occur to ensure our people can voice their opinions without fear. And the last one is immediate review of behavioural complaints reported through to our people and culture team to identify opportunities for strengthening support, coaching and or disciplinary action if so required.

CHAIR - If I could just pick up some of those, first of all, I would just ask if you're able to provide a copy of the implementation plan -

Mr DONALD - Certainly can.

CHAIR -and your internal risk assessment, I think you've probably gone through it pretty well, but it's good to have the concise document.

Mr DONALD - Yep, I can, if I just may ask that that remains confidential, but I'm very happy to provide it to the committee.

CHAIR - The implementation plan or the risk assessment?

Mr DONALD - The risk assessment.

CHAIR - Yes, that's fine. The implementation plan I wouldn't have thought -

Mr DONALD - The implementation plan would be fine, but it's the specific risk assessment that should remain confidential.

CHAIR - Just with the reviewing of behavioural complaints we know, I think we probably remember last year when we had GBE scrutiny, we had TasNetworks in before you who had had done a survey that had revealed some pretty shocking instances of behaviour or experiences by some of their staff. Not necessarily and they don't know exactly where these matters occurred, but have you done a similar piece of work to actually ask staff across the organisation whether they have been subject to some of the things you mentioned like bullying and harassment, sexual harassment, discrimination, any of those matters?

Mr DONALD - Yes, we have and that was part of part of the risk assessment process.

CHAIR - So you've done that work survey, was that an internal survey or was that done externally?

Mr DONALD - That was done externally by a consultant over that the week that I mentioned in May between, I think, 14 and 16 May.

CHAIR - Who was the consultant that did that?

Mr DONALD - I can provide the detail, I'm not sure but someone can tell me, I can't recall the name of the organisation. It was a very thorough process.

CHAIR - And were there any findings or reports that came to your attention as a result of that which did require some immediate or urgent action?

Mr DONALD - No, not specifically. What it did inform us was that there were people within TasPorts that felt that that they had either observed or been subjected to inappropriate behaviour or, you know, raised voices as an example, but there were no specifics and we couldn't correlate that feedback that was provided to the consultant with any of our people and culture records.

So, what have we done in response to that as a mitigation? We've strengthened our awareness training for our staff, we've increased our EAP program and the visibility of that. So, we now have EAP providers on site regularly within our offices and our ports so that people can go and talk to those counsellors. We encourage people to talk to their line manager or people and culture representative, you know, on any concern that they may have. Whilst we weren't able to identify any specifics of those examples, we've used the themes to enhance our mitigations.

CHAIR - What specific training has been provided? You mentioned mental health training, has that been rolled out or is this part of your plan?

Mr DONALD - There has been training. There's development and deployment of an online psychosocial training program and rolling out of authentic leadership based on four elements of emotional intelligence and annual face-to-face training for all of our leaders in management, and that's currently underway. Online psychosocial training for managers is to

mitigate risk, identify risk, assessing the risk, and controlling and managing the risk. Online training is for all staff members and it is on track to be rolled out this month.

The annual training is scheduled to be implemented in August/September, associated with the new grievance policy that we've implemented. That will also, as it always does, contain refresher training on our code of conduct, workplace behaviour policy and obligations under workplace law.

Our authentic leadership program is currently being developed for deployment to all people this financial year and to upscale our four areas of self-awareness, self-regulation, social awareness and relationship management.

In addition to that, we have rolled out mental-health first-aid training and I can share the numbers of staff if I can find that. It might take me a few minutes to find that one.

CHAIR - We can come back to that if you need. I am just wondering if any of the training is actually based on the feedback you gave me that came from the staff that some of your people had observed inappropriate behaviours. I am just wondering whether bystander training is included in any of these programs.

Mr DONALD - It is. That's part of our care-factor program, for the bystander effect.

CHAIR - In terms of the training, mental health, first aid and the other training, you said that all staff are doing, that there's some training that all staff are required to do, is that right?

Mr DONALD - Yes. It will be an online training module for all staff.

CHAIR - Are you doing it?

Mr DONALD - Yes, absolutely.

CHAIR - Yes. It's all the way through?

Mr DONALD - Yes, and our Board will be taken through it this time. Sorry, this doesn't talk about the number. I might come back with it.

CHAIR - A lot of the training hasn't been started yet, is what I hear you say, either?

Mr DONALD - No, the mental-health first-aid training, we are well down the path of implementing that. I will try to find that information before we leave today. The number of people that have been trained is quite extensive.

CHAIR - It's a well-established program.

Mr DONALD - It is. Mental-health first-aid training has been conducted for a large number of TasPorts staff members and then we have designated mental-health first-aid officers, which are a subset of the people who have been trained. I will confirm the numbers, but I think we have over 30 people across the organisation who are designated mental-health -

CHAIR - How many employees all up in the organisation?

Mr DONALD - At the moment, I think 311.

CHAIR - Okay, so about 10 per cent?

Mr DONALD - Yes.

CHAIR - When are you doing your next more detailed survey of staff to see what the impacts of this has been?

Mr DONALD - In terms of a psychosocial that will be part of the post-implementation plan, so that will be in about four to six months.

CHAIR - Okay. It is good to see the work you've done because it you were saying that it was quite new to some organisations. Here it says human synergies, OCI is that the one?

Mr DONALD - That is an organisational cultural index survey. Human synergies is the type of tool that was used in the OCI survey. The contractor that was used to do our risk assessments was the LGM Group. We have trained 62 people in mental-health first aid and we have 21 appointed officers, slightly less than I thought, but it's still quite a large number.

CHAIR - And they are right across the state?

Mr DONALD - Yes. There was another question.

CHAIR - It was when the next survey is?

Mr DONALD - Yes. Sorry, I lost my train of thought. I was on a roll. I was going to say something else.

CHAIR - Yes, we were talking about the human synergies tool.

Mr DONALD - That is an OCI survey.

CHAIR - OCI being?

Mr DONALD - Organisational Cultural Index. The next survey that we will implement with staff will be a pulse survey, which won't be an OCI survey. That'll be in November this year. That'll measure our engagement of our staff and that'll be different to the survey associated with psychosocial risks. One of the things we need to make sure is we don't over-survey our staff. We need to time it in a way and then demonstrate authentic -

CHAIR - How are all your staff informed of all these components of the implementation plan?

Mr DONALD - All of that is communicated through our regular team meetings and briefings. We've got an intranet system, Jostle, that we use to post important updates. We've provided feedback to our organisation on what we learned through the psychosocial risk process and the implementation plan.

CHAIR - The new grievance policy that's been rolled out?

Mr DONALD - Yes, that has been published.

CHAIR - Have you had any grievances expressed through that process?

Mr DONALD - Since the publish of the policy? No, not that I'm aware of, no.

CHAIR - How long ago did you publish it?

Mr DONALD - I think it's only a few weeks.

CHAIR - It's only fairly new.

Mr DONALD - Yeah.

CHAIR - Are there any grievances on foot under the previous framework?

Mr DONALD - No.

CHAIR - Anyone else on that? I just have one before we go to Devonport if that's alright. I understand that there's a MAST deed that's to be renegotiated by TasPorts. Can you update the Committee on where that's at?

Mr BRADFORD - Yes, the MAST deed. It's a deed where we undertake on behalf of MAST a lot, a lot of their regulatory functions. It's been renewed a number of times since its first natural exploration and it's currently afoot until 31 August.

CHAIR - Is it being renegotiated right now then?

Mr BRADFORD - The activities beyond 31 August are being discussed between MAST and us, but are not yet fully resolved.

CHAIR - Can one expect there to be a renewed contract with the regard to the work that the - or new deed rather to govern that work into system?

Mr BRADFORD - Not necessarily.

CHAIR - TasPorts might walk away from that responsibility and leave it with MAST, is that what you're saying?

Mr BRADFORD - No, I didn't say that. I said the deed may not exist after 31 August.

CHAIR - What does that mean?

Mr BRADFORD - Okay, well, what that effectively means is who does the work, who is responsible for it, and how they get paid for it. All that will be sorted out quite easily, but it could be different to what exactly happens today.

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CHAIR - When you say it could be sorted out quite easily, it's been under these assessments and compliance, I assume it's around compliance of marine of wharfs and jetties and things like that.

Mr BRADFORD - No.

CHAIR - So what's it relates to then?

Mr BRADFORD - Marine regulations, marine safety, the operation of the vessel traffic service, the licencing of pilots, that type of thing.

CHAIR - If it runs out on 31 August-

Mr BRADFORD - It will not expire and suddenly nothing will exist tomorrow, but something different may exist. The government in time may well introduce new marine regulations for Tasmania. We would support that.

CHAIR - On what basis?

Mr BRADFORD - Well, improved marine safety.

Mr DONALD - Because we asked for it. I think two or three years ago, we asked the government to consider a review of the marine regulatory environment within the state and that was agreed to. It occurred to us that the regulatory environment was drafted and documented in the 1990s and predated the formation of the Tasmanian Port Corporation. Those with a little bit of spare time on their hands might read the bill that was presented to parliament when that was first drafted and it was all around encouraging the competition between the ports within the state of Tasmania.

You wind the clock forward to 2006 and the government of the day made you know what we believe to be a great decision to form TasPorts and the amalgamation of the ports. At that point the regulatory environment was not reviewed and/or redrafted, and we've continued to provide regulatory services on behalf of MAST. There's certainly opportunities to review the regulatory environment for the benefit of the state. We've been working with MAST and the EPA, facilitated by DSG, for around two years now, to review the adequacy of the regulatory environment and work together on an improved way forward.

Mr BRADFORD - Approved the guidance for the harbour master. The inherent conflicts - we operate a vessel to King Island in competition to other excellent shipping services.

CHAIR - We know. We do know that.

Mr BRADFORD - Yes, but it gets more complicated.

CHAIR - I know.

Mr BRADFORD - We operate the port, which has to service competing interests. We employ the harbour master, who sets the regulations. Can conflicts occur, we say, 'Hmm.' So,

therefore it would be better if certain functions were separate. We're not the regulator, but the Marine and Safety Tasmania (MAST) deed has us in effect do everything in regulation.

Mr DONALD - It's not right. It's not right.

Mr BRADFORD - It's not the best model, so we are trying to get a better model.

CHAIR - What sort of instrument are you looking for, a regulation? A new marine regulation?

Mr BRADFORD - Others will determine that. We just want transparency and separation of powers. It is no secret we went through -

CHAIR - I understand what you're saying.

Mr BRADFORD - There is another point. We went through a long, bitter, complicated court case involving the Australian Competition and Consumer Commission (ACCC). It cost us many millions of dollars. We say part of the reason is the conflict of the MAST deed. To that operation we are governed by the ACCC regulations. The state is not. There is a conflict. We'd like it resolved.

CHAIR - In the meantime, whose responsibility is it to determine the way forward after 31 August?

Mr BRADFORD - The parties involved.

CHAIR - MAST, TasPorts, state government?

Mr BRADFORD - Us, State Growth, the minister, the EPA, there are a number. We have presented a way forward and others have presented an alternative way forward.

CHAIR - Who makes the ultimate decision? The minister?

Mr BRADFORD - This one, maybe yes.

CHAIR - Well, someone needs to be responsible.

Mr BRADFORD - Well, I would have thought the two parties could sort it out maturely, MAST and TasPorts.

CHAIR - There needs to be some sort of instrument to guide this. It's a pretty important area we're talking about, port and marine safety. We're two weeks away from the date that the deed expires.

Mr BRADFORD - Been there before.

Mr DONALD - It's been extended on a number of occasions.

Mr BRADFORD - The world hasn't collapsed. There are very valuable lessons to all parties, to look at the Goliath incident and think about it. I'm not saying that to the committee,

but to all parties involved in marine safety: look at the Goliath incident, and think, 'Have we got the best model?' We say there's a better model. Apparently, we're it, for everything. The power is overwhelming, but I don't think it's right.

CHAIR - What was the total legal cost you paid for the ACCC action with Port Latta?

Mr BRADFORD - I don't have that in mind, it was a very - millions. Millions.

CHAIR - One? A hundred?

Mr BRADFORD - A hundred million?

CHAIR - I'm asking you; I don't know the answer. How much did you pay in legal costs?

Mr DONALD - We'll get that. It was a horrible number.

Mr BRADFORD - We ended up paying \$200,000 contribution legal fees because we failed to put something on a website.

Mr DONALD - The likely effects test.

Mr BRADFORD - The likely effects test.

Mr DONALD - The first case of its kind in the nation. I don't think there's been a second. The way the likely effects test was described to me by our very experienced legal advisors was that the current definition - you'll excuse the civil engineer's interpretation of a very articulate lawyer - is, 'Can anyone at any point in time now or in the future think that there was a likely effect?' It's irrespective of the fact that in accordance with the investigation and the legal outcome of the ACCC it was agreed that there was no anti-competitive purpose, and there was no anti-competitive effect. The likely effect - it's like, my God.

CHAIR - The ACCC's still directed you to reduce the cost, though.

Mr BRADFORD - For the then share of the ACCC, it's a crushing defeat. What was it, \$10 million of penalty for offence, settled out of court for \$200,000.

CHAIR - Also, the outcome was that you had to reduce your fees to Grange at Port Latta.

Mr DONALD - No, that's the irony.

Mr BRADFORD - No, increase them.

Mr DONALD - The irony of the agreement was that we could commence recovering tonnage fees from Grange Resources for ships calling at Port Latta. You think about our even-handed approach - up until recently, there has been no collection of tonnage at Port Latta. How is that fair to every other customer?

Mr BRADFORD - Let's refer to a customer of TasPorts, a major iron ore exporter, it's a reasonably profitable product.

Mr DONALD - A highly profitable business.

Mr BRADFORD - A reasonably profitable product pays no port charges for VTS because they choose not to. It's an outrage. Outrage. The ACCC thought that was fine.

CHAIR - Is TasPorts perhaps spending money on the Port Latta port?

Mr BRADFORD - No. We spend money on protecting the ships in Bass Strait. Who monitors the ships in Bass Strait? Who does all the 24-hour monitoring? Who provides all the emergency response? Who pays for it? Nobody. But they will pay for it. The ship owners will pay.

CHAIR - The ship owners.

Mr BRADFORD - The ship owners who are visiting Port Latta.

CHAIR - The ship owners. This is not Grange, this is ship owners we are talking about?

Mr BRADFORD - We are not asking Grange to pay, no. People around the table may want to support Grange in that activity. I'm sorry, I don't agree with you, if that's your view. We wish them luck.

Mr VINCENT - I was just interested in an overview of Devonport as a whole. Obviously there's been a fair bit on the *Goliath* thing, but that'll sort itself out, I guess, through the courts. Certainly, with the new boats and where we're at with the berthing and all other parts of development. Just an overview for us, thanks.

Mr BRADFORD - I'll just give a brief contemporaneous update, then leave it to Anthony. Yes, His Honour has made a decision in the court case involving the liability of the *Goliath*. That's published on their website. I am informed that we, and our insurers, are appealing that decision to the Federal Court.

Mr DONALD - In terms of our QuayLink project, it remains on schedule and within budget.

CHAIR - Can you describe what QuayLink is, for the purpose of the record?

Mr DONALD - QuayLink is TasPorts' infrastructure project delivery to support the creation of new berths for the new TT-Line vessel at Berth 3, and for the movement and expansion of the SeaRoad terminal.

Mr VINCENT - That would have to move further down towards the Yacht Club to create the space for the new boat?

Mr DONALD - We are essentially moving TT-Line from Berth 1 to Berth 3, and during the early phases of engagement with both TT-Line and SeaRoad, both customers were very clear with us that they wanted to have unimpacted operations during construction. Therefore, we have implemented a stand-alone brand-new wharf and berth parking position for TT-Line at Berth 3. That work is complete. That involved reclamation of land, dredging and the construction of a wharf for the new *Spirit*.

TT-Line, as part of their scope of works, need to build their terminal - so their pavement, their buildings, associated infrastructure and/or including their ramp infrastructure, which will be used to load and unload tourists and freight.

As part of the scope of work, we are also creating an opportunity for SeaRoad to have an expanded terminal, so both customers end up with a significantly larger footprint. The SeaRoad berthing position is largely unchanged, but their terminal expands further north into the existing TT-Line terminal.

Overall, we're scheduled to complete the whole project, I think, in 2027. We remain under budget and within our schedule, which is great. What we've been talking to a different committee this morning is around the works that we've been directed to complete by the government in relation to Berth 1. TT-Line and the implementation of the terminal and construction activity associated with it won't be ready for the arrival of the vessels so TasPorts has been directed to augment Berth 1 in order to accommodate the new *Spirits* at Berth 1. Some of the complexity associated with that is that we need to provide for the new vessels and the existing vessels at the same time, and on an old wharf structure and an old sheet pile wall structure.

There's a number of elements associated with that upgrade work. One is the lengthening of the existing steel ramp. Now, that steel ramp was constructed in 1974 and has been extended a number of times before. We've worked out that we're going to have to replace the wire cables, the winches, the motors and the sheaves, and that's not going to be easy. We have to do that around the existing operation. We need to upgrade mooring bollards so that we can tie the new vessel to the wharf safely.

One of the complexities with the new vessel is that it's longer and wider or has a larger beam than the existing vessel, and that means that currently the existing vessel has a current overlap with SeaRoad when they park. Now, that overlap increases when the new vessel comes in and the harbour master has been very clear that he won't allow that to occur whilst there's movement of SeaRoad. So, when the SeaRoad vessel is going to arrive and/or depart, the new TT-Line vessel cannot be at the berth because of the overlap.

How are we going to mitigate against that? Well, we will do one of two things. We'll either work with SeaRoad collaboratively and move them down the wharf, and that won't be simple. There's automatic mooring units, bollards which we put in place for the new *LIEKUT* vessel, that'll need to be either modified or retrofitted or extended, which is all doable, it's only time and money. The alternative is where the team have been working on a monopile - a dolphin structure that we would put into the berth pockets or into the water, and basically provides a physical separation of the two vessels that will then, from a marine movement perspective, require SeaRoad when they come in to berth, if the TT-Line is already at their berth, SeaRoad will have to come in and reverse into the position, which we're working with SeaRoad to have that simulated at the end of September.

The next element of the work is around the fenders. And so, the fenders are basically the big rubber stoppers that protect the vessel and protect the wharf. The allowable hull and sponson pressure for the new *Spirits* is quite bespoke, quite unique. And so, we've gone to great lengths to design a fender system at Berth 3, we now need to replicate that at Berth 1, but it has

an additional complexity because we need to accommodate the new vessel and the existing vessel at the same time, and the offsets, the whole profiles are very different.

CHAIR - Not tied up together.

Mr DONALD - Yeah, not tied up at the same time, not rafted together like you might see at some yacht club somewhere. So, it's challenging and we're spending a lot of time, Michael and I and others are in daily project meetings. Every morning, we start our day talking about the Berth 1 contingency project.

Mr VINCENT - Berth 1 use after Berth 3 comes into play?

Mr DONALD - As part of our port master plan we always identified that Berth 1 would become effectively a spare berth for and used by expedition cruise ships. So, small cruise ships that might come to Devonport, with the support of the Devonport Council, and also the Navy, and possibly a backup for the *John Duigan* or Bass Island Service or anyone else that might want to move in. The nature of SeaRoad's terminal expansion is that there won't be a large piece of land behind the wharf for anyone to use. It'll just be a wharf essentially, with a very minimal -

CHAIR - Where does the *John Duigan* tie up now?

Mr DONALD - The *John Duigan* uses a ramp on the western side of the river, at the moment.

Mr BRADFORD - If you follow all that through and link it to your earlier question about MAST, and you look at the complexity of what we're doing and what the harbour master's doing, we say marine safety and governance in this state would be improved if on 1 September, the harbour master and his staff work for MAST. And the regulator doesn't exactly have the same view.

CHAIR - The regulator being MAST.

Mr BRADFORD - MAST, They say manana is a better answer.

CHAIR - I see. What?

Mr BRADFORD - Manana - months into the future.

CHAIR - Right.

Mr BRADFORD - 'Let us think about it; let us talk about'. We say, from the first. You can see the complexity. You see what Anthony has to decide and all the issues and you've got a harbour master who works for the CEO of the port.

Mr DONALD - In the implementation, when you think about the bollards and the wind limitation, through our weather-monitoring data we know that there's an easterly wind that occurs at Berth 1 in Devonport and 14 per cent of the year it's going to exceed 27 knots in an easterly direction. That is the current limitations on the current thinking around the bollards for the new vessel. Now, 14 per cent of the time doesn't equate to - there's probably less than that

that the new TT-Line vessel will be at the berth, so it's a small period of time, but nonetheless we want to make sure that we improve that. That's why we're looking at additional dolphin and/or bollards that we could install to increase that limitation to 30 odd knots. But you think about whether there is there a possibility that the vessel could use its bow thrusters alongside to hold it against the wharf like people would see in Hobart with cruise ships when the wind's blowing or sometimes we put tugs alongside.

We do have the sheet pile wall structure at number one which is quite old, so we're mindful of that. We're expecting to have to do some localised repairs to the sheet pile wall - repairs and or mitigations against any damage that the thrusters might create. And we know from a regulatory perspective that the harbour master has a view that if thrusters are being used and/or tugs are being used to hold the vessel alongside, that he'll close the river to other customers at that point in time. And that's where the chairman mentioned conflicts that arise. That's a conflict. How do we explain that to other customers?

Mr BRADFORD - The CEO should never be having to work out safety events compared to commercial activity. That's a very difficult position. You have to support the harbour master and having the regulator employ him just appears to us to be the bleeding obvious.

Mr DONALD - I'm confident that every decision we make is always about safety first, but sometimes the perception of others is, perhaps, not the same, so -

Mr BRADFORD - And the harbour master is of very good quality.

Mr BRADFORD - Independence is good.

CHAIR - In terms of the regulatory functions that TasPorts currently do, whether it's right or wrong or indifferent, is that done on a cost recovery basis?

Mr BRADFORD - We get paid through the tonnage levy. We levy the ship owners, except friends of others in Port Latta, and they pay a levy which includes the harbour master Vessel Traffic Services (VTS) and all the other costs.

CHAIR - There is a cost recovery which you get through your tonnage?

Mr BRADFORD - Yes, and going forward that wouldn't change.

CHAIR - MAST would charge -

Mr BRADFORD - If they wish.

CHAIR - If MAST took on the role - I'm just thinking of the barriers to people saying 'No, we don't want to do it. We're not getting funded to do it' -

Mr BRADFORD - We'd fund them.

CHAIR - TasPorts would fund them?

Mr BRADFORD - Absolutely.

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CHAIR - Doesn't there seem to be a conflict there if you're funding -

Mr BRADFORD - They send us a bill and we pay it. That doesn't mean we have the power to overrule decisions.

CHAIR - The question I asked was - is it a cost-recovery process, which it would be from a MAST perspective. They can or could - I haven't looked at their legislation to determine this, but they could pass on those costs to others, whether it's a ship owner, whether -

Mr BRADFORD - They could. They have the power to levy the ship owner. I'm not suggesting that could be up and running by the 1 September. That's a big ask, but certainly the funding of the thing going forward, I can't see as an issue.

CHAIR - You don't get funded by a government or by an external party?

Mr BRADFORD - They wouldn't be funded by government either. They would just send us an invoice.

CHAIR - But they'll pass on the cost.

Mr BRADFORD - The harbour master may want to do further investigative studies on a topic. We just pay it.

CHAIR - Did you want to ask anything else about Devonport?

Mr VINCENT - Yes. I don't know whether it's good or bad that I'm old enough to remember the *Princess* and the *Empress* and the *Abel Tasman* and everything that goes along.

Mr DONALD - That is impressive.

CHAIR - The ribbons we used to tie to throw off the side?

Mr VINCENT - The streamers, yes, I do. And toilet paper.

CHAIR - Mostly ribbons, which are streamers.

Mr VINCENT - Because of the way the Mersey River is, there's a fair draw on the boats as they go out and you get the sudden water drop and rise again at the Elimatta boat ramp and -

Mr DONALD - And bow waves.

Mr VINCENT - Yes, bow waves and everything like that. With the size of the new ships, have you done any modelling on the effects of the river users there? When we had the old rowing clubs there, many decades ago, it was horrific if the boat was coming in or out. It is relevant, because there is damage done. Also, the turning ability - we kept saying each boat won't be able to turn around in the size of the river, but obviously these boats are substantially larger. I want your thoughts on that modelling, please.

Mr BRADFORD - We have undertaken modelling today. That simulation will continue. As TT-Line has continued to provide data, they start off with a vessel model, and then we

simulate it with the river model. As the vessel build has matured, and the sea trials information validates the performance of the vessel model, we then update or refine the vessel model and go back to the simulator. That is a repetitive process. As I have reported to the other committee this morning, pleasingly the vessel sea trials, as reported by TT-Line, were very positive from our perspective because they validated the performance of the model. We have had other customers, when sea trials have demonstrated a vast difference between the model provided. We need to make sure it's as close to accurate as possible.

To answer your question, it'll be modelled three or four, five, six more times before it comes into the river. If the harbour master is not satisfied, they won't come. All of those other considerations around who's in the river at the time, and bow waves - I've been in communications with Devonport Council, Mayor, and GM around working together collaboratively on the footpath along the Mersey River in particular. I've noted with interest that there are signs along there that alert people to the risk associated with bow waves. We're doing what we can to provide the Devonport Council with plans or drawings showing where future bow waves might not get to. We'll work together on what mitigations we need to work through in that regard.

Mr VINCENT - That's where I was heading to, with that summary. Those signs have been there for 50 years that I can remember, but not always read and adhered to. It is an important part of the process, educating the local community of the issues. It's too significant when you're standing there on the foreshore.

Mr DONALD - It is, and it's a sight to behold with the existing vessel, but when the new one comes in it's going to be worth looking at.

Mr BRADFORD - The Chair would be happy to arrange a tour, if councillors would like to visit Devonport, particularly by sea, to see the work we're doing on QuayLink and the other direction projects.

Mr DONALD - If anyone would like a tour, reach out.

CHAIR - It's helpful to see some of this infrastructure, so we'll certainly pressure that offer and respond.

Mr DONALD - It does give you another perspective when you can see it firsthand.

CHAIR - I hope it's a calm day if I'm on any boats. Before we're on Devonport, just to tidy it up a bit because this is an independent inquiry from the Public Accounts Committee. One, I wondered if you could talk about the funding arrangements for the additional work that is being required unexpectedly by TasPorts on Berth 1, and a clear indication at this stage of how much it's going to cost. I have asked these before but I wanted it on the record here. Also, whether or not you'll be seeking additional funding, or seeking to extend borrowings to fund it.

Mr BRADFORD - We have no plans on any of those topics because the minister, in issuing the direction, has to consider the funding and the cash flow. When I started this meeting he hadn't done so, so we're awaiting his outcome while he decides. We don't expect we'll be paying for it. If we are there are other complications. I think I'm getting ahead of things. The estimate is not yet firmly or even roughly estimated.

CHAIR - There have been figures in the media - as much as you can trust any figure that's out in the media - about \$50 million. Are we talking a ballpark of that sort of money? That is a significant amount of money to find either in additional borrowings, additional government funding in the tight budgetary situation, or from TasPorts operation.

Mr DONALD - A lot of it will be dependent on what we assess and design over the next four to six weeks and the outcomes of the simulation with SeaRoad, which are towards the end of September. That will inform our cost estimates. The range of possibilities is quite broad so I think it's inappropriate to speculate.

CHAIR - I'm not asking the actual figure but the cost implications, depending on the modelling, could require more work on berth 2 to support SeaRoad, which will need to be factored into the cost of the overall work. Is that what you're saying here?

Mr DONALD - We're progressing two infrastructure concepts. One is the relocation of SeaRoad further down their berth -

CHAIR - Which will cost money.

Mr DONALD - Which will cost money, and the other concept is the construction of a mono-pile with a fender roller on it, and it might be a series of raked piles instead of a mono-pile. A mono-pile is a singular pile that we can drive into the seabed floor, and it'd be a steel sort of roller system, perhaps with some rubber, which essentially provides a physical barrier and would enable the SeaRoad vessel to roll up and reverse park, essentially.

CHAIR - But either way, whatever the solution, it's going to cost money.

Mr DONALD - Either way it's going to cost money, and the geotechnical information we've got around the location of that possible pile is that we need to do some geotech testing. We've got information that it's about 70 metres away which indicates that the material is pretty soft, which is good from one perspective but not in another. It could be so soft that we can't use one pile and we might need to use multiple raked piles, then we need to work out a way to tie those piles together. Conventional engineering would suggest you create a reinforced concrete structure. That takes weeks or months and we're not planning to do it that way.

Michel and his team are working through designs around the fabrication of a steel tie, basically. Michel's pointed out to me, quite rightly, that that structure won't be there for very long so we don't need to worry about corrosion or durability, so a steel structure would be absolutely fine. I'd like to think that possibly we can fabricate that off-site, drive the piles and place it on top and weld it together. It all sounds pretty simple, but doing it in 30-knot winds and a moving river with big vessels moving in and out is going to be highly complex.

CHAIR - There's also potentially some environmental issues with driving more piles into the riverbed, isn't there?

Mr DONALD - No, I think that'll be absolutely fine. We're talking about one or two piles.

CHAIR - You will have done environmental assessments, though?

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Mr DONALD - Yes, absolutely, but the range of possible infrastructure outcomes will inform the cost.

CHAIR - What's your timeline for having a clearer view?

Mr DONALD - It's the outcomes of the simulations at the end of September. By then we'll have a good idea around design and procurement of the fenders and bollards and the installation required. We'll have a reasonably good idea around the steel ramp extension. It'll be about the timeframe and the cost associated with both options. As I did this morning, I think it's important for me to recognise the great collaboration we're currently experiencing with SeaRoad. It's a big ask of them and there is a lot of attention on TT-Line at the moment, but SeaRoad are just as important, so we need to make sure that the work we would be planning to do with them doesn't interrupt their business, and we appreciate that they're very open with sharing their views and thoughts on that, and so they should.

CHAIR - I understand there's an enterprise agreement being struck with staff at the moment, or has that been completed?

Mr DONALD - We're nearing completion on four enterprise agreements.

CHAIR - Are they all at the same stage? Can you talk us through the agreements?

Mr DONALD - No. We're hopefully at the final stages of all our enterprise agreements. We're not far away from taking them all to a vote.

CHAIR - Who are they with?

Mr DONALD - We have an enterprise agreement for TasPorts, which is our general sort of office space staff and our operations and maintenance team. Then we have two enterprise agreements associated with our towing service. One is for the engineers and the other is for the masters and deckhands, and the third is associated with our pilotage service, so our pilots have an enterprise agreement as well.

CHAIR - I understand the pilots went on strike recently. How much did that cost?

Mr DONALD - Not so recently but yes, in January.

CHAIR - What was the cost of that to the business?

Mr DONALD - I'd have to take that on notice and come back to you.

Mr BRADFORD - A lot of it's hidden because effectively work is delayed and that's your cost factor.

Mr DONALD - Rightly or wrongly, the pilotage group selected to withdraw some of their services with cruise ships.

CHAIR - You would have lost revenue from the ships not berthing.

Mr DONALD - Yes.

Mr BRADFORD - If they avoided the port, yes.

Mr DONALD - There's also the broader economic impact. Some of those cruise passengers were families on holidays coming to Tasmania, some of them on a one-way trip to Tasmania, and they couldn't get off the vessel. I'm up for frank and fearless thrash-out sessions with our workforce to get a good outcome on enterprise agreement negotiations, but that move was -

Mr BRADFORD - Extraordinary.

Mr DONALD - Extraordinary is the way to describe it.

CHAIR - Their actions were approved by the Fair Work Commission, though.

Mr BRADFORD - Okay. People from Western Sydney saved up for this holiday in Tasmania and because two or three people have a grievance they can't enjoy their holiday. Is that unique in Australia? I'm guessing, but I think it would be.

CHAIR - You could argue that people strike to get the biggest impact. I'm not condoning the action, I'm just -

Mr BRADFORD - I was gobsmacked. Most of the pilotage action, and it is very unusual in Australia, affects freight, non-speaking cargo.

Mr DONALD - It was the first action of its kind to affect a cruise ship in Australia.

Mr BRADFORD - What do they think of Tasmanians and what do they think of our pilots? It's for others to judge.

Mr DONALD - Notwithstanding that, I am advised we have got to a point where we think we have agreement. Hopefully that's the case. We've been in this position on a number of occasions.

CHAIR - You will have a vote on it and then it'll go off for ratification?

Mr DONALD - Yes, by the Fair Work Commission.

CHAIR - You're expecting that to happen soon?

Mr DONALD - Yes.

CHAIR - Okay.

Mr BRADFORD - Very skilled people, very well paid.

CHAIR - They are highly skilled.

Mr BRADFORD - Highly skilled, highly paid and working hours not high, but that's the nature of the industry, the nature of Tasmanian politics. It's okay.

CHAIR - There are others that could fit into that category. There are other professions that need a lot of training required to fill a position but it doesn't necessarily mean they work all the time. That's a matter for them to determine and obviously they had a grievance. It couldn't be met, but if you say it's only two or three, how do they get the numbers to effect a strike when there's more than that?

Mr BRADFORD - Well, they effected a vote to take protected action and they decided what their protected action was.

Mr DONALD - I just think there's other things they could have done to get the same outcome. We haven't changed our approach to negotiations as a result of their action. Who lost out? It was those families who wanted to visit Tasmania and the family-owned tourism-related businesses in Tasmania that didn't have the buses turn up that day.

CHAIR - If you haven't changed your approach to it, it's a bit like a kid doing the same thing and expecting a change. That's the definition of insanity or something along those lines. You say you haven't changed the way you're responding and negotiating with the pilots, so why are you expecting a different outcome this time?

Mr DONALD - We've continued to refine wording and clauses.

CHAIR - So you have made some change.

Mr DONALD - Yes, but we haven't changed our approach. We're always up for the frank and fearless thrash-out and discussion.

Mr VINCENT - With the increased volume and extra parking and everything that you're putting in the larger hard stand areas, has there been communication? I haven't been up to East Devonport for a couple of years now, but with the road traffic movements and in and out of Ryde Street or up on the Tarleton Road.

Mr DONALD - There is a detailed traffic management or traffic modelling that has been undertaken, we have done some, but there is an obligation on TT-line to complete theirs as a part of their work. The configuration of the entry and exit points, the location, the way that they manage sort of the arrival and departure of vehicles and or queues has a big impact on the congestion or efficiency of the road network. There has been a lot of engagement with Devonport council, I think it is fair to say there is still a little way to go in that regard.

From our perspective, we have had a lot of engagement with businesses and council businesses on that side of the river to work them through the change in location of departing people and how they will now enter the site in a completely different location to where they do today,

Mr VINCENT - Could have a fairly large impact on some of the business along that area. Thank you.

CHAIR - Just another thing that is not a ship, the Devonport Airport which you own as well, in the recent challenges that Regional Express are dealing with. What actions have you taken, without discussing commercial discussions with Regional Express, has it impacted the

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landings at Devonport? I understand that they are still keeping all their regional links. They are terribly important for the north-west coast.

Mr BRADFORD - Rex is now under administration, who have guaranteed all the landing fees since 20 July, so the only bit we are out of pocket for is about three weeks, which I grumble about, but it is not -

CHAIR - Three weeks when it was not being paid.

Mr BRADFORD - We have not been paid and we probably would not be, but it is not the half a million being reported at other airports. We have been guaranteed the payments on 31 July -

CHAIR - By the administrator?

Mr BRADFORD - By the administrator, and I imagine that services will continue until the administrator completes their work. In reading the financial review, I think there are a number of parties interested in the regional network, but what that means I don't know.

CHAIR - You have not had a direct engagement with the administrator at this stage other than to get the guarantee?

Mr DONALD - No.

Mr BRADFORD - And given our importance compared to other places like Wagga, I suspect we would not.

CHAIR - How many Regional Express flights a day come in to Devonport currently?

Mr DONALD - Three.

CHAIR - Six all up - three in and three out? Yes. Do you know whether they are very full? I am not saying you would know.

Mr DONALD - I will look at the monthly passenger numbers, I do not necessarily look at utilisation.

Mr BRADFORD - We probably better not say on camera in case it affects their marketing ability to fill the flights.

CHAIR - I think it is really important we do not talk the airline down.

Mr BRADFORD - No, I am not talking the airline down.

CHAIR - There has been a bit of that in the in the media because we want them to keep flying.

Mr BRADFORD - Absolutely. Our grumbles about the non-payment is about the previous management. I will get over it in time, eventually.

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CHAIR - In terms of capital investment at the Devonport airport, is that listed in your asset management plan?

Mr DONALD - I think there is, I am not aware of any significant investments required at Devonport Airport, a lot of it is linked to growth opportunities. I think one of the ones that will happen at some point in time will be the creation of a business park or industrial park at Devonport Airport. We have a lot -

CHAIR - On your land?

Mr DONALD - We have got a lot of space and we understand that in the Devonport area industrial land is nearly all gone, which is great from our perspective, we want to make sure that we position ourselves well in that regard.

CHAIR - Is that in the western end of the airport? The western end of the entrance?

Mr DONALD - Yes. As with all of our investments, we deal with bankable business cases, so we need to find a tenant or a proponent that wants to pay rent that enables us to invest in our infrastructure.

CHAIR - TasPorts would develop the site?

Mr DONALD - As an option? Yep. Or, someone might come along say, we'll just take it as is and pay this amount.

CHAIR - Would you lease the land to them then?

Mr DONALD - Yep.

CHAIR - So, you get a lease payment?

Mr DONALD - Lease payment, yep. Just on land. Undeveloped land.

Mr BRADFORD - You'd hope to link it to the activities of the airport, of course?

Mr DONALD - As many developers do everywhere, we want to enable further expansion to occur. Business parks are not just for one tenant, and industrial parks are not just for one tenant, are they? So, there's an infrastructure spend required in order to get some services there - water, sewer, in particular. Really, the first customer is going to be an important one and could trigger a number of others to follow.

We'd love to see another carrier come in addition to the current two, and an expansion of our terminal or lengthening of the runway. All of those will occur in the fullness of time, when other businesses have bankable business cases that can substantiate their investment.

CHAIR - Who do you think might come in?

Mr DONALD - Who knows? One of the challenges with Devonport Airport is the proximity to Wynyard. We know, through a previous survey - it's three or four years old now - that there's a significant number of people that live in the Devonport Airport catchment

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that choose to drive an hour-and-a-half to Launceston Airport to pay for a cheaper flight. Now, what would I say to those people? Maybe take a couple of minutes to calculate and quantify your own time and your fuel cost and your car parking bill, because you might find that -

CHAIR - It's only cheap if you're going as a family.

Mr DONALD - You might find Devonport Airport's a great option, and we welcome those people to come and use our facility. It's a pretty little airport. It's very efficient, excellent customer service - and it's great a connection straight into Melbourne.

CHAIR - It's Wynyard, and that's your challenge as well. Wynyard probably flies too.

Mr DONALD - Yeah. Well, they're very close, aren't they? I mean, so we pinch -

CHAIR - When you get fogged-out of one, you can land at the other, though. Unless you're fogged-out of both.

Mr DONALD - Yeah. We pinched each other's volumes.

CHAIR - Kerry, did you have anything else you wanted to -

Mr VINCENT - No.

CHAIR - That's all I have for today. We will write to you with some of those questions to follow up with, and we will share that document you handed over earlier with this and the Public Accounts Committee with regard to the Devonport wharf.

Mr DONALD - Sure.

CHAIR - Thanks for your time today, and we'll hear from you in due course.

Mr BRADFORD - One last thing from me; it came up before the break. The *Wyuna* owes us \$115,000 for various services and have paid nothing.

CHAIR - Which one was that?

Mr BRADFORD - Not the *Nuyina*, the *Wyuna*- the Tamar -

CHAIR - Oh, the barge, the boat that went loose. Cut and went loose, yeah. Off on a little frolic of its own.

Mr BRADFORD - Very well put.

Mr DONALD - And a credit to our harbour master VTS, and in particular our towage teams, for the way in which they recovered that vessel in real time. I had the opportunity to observe that via video as it was occurring, and it was a particularly proud moment. It was unbelievable what those guys did. Very dangerous, but very skilled. They were doing dynamic risk assessments, informed by one of our pilots and our experienced landslide operations team - it was a huge team effort. The reality is that that could have killed someone. It was

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drifting - it's a massive vessel drifting - it's 80-odd metres long, drifting down the river, unpowered.

Mr BRADFORD - And where was the local governance board and people in charge of it? Totally went missing. Uncontactable.

Mr VINCENT - Who owns it?

CHAIR - You know who owns it, do you?

Mr BRADFORD - There's a group. Yes, we know. It went missing, but a week later, they could produce a press release on what a great job they're doing. Seriously.

CHAIR - So, can you recover any of those costs? I suppose you have to take them to court to do that and it wouldn't be worth the cost, notionally. You will consider all your options.

Mr DONALD - We will consider all our options. On behalf of Tasmania, we'll make the right call, but we will, we want our debts paid.

Mr BRADFORD - I fear the honourable Treasurer will have to make a call to cut her up at great cost to the Tasmanian taxpayers, but that's for the future.

CHAIR - Whose responsibility is that if the owners are nowhere to be found?

Mr BRADFORD - Or have no money or good ideas and nothing in the pocket.

CHAIR - It falls to -

Mr DONALD - Not to us. I guess, the Treasurer.

CHAIR - He won't be getting out with the chainsaw or the angle grinder.

Mr BRADFORD - No, he's got the money to pay the million or so and the rest, I suppose, to cut her up.

Mr VINCENT - Think of it as another dive wreck.

Mr BRADFORD - That'll cost even more.

CHAIR - Tow it out and drop it in the ocean?

Mr BRADFORD - The hydrocarbons -

CHAIR - In terms of the removal of the hydrocarbons off it, is that -

Mr DONALD - That's currently under way or it's about to commence and that's under the direction of the EPA, so that will be done. Then there's some - the harbour master -

CHAIR - At whose cost is that occurring?

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Mr DONALD - At the vessel owner's cost, as directed by the EPA and the EPA have slightly different powers than we do.

CHAIR - So, the EPA will go after them for that?

Mr DONALD - Yes. It won't be over soon.

Mr BRADFORD - Chair, thank you for the questions and the courtesy.

CHAIR - All the best on your retirement.

Mr BRADFORD - Thank you, it's imminent.

CHAIR - Not far away.

Mr BRADFORD - It's imminent. I will retire at the AGM, which will be late November, early December.

CHAIR - You will front up to the downstairs committee for this year, but you won't be there.

Mr BRADFORD - Well, maybe. The new chair might have that great honour.

CHAIR - Yes, probably.

Mr BRADFORD - Three sleepless nights beforehand.

CHAIR - Thanks for your time.

The witnesses withdrew.

The Committee adjourned at 3.38 p.m.

Appendix C

TasPorts Marine Structure Condition Assessment Program

2024 MARINE STRUCTURE INSPECTION PROGRAM

Port	Asset	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32
Bell Bay	Berth 2	L1	L1	L1	L3	L1	L1	L1	L1	L3	L1
	Berth 3	L1	L1	L1	L3	L1	L1	L1	L1	L3	L1
	Berth 4	L1	L1	L1	L3	L1	L1	L1	L1	L3	L1
	Berth 5	L1	L1	L1	L3	L1	L1	L1	L1	L3	L1
	Berth 6	L1	L1	L1	L3	L1	L1	L1	L1	L3	L1
	Berth 7	L1	L1	L1	L3	L1	L1	L1	L1	L3	L1
	Low Head Pilot Station Jetty	L1	L1	L1	L3	L1	L1	L1	L1	L3	L1
	Berth No.2 Slipway	L1	L1	L1	L3	L1	L1	L1	L1	L3	L1
	Berth No.2 Floating Pontoon	L1	L1	L1	L3	L1	L1	L1	L1	L3	L1
	Longreach Wharf - North	L1	L1	L1	L3	L1	L1	L1	L1	L3	L1
Inspection Head	Longreach Wharf - South	L1	L1	L1	L3	L1	L1	L1	L1	L3	L1
	Main Berth	L1	L1	L1	L3	L1	L1	L1	L1	L3	L1
Burnie	Berth 4	L3	L1	L1	L1	L3	L1	L1	L3	L1	L1
	Berth 5	L1	L1	L3	L1	L1	L1	L1	L3	L1	L1
	Berth 6	L1	L1	L3	L1	L1	L1	L1	L3	L1	L1
	Berth 7	L1	L1	L3	L1	L1	L1	L1	L3	L1	L1
	Whalebone Creek Bridge	L1 - B	L1 - B	L3 - B	L1 - B	L1 - B	L1 - B	L1 - B	L3 - B	L1 - B	L1 - B
	Small Craft Berth	L1	L1	L3	L1	L1	L1	L1	L3	L1	L1
	Island Breakwater	L1	L1	L3	L1	L1	L1	L1	L3	L1	L1
	Ocean Breakwater	L1	L1	L3	L1	L1	L1	L1	L3	L1	L1
Stanley	Finger Piers	L1	L1	L1	L1	L3	L1	L1	L1	L1	L3
	Breakwater Wharf	L1	L1	L1	L1	L3	L1	L1	L1	L1	L3
	Fish Factory Wharf	L1	L1	L1	L1	L3	L1	L1	L1	L1	L3
	Fishermans Dock Sheet Pile Berth	L1	L1	L1	L1	L3	L1	L1	L1	L1	L3
	Foreshore Wharf	L1 - D	L1 - D	L1 - D	L1 - D	L1 - D	L1 - D	L1 - D	L1 - D	L1 - D	L1 - D
	RORO Wharf	L1	L1	L1	L1	L3	L1	L1	L1	L1	L3
	RORO Ramp	L1	L1	L1	L1	L3	L1	L1	L1	L1	L3
	Western Breakwater	L1	L1	L1	L1	L3	L1	L1	L1	L1	L3
	Southern Breakwater	L1	L1	L1	L1	L3	L1	L1	L1	L1	L3
	Old Wharf	L1	L1	L1	L1	L3	L1	L1	L1	L1	L3
Devonport	Old Jetty	L1	L1	L1	L1	L3	L1	L1	L1	L1	L3
	1 East	L1	L1	L1	L1	L1	L3	L1	L1	L1	L1
Hobart	2 East	L1	L1	L1	L1	L1	L3	L1	L1	L1	L1
	3 East	L1	L1	L1	L1	L1	L3	L1	L1	L1	L1
	1 West	L1	L1	L1	L1	L1	L1	L1	L3	L1	L1
	3 West	L3	L1	L2	L1	L1	L1	L1	L3	L1	L1
	Pedestrian Footbridge	L1 - B	L1 - B	L2 - B	L1 - B	L1 - B	L1 - B	L1 - B	L2 - B	L1 - B	L1 - B
	3 West Small Craft Berth	L1	L1	L3	L1	L1	L1	L1	L3	L1	L1
	4 West	L1	L1	L3	L1	L1	L1	L1	L3	L1	L1
	5 West	L1	L1	L3	L1	L1	L1	L1	L3	L1	L1
	Mersey Slipway	L1	L1	L3	L1	L1	L1	L1	L3	L1	L1
	Macquarie No.1 Wharf	L4	L1	L1	L1	L1	L3	L1	L1	L1	L1
Hobart - Sullivans Cove	Macquarie No.2 Wharf	L4	L1	L1	L1	L1	L3	L1	L1	L1	L1
	Macquarie No.3 Wharf	L4	L1	L1	L1	L1	L3	L1	L1	L1	L1
	Macquarie No.4 Wharf	L4	L1	L1	L1	L1	L3	L1	L1	L1	L1
	Macquarie No.5 Wharf	L1	L1	L1	L1	L1	L3	L1	L1	L1	L1
	Macquarie No.6 Wharf	L1	L1	L1	L1	L1	L3	L1	L1	L1	L1
	Domain Slip No.1	L1	L3	L1	L1	L1	L1	L3	L1	L1	L1
	Domain Slip No.2	L1	L3	L1	L1	L1	L1	L3	L1	L1	L1
	Domain Slip No.3	L1	L3	L1	L1	L1	L1	L3	L1	L1	L1
	Domain Slip - Small Vessel Jetty	L1	L3	L1	L1	L1	L1	L3	L1	L1	L1
	Domain Slip - Lay Up Jetty	L1	L3	L1	L1	L1	L1	L3	L1	L1	L1
Flinders Island	Huon Quays Jetty	L1 - D	L1 - D	L1 - D	L1 - D	L1 - D	L1 - D	L1 - D	L1 - D	L1 - D	L1 - D
	Sells Point	L1	L3	L1	L1	L1	L1	L3	L1	L1	L1
	Con Dock	L1	L3	L1	L1	L1	L1	L3	L1	L1	L1
	Watermans Dock	L1	L3	L1	L1	L1	L1	L3	L1	L1	L1
	Vic Dock inc Low Landing	L1	L3	L1	L1	L1	L1	L3	L1	L1	L1
	Vic Dock - North & South Finger Piers	L1	L3	L1	L1	L1	L1	L3	L1	L1	L1
	Elizabeth Street Pier	L1	L3	L1	L1	L1	L1	L3	L1	L1	L1
	Franklin Ferry Pier	L1	L3	L1	L1	L1	L1	L3	L1	L1	L1
	Constitution Dock Bridge	L1	L1	L2 - B	L1	L1	L1	L1	L2 - B	L1	L1
	Victoria Dock Bridge	L1	L1	L2 - B	L1	L1	L1	L1	L2 - B	L1	L1
King Island	Franklin Wharf	L1	L3	L1	L1	L1	L1	L3	L1	L1	L1
	Kings Pier (inc Low Landing)	L1	L3	L1	L1	L1	L1	L3	L1	L1	L1
	Murray Street Pier (inc Little Dock)	L3	L1	L1	L1	L1	L1	L3	L1	L1	L1
	Princes Intermediate Wharf	L4	L1	L1	L1	L1	L1	L3	L1	L1	L1
	Princes No.1 Wharf (Apron only)	L4	L1	L1	L1	L1	L1	L3	L1	L1	L1
	LB - Boat Ramp Wharf	L1	L1	L1	L1	L3	L1	L1	L1	L1	L3
	LB - Caulf Ramp	L1	L1	L1	L1	L3	L1	L1	L1	L1	L3
	LB - Fishermans Wharf	L1	L1	L1	L1	L3	L1	L1	L1	L1	L3
	LB - Launch Ramp	L1	L1	L1	L1	L3	L1	L1	L1	L1	L3
	LB - Main Wharf	L1	L1	L1	L1	L3	L1	L1	L1	L1	L3
King Island	LB - RORO Ramp	L1	L1	L1	L1	L3	L1	L1	L1	L1	L3
	LB - Slipway	L1	L1	L1	L1	L3	L1	L1	L1	L1	L3
	W - Wharf	L1	L1	L1	L1	L3	L1	L1	L1	L1	L3
	W - Ramp	L1	L1	L1	L1	L3	L1	L1	L1	L1	L3
	G - Boat Ramp	L1	L1	L1	L3	L1	L1	L1	L3	L1	L1
	G - Fishermans Wharf	L1	L1	L1	L3	L1	L1	L1	L3	L1	L1
	G - RORO Ramp	L1	L1	L1	L3	L1	L1	L1	L3	L1	L1
	G - Breakwater	L1	L1	L1	L3	L1	L1	L1	L3	L1	L1
	G - Main Wharf	L1	L1	L1	L3	L1	L1	L1	L3	L1	L1
	C - Jetty	L1	L1	L1	L3	L1	L1	L1	L3	L1	L1
King Island	C - Slipway	L1	L1	L1	L3	L1	L1	L1	L3	L1	L1
	C - Boat Ramp	L1	L1	L1	L3	L1	L1	L1	L3	L1	L1

Asset Quantity = 84
Legend

Item	Description	Comments
L1	Level 1 - General Inspection	General overview inspection undertaken by a technician or tradesperson with a good appreciation of marine structures and an ability to detect obvious basic defects or structural anomalies requiring further
L2	Level 2 - Detailed Inspection	More detailed condition inspection than that consisting of the Level 1 Basic Inspection, undertaken by an appropriately qualified and experienced engineer or technical officer to detect and record safety risks and damage or deterioration of individual elements (e.g. piles, beams, etc.) and obtain data to assist with determining the wharf's structural capacity.
L3	Level 3 - Advanced Inspection	Includes all elements of a Level 2 inspection but extends to include the use of not only Non-Destructive Testing (NDT) techniques but may also the use of partially destructive techniques such as sample coring through concrete and timber structures, physical material sampling and off-site testing, or in-situ surface hardness testing.
L4	Level 4 - Scoping Inspection	Detailed scoping inspection that is performed by a consultant when remediation works are planned. Defect quantities and drawings are produced to a high standard that allows the work scope to be tendered.

Appendix D

TasPorts Marine-based Maintenance Projects

Project Number	Project Name	Description	Date of Completion	Value	Notes
5A0006	Hobart, Mac 2/3 Cruise Infrastructure Project	Infrastructure remediation required to enable berthing of cruise vessels	Jan-21	\$ 753,000.00	
5A0063	Hobart - Quayline BOLLARD Replacement	Replacement of bollards to suit larger cruise vessels	Aug-21	\$ 514,000.00	
5C0064	Hobart - Mac 1 Fender Replacement	Replacement of fenders at Mac 1 for the tug boats	Oct-21	\$ 117,000.00	
5M0044	Mac 1-4 Wharf Remediation	Concrete remediation of Mac 1-4 wharves	Jan-23	\$ 2,182,000.00	
3A0024	Bell Bay - Low Head Pilot Berth Replacement	Replacement of the old Pilot berth pontoon with a new pontoon structure.	Jun-23	\$ 600,000.00	
3A0033	Bell Bay - Berth 5 Fender Replacement	Installation of new panel fenders to replace the old cylindrical fender system	Feb-23	\$ 1,200,000.00	
3M5001	Bell Bay Berth 6 Concrete Remediation - Stage 1 and 2	Concrete remediation of the Berth 6 wharf	Oct-23	\$ 8,030,000.00	
3M5001	Bell Bay Berth 6 Concrete Remediation - Stage 3	Concrete remediation of the Berth 6 wharf	Ongoing - Targeted completion in 2025	\$ 5,981,000.00	Costs to date around \$5.37M
4A0077	Burnie Berth 7 Wharf Extension Repair	Repair of the steel wharf extension structure at Burnie Berth 7 and the installation of additional support piles for structural redundancy.	Jul-23	\$ 1,180,000.00	
4A0133	Burnie Berth 4 - Toll Fender Replacement	Replacement of the fenders at Burnie Berth 4 following damage sustained to the new fender installed as part of the Toll upgrade works.	Jun-23	\$ 708,000.00	
5A0050	Hobart - Mac 4 and 5 Fender Replacement	Replacement of the existing fender system with new fenders	Oct-23	\$ 368,000.00	
5A0181	Hobart - Victoria Dock south - fender replacement	Replacement of the old degraded timber fenders with new fenders	Jun-24	\$ 265,000.00	
5C0062	Hobart - Mac 6 RSV Nuyina Berthing Upgrades	Upgrades to Mac 6 Berth to facilitate the berthing of the RSV Nuyina.	May-22	\$ 2,237,000.00	
5M0011	Hobart Mac 2-3 Corrosion Inhibitor Application	Application of corrosion inhibitor surface treatment to the underside of Mac 2 and Mac 3 wharves	May-23	\$ 817,000.00	
5M0082	Hobart - Princes Wharf 1 and Intermediate Remediation	Concrete remediation of the existing wharf structure (TasPorts owned section)	Feb-23	\$ 1,800,000.00	
6A0079	Devonport 4 West Fender Replacement	Replacement of the degraded timber fenders with new fenders	Ongoing, Scheduled for completion by end of August 2024	\$ 4,090,000.00	
6A0132	Devonport 1 West Concrete Remediation	Refurbishment of Devonport 1 West Wharf including concrete remediation and refurbished fender units	Ongoing, Scheduled for completion, December 2024	\$ 2,700,000.00	Costs to date around \$900k
8A0072	King Island - Currie Jetty Refurbishment	Refurbishment of the fisherman's jetty at Currie, including the procurement and installation of new fenders	Jul-24	\$ 966,245.00	
8A0089	King Island - Currie Slipway Refurbishment	Replacement of the degraded submerged section of slipway rails and support structure	Jul-23	\$ 447,400.00	
5C9001	Statewide - Safety Ladder Compliance Programme	Replacement of the marine safety ladders around the state to AS compliant ladders	Oct-20	\$ 671,000.00	
8A0005	King Island - Grassy RORO Ramp Repairs	Repair of the RORO Ramp surface caused by wear from the bow door of the John Duigan	Oct-20	\$ 154,000.00	
8A0008	King Island Fisherman's Wharf	Construction of a new fisherman's wharf at Grassy in King Island to replace the degraded and unsafe wharf.	Dec-19	\$ 625,000.00	
5M0021	Hobart - Mac 6 RORO Ramp Demolition	Demolition of The Mac 6 RORO Ramp to enable berthing of the RSV Nuyina	Oct-19	\$ 948,000.00	
8A7000	King Island - Grassy Wharf BOLLARD Replacement	Replacement of existing 10 tonne bollards with 30 tonne bollards	Aug-19	\$ 200,000.00	
5C7002	Hobart - Domain Slip Yard - Safety Improvement	Safety improvement works at the Domain Slipyard	Mar-20	\$ 545,000.00	
5C60001	Princes Wharf - Surface Overlay	Overlay of the events space at Princes Wharf	Jul-20	\$ 185,000.00	
6M5021	Devonport 3 West Demolition	Demolition of the redundant and degraded section of suspended wharf at Devonport 3 West	Jan-20	\$ 2,330,000.00	
3M8005	Bell Bay - Berth 6 Bridge Repair	Repairs undertaken to the Berth 6 Bridge Structure to extend the life by 10-15 years	Aug-20	\$ 347,000.00	
5M8011	Hobart - Franklin Wharf Bridges	Repair works to the Franklin Wharf Bridges	Jan-21	\$ 400,000.00	
8A8000	Grassy Infrastructure Requirements for KI Service	Installation of new fenders and concrete wharf edge beam to facilitate the new KI Service	Apr-21	\$ 365,000.00	
5C7006	Hobart - Victoria Dock Lower Landing Replacement	Replacement of the lower landing at Victoria Dock as a result of inspections indicated degraded structural members	Jun-19	\$ 614,000.00	
Total				\$ 42,339,645.00	

Appendix E

TasPorts Forward Asset Management

Subject:	Responses to additional SIP QON
Date:	September 2024

I. Update for Attachment 3 (Marine Based Maintenance Projects – Completed from mid – 2029 to Current).

- *The Committee sought clarification as to the future maintenance of assets.*
- *Provision of a forward asset management schedule for the next five years.*
- TasPorts has been very open about the legacy challenges of ageing infrastructure and underinvestment across Tasmania's multiport network, which are in some places over a century old, alongside that of significantly low berth utilisation.
- To modernise port infrastructure and build capacity for current and future operations, TasPorts is undertaking significant investment across its asset base.
- TasPorts now has in place a robust asset management strategy focused on continuous improvement, timely repairs and minimal downtime. This work has led to a significant uplift in TasPorts' approach to strategic asset management, including its systems and processes, with ongoing alignment to ISO/AS 55001.
- As previously advised, there is an ongoing WSCAM program of inspections, with a current focus on digital tools to streamline the capture and analysis of data. This information is fed into TasPorts' Asset Management System for current and future management. Condition information is fed to Geographic Information System (GIS), where it can be further visualised and analysed.
- With a strategic approach, TasPorts assigns strategies to all key assets. This allows for the maintenance of appropriate levels of service. It also considers asset replacement or decommissioning as and where appropriate.
- An understanding of condition ratings allows for modelling of the degradation of assets and their components. This modelling provides over the long term (~20 years), the required interventions or maintenance activities required to continue to meet the strategy relevant to that asset. This data forms the basis for our Digital Asset Management Plan.
- Asset interventions and maintenance activities are generally bundled into projects, with the project list being developed on a rolling two-to-three-year basis. Where possible, maintenance works are undertaken by the respective skilled maintenance teams as based across the multiport network. **See Attachment Two: Project List.**

ID	Name	Duration	Start	Finish	Notes
2	Large Projects	600 days	10 April 2024 8:00 AM	28 July 2026 5:00 PM	
3	BCET Life Extension Programme	24 mons	19 September 2024 8:00 AM	22 July 2026 5:00 PM	
4	BBY - Shiploader Replacement	480 days	18 April 2024 8:00 AM	18 February 2026 5:00 PM	
10	In Flight Projects	429 days	23 April 2024 8:00 AM	12 December 2025 5:00 PM	
11	DEV – 1 West Concrete Remediation	16.35 mons	1 July 2024 8:00 AM	30 September 2025 5:00 PM	
12	KI – Port of Grassy AToN Improvements	3 mons	1 July 2024 8:00 AM	20 September 2024 5:00 PM	
13	3A0140 - BBY - Network Technology Upgrade	55 days	1 July 2024 8:00 AM	13 September 2024 5:00 PM	
14	6A0136 - DEV - 2 West Tug Berth Pontoon	4.45 mons	1 July 2024 8:00 AM	31 October 2024 5:00 PM	
15	4A0059 - BCET - Structural Renewal - Tipper 2 Replacement	45 days	1 July 2024 8:00 AM	30 August 2024 5:00 PM	
16	STW - AToN Modernisation (3G Network Closure)	1 day	1 July 2024 8:00 AM	1 July 2024 5:00 PM	
17	STA - Fishermans Dock Sheet Pile remediation	400 days	3 June 2024 8:00 AM	12 December 2025 5:00 PM	
20	4A0162 - BRN - Sub 20 HV Cable Replacement	6 mons	1 July 2024 8:00 AM	13 December 2024 5:00 PM	
21	KI - Grassy Wharf Pile Wrapping	6 mons	1 July 2024 8:00 AM	13 December 2024 5:00 PM	
22	8A0167 - KI/FI - Fuel Tank Level Alarms	1 day	1 July 2024 8:00 AM	1 July 2024 5:00 PM	
23	1A0186 - STA - Transfer Overhead Power Supplies to Underground	6 mons	1 July 2024 8:00 AM	13 December 2024 5:00 PM	
24	7A0164 - Lady Barron Bulk Fuel Depot – Bund Compliance Civil Works	6 mons	1 July 2024 8:00 AM	13 December 2024 5:00 PM	
25	DEV - SIXT Relocation	6 mons	1 July 2024 8:00 AM	13 December 2024 5:00 PM	
26	BBY - Berth 6 Remediation	210 days	1 July 2024 8:00 AM	18 April 2025 5:00 PM	
29	6A0196 - DAP - Security Upgrades	310 days	23 April 2024 8:00 AM	30 June 2025 5:00 PM	
30	8A0220 - KI - 10T Forklift Replacement	45 days	1 July 2024 8:00 AM	30 August 2024 5:00 PM	
31	6A9002 - VTS Control System Upgrade/Replacement	110 days	1 July 2024 8:00 AM	29 November 2024 5:00 PM	
32	6A0079 - DEV - 4 West Fender Replacement	45 days	1 July 2024 8:00 AM	30 August 2024 5:00 PM	
33	9A0083 - STW - Asset management Information System	261 days	1 July 2024 8:00 AM	30 June 2025 5:00 PM	
34	8A0151 - KI - Drop Deck Trailer	110 days	1 July 2024 8:00 AM	29 November 2024 5:00 PM	
36	FY25 Projects	885 days	10 April 2024 8:00 AM	31 August 2027 5:00 PM	
37	DEV - Fire Fighting Compliance Programme	360 days	15 May 2024 8:00 AM	30 September 2025 5:00 PM	
43	Domain Slip - Layup Jetty Remediation	240 days	15 July 2024 8:00 AM	13 June 2025 5:00 PM	
46	HBT - Murray St Remediation	360 days	15 May 2024 8:00 AM	30 September 2025 5:00 PM	
52	BBY - Inspection Head Remediation	860 days	15 May 2024 8:00 AM	31 August 2027 5:00 PM	
55	BBY - Berth 4 Fire Compliance	360 days	15 May 2024 8:00 AM	30 September 2025 5:00 PM	
58	FL - Main Berth (RoRo) Fendering	200 days	15 May 2024 8:00 AM	18 February 2025 5:00 PM	
61	HBT - New PBS	100 days	15 May 2024 8:00 AM	1 October 2024 5:00 PM	
64	KI - Grassy Change to Traffic Arrangements (Safety Risk)	180 days	1 July 2024 8:00 AM	7 March 2025 5:00 PM	
67	DEV - Office Upgrades Maintenance and Ops	140 days	15 May 2024 8:00 AM	26 November 2024 5:00 PM	
70	HBT - Light Towers Mac Wharf	280 days	15 May 2024 8:00 AM	10 June 2025 5:00 PM	
76	HBT - HV Network - Sub 14 HV Ring Main Installation	280 days	15 May 2024 8:00 AM	10 June 2025 5:00 PM	

82	HBT - Domain Slip Small Jetty Remediation	360 days	15 May 2024 8:00 AM	30 September 2025 5:00 PM
85	KI - Fuel Depot Fire Fighting Equipment	200 days	15 May 2024 8:00 AM	18 February 2025 5:00 PM
88	FI - Fuel Depot Fire Fighting Equipment	200 days	15 May 2024 8:00 AM	18 February 2025 5:00 PM
94	BBY - Slipway/Boat Ramp Repair	160 days	1 July 2024 8:00 AM	7 February 2025 5:00 PM
100	KI - Bottom Fill Gantry Conversion	180 days	1 July 2024 8:00 AM	7 March 2025 5:00 PM
103	FL - Bottom Fill Gantry Conversion	180 days	1 July 2024 8:00 AM	7 March 2025 5:00 PM
106	KI - Workboat Platform Access	180 days	10 April 2024 8:00 AM	17 December 2024 5:00 PM
112	HBT - Con Dock Bridge Control Panel and Pinch Point Safety	180 days	3 June 2024 8:00 AM	7 February 2025 5:00 PM
115	HBT - LimeKiln Nav Aid Replacement	180 days	15 May 2024 8:00 AM	21 January 2025 5:00 PM
121	STN - Demolition Foreshore Wharf and BW Finger Pier	10 mons	1 July 2024 8:00 AM	4 April 2025 5:00 PM
122	BCET - Tripper Replacement	180 days	1 July 2024 8:00 AM	7 March 2025 5:00 PM
125	BRN - Tug Berth	360 days	1 January 2025 8:00 AM	19 May 2026 5:00 PM
129	HBT - Franklin Wharf Remediation	960 days	15 May 2024 8:00 AM	18 January 2028 5:00 PM
132	BBY - Longreach South Repairs	840 days	2 August 2024 8:00 AM	21 October 2027 5:00 PM
135	BBY - Overhead Fuel Line Safety Improvements	180 days	15 May 2024 8:00 AM	21 January 2025 5:00 PM
138	BNE - Berth 6 Tie Beam Repair and Lateral Capacity Improvements	900 days	15 May 2024 8:00 AM	26 October 2027 5:00 PM
141	BNE - Secure Boundary Relocation	6 mons	1 October 2024 8:00 AM	17 March 2025 5:00 PM
142	DEV - Secure Boundary Relocation	6 mons	1 October 2024 8:00 AM	17 March 2025 5:00 PM
146	Lady Barron - Remediation	360 days	1 July 2024 8:00 AM	14 November 2025 5:00 PM
149	Grassy - Ramp Overlay	3 mons	1 October 2024 8:00 AM	23 December 2024 5:00 PM
150	STW - Electrical Meter Upgrades	24 mons	2 June 2025 8:00 AM	2 April 2027 5:00 PM

Appendix F

TasPorts Customer Research Project
(Myriad Research)

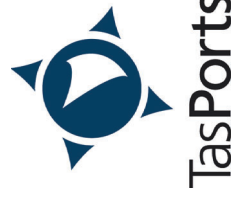
Market Research Dashboard



Tasmanian Ports Corporation

Customer Research Report

April 2024



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DISCLAIMER: This PDF report has been exported from the web based Market Research Dashboard, upon request. As such, the page layout of some tables and charts may not be optimised.

Research Overview

TasPorts commissioned Myriad Research to conduct independent market research to engage with their major customers and key stakeholders.

This research was conducted through business to business telephone interviews, allowing TasPorts to measure satisfaction of their business customers and provide customers with the opportunity to provide feedback on their experiences engaging with Tasports.

The total sample distribution for the 2024 customer research was as follows:

- Marine services (n=16)
- Key revenue customers (n=15)
- Volume Customers (n=14)
- Leasing/ Licence Customers (n=14)
- Agents (n=7)
- Growth (n=6)
- Cruise Line Customers (n=4)
- Other Key Customers (n=2)

Research outcomes provide insight to inform strategic direction, and are tracked, where appropriate, against baseline measures from the 2022 customer research report.

Methodology

Quantitative telephone survey

The quantitative study was conducted via business to business telephone survey methodology over the period 12 – 20 March 2024 inclusive, with n=31 completed responses achieved (from a total contact list of n=37).

The total sample (n=31 respondents) is statistically valid at the 95% confidence level.

The sampling error range is between 3.1 – 7.1%, with survey results likely to be within 7.1% or better of the total parameter.

Quantitative research results may be used with confidence for extrapolating to the wider survey population, i.e., TasPorts business customer base.

Qualitative open ended comments have been collated by theme and are provided in full in the Verbatims tab.

A global filter can be applied to sort the data by business type, for 2024 data only. Tables containing comparison data for 2022 cannot be filtered.

Survey parameters

The survey instrument was designed by the consultant, with client review and input, with reference to the survey instrument from the 2022 research.

Survey programming was managed by the consultant using the Forsta Plus platform to enable accurate online data collection.

The survey sample was sourced from client provided list of TasPorts commercial customers.

A TasPorts representative contacted all customers beforehand to introduce and outline the purpose of the research, with an opportunity to opt out if not wishing to participate.

The survey was conducted in accordance with relevant industry Quality Assurance standards (ISO 20252:2019) and privacy protocols (Market and Social Research Privacy Code) relating to telephone survey methodology.

Data collation, analysis and reporting has been completed by the consultants.

Executive Summary

Research findings have been reported for the total survey group (n=31 respondents) and are tracked against baseline measures from the 2022 customer research report.

This executive summary covers the four key areas of the research -

- Communication
 - Point of contact
 - Ease of contact
 - TasPorts Website
 - Trade reports
- Key Performance Indicators
 - 11 nominated measures of customer satisfaction
- Organisational Requirements
 - Service change
 - Needs understood
- Improvements
 - Frequency of contact
 - Regional forums
 - Other areas of improvement

1. Communication

2. Key performance indicators

3. Organisational requirements

4. Improvements

Communication

Contact with TasPorts

Participants were asked if they had a clear point of contact at TasPorts. The overwhelming majority of customers (81%) perceive they have a clear contact, rating it as 4 or 5 (out of 5). This is an encouraging improvement from the 2022 results (62%).

This nett positive rating was broadly consistent across the business types.

Similarly, ease of contact with TasPorts showed demonstrable improvement from 2022 to 2024, with nett positive ratings up from 69% to 84%.

TasPorts website

When asked about frequency of use of the TasPorts website, participants broadly fell into two categories: those who accessed the website on a daily/weekly basis (42%), and those who accessed it monthly or less often (46%). There was no correlation between frequency of use and perceptions of how informative participants find the website.

Examining year on year changes, 2024 measures indicate participants find the website noticeably more informative (64% nett positive rating) than in 2022 (35%).

Similarly, there was a pleasing uptick in perceptions of ease of use of the website, with nett positive ratings up from 61% in 2022 to 82% in 2024. Most of this shift has come from the previously neutral ratings, down from 25% in 2022 to just 4% in 2024.

Trade reports

Just over half (52%) of survey participants indicated that they currently receive quarterly freight and trade reports. Those who do receive these trade reports rate them positively (71%).

Two-thirds of participants who don't currently receive trade reports would like to. This interest, coupled with the general positive rating for those already receiving them, indicates an opportunity for increased positive engagement with TasPorts for this cohort.

1. Clear point of contact

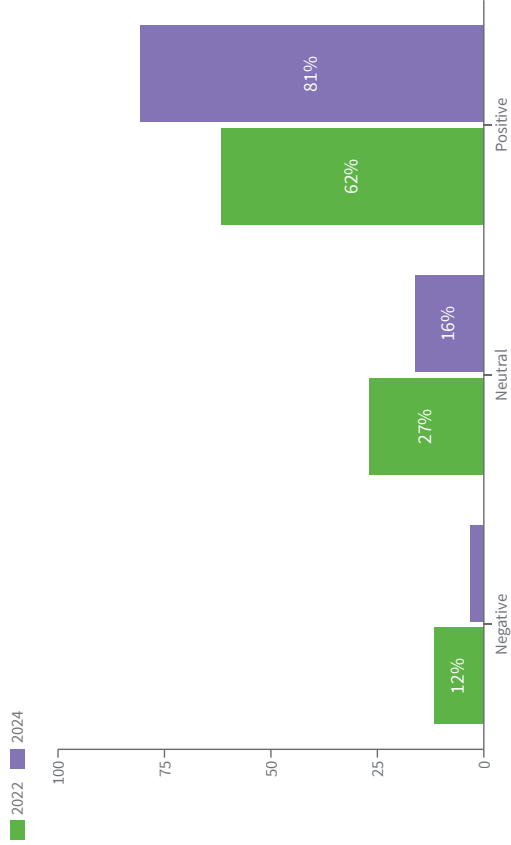
Do you feel you have a clear point of contact at TasPorts?

Rated on a scale of 1-5, where 5=high and 1=low, recoded to nett negative, neutral, positive.

	2022	2024
Negative	12%	3%
Neutral	27%	16%
Positive	62%	81%
Total	100%	100%

1. Clear point of contact

Do you feel you have a clear point of contact at TasPorts?



2. Ease of contact

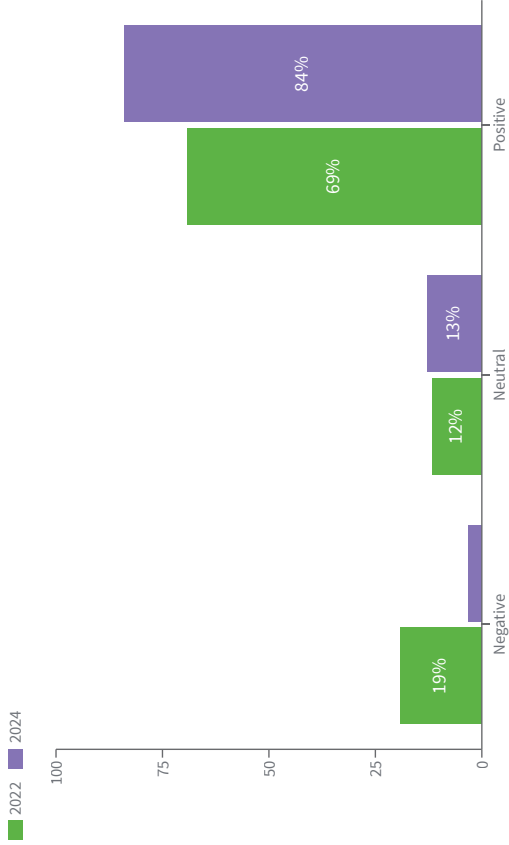
How easy do you find it to contact a TasPorts representative?

Rated on a scale of 1-5, where 5=high and 1=low, recoded to nett negative, neutral, positive.

	2022	2024
Negative	19%	3%
Neutral	12%	13%
Positive	69%	84%
Total	100%	100%

2. Ease of contact

How easy do you find it to contact a TasPorts representative?



6. Website frequency

How regularly do you access the TasPorts website?

	Responses
Daily	23%
Weekly	19%
Fortnightly	3%
Monthly	23%
Less often	23%
Never	10%
Total	100%

6. Website frequency

How regularly do you access the TasPorts website?



7a. Website informative

How informative do you find the TasPorts website?

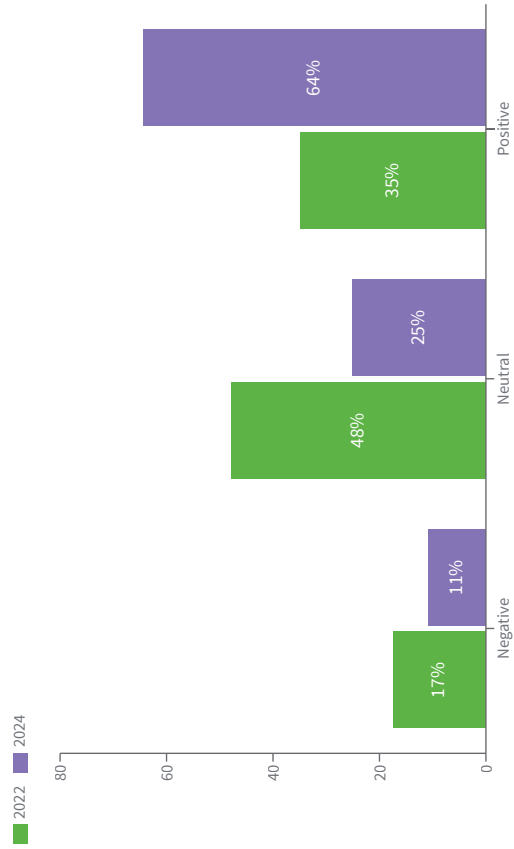
Rated on a scale of 1-5, where 5=high and 1=low, recoded to nett negative, neutral, positive.

	2022	2024
Negative	17%	11%
Neutral	48%	25%
Positive	35%	64%
Total	100%	100%

7a. Website informative

How informative do you find the TasPorts website?

Rated on a scale of 1-5, where 5=high and 1=low, recoded to nett negative, neutral, positive



7b. Website ease of use

How easy to use do you find the TasPorts website?

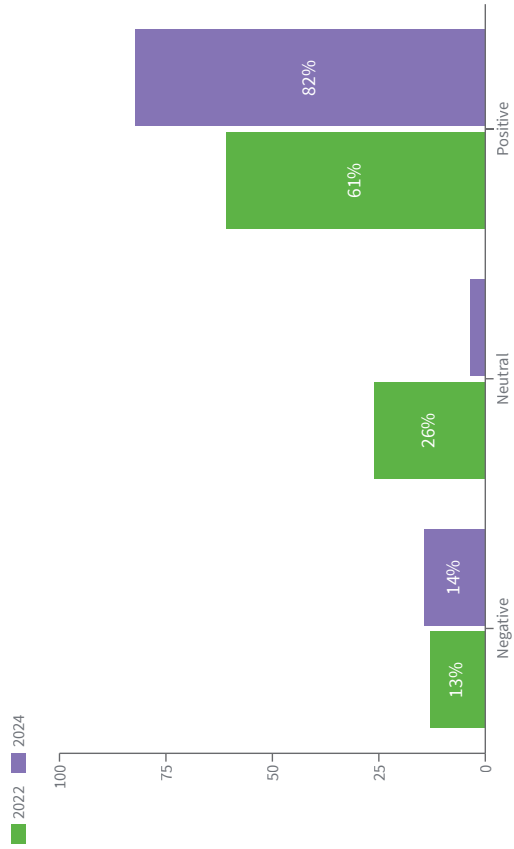
Rated on a scale of 1-5, where 5=high and 1=low, recoded to nett negative, neutral, positive.

	2022	2024
Negative	13%	14%
Neutral	26%	4%
Positive	61%	82%
Total	100%	100%

7b. Website ease of use

How easy to use do you find the TasPorts website?

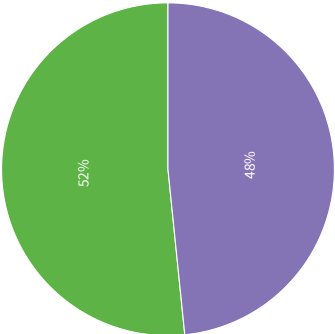
Rated on a scale of 1-5, where 5=high and 1=low, recoded to nett negative, neutral, positive



12. Trade reports

TasPorts produces a quarterly Trade Report providing quarterly freight and trade volumes. Do you receive these Trade Reports?

👍 Yes 16 🙋 No 15



12a. Trade reports interesting/ inf...

How interesting/informative do you find these reports?

Rated on a scale of 1-5, where 5=high and 1=low, recoded to nett negative, neutral, positive.

Asked of those who answered 'Yes' at Q12.

	Responses
Negative	7%
Neutral	21%
Positive	71%
Total	100%

12b. Like to receive trade reports

Would you like to receive the Trade Report?

Asked of those who answered 'No' at Q12.

	Responses
Yes	67%
No	33%
Total	100%

Key Performance Indicators

Overview

Respondents were asked to rate eleven aspects of TasPorts service delivery related to their business.

Chart '4. Key Performance Indicators - Mean scores' below illustrates the levels of satisfaction across the nominated KPIs for 2024, and shows the comparison with the 2022 benchmark levels of satisfaction.

A target satisfaction level of 3.5 has been used as an indicator for the purposes of objective comparison, as this reflects the minimum net positive score.

[Mean scores for 2022 KPI questions 'Interactions with TasPorts staff have been respectful' and 'Interactions with TasPorts staff have been supportive' were recalculated to facilitate a direct comparison with 2024 data.]

Key findings

Ten out of eleven service delivery aspects received a higher rating for customer satisfaction in 2024 compared with the 2022 benchmark data.

The two aspects which achieved the highest mean satisfaction score for 2024 were 'Interactions with TasPorts staff have been respectful and supportive' (4.5) and 'The process for arranging a ship booking/ marine services is an easy & effective process' (4.5).

Only one aspect showed a decline in mean customer satisfaction. 'The service levels of TasPorts infrastructure assets are suitable for our business' decreased from a mean of 3.5 in 2022 to 3.2 in 2024.

Other areas indicating room for improvement were 'The timeliness of TasPorts decision-making is satisfactory' (mean score of 3.4) and 'The services TasPorts offer are value for money' (mean score 3.5).

4. Key Performance Indicators - Mean scores

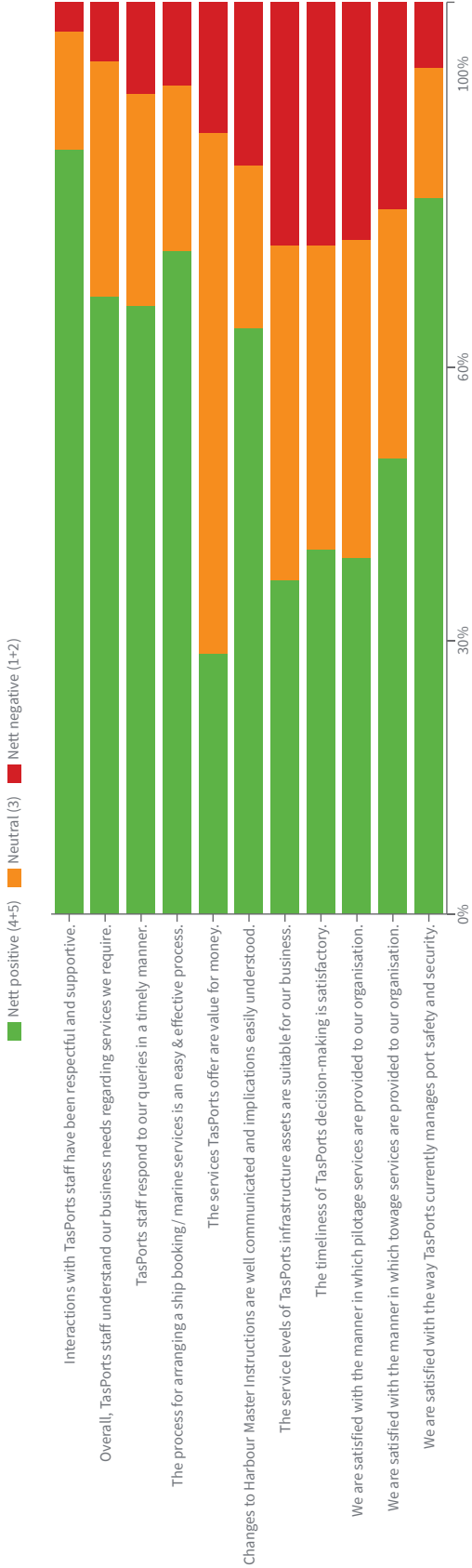
How would you rate TasPorts on the following aspects? (Scale of 1 to 5, where 1 = poor, 3 = average, 5 = excellent).

	2022	2024
Any changes to Harbour Master Instructions are well communicated and the implications for our organisation easily understood.	 3.5	 3.9
Interactions with TasPorts staff have been respectful and supportive.	 3.8	 4.5
TasPorts staff respond to our queries in a timely manner.	 3.3	 4.0
TasPorts staff understand our business needs regarding services we require.	 3.5	 3.8
The process for arranging a ship booking/ marine services is an easy & effective process.	 3.7	 4.5
The service levels of TasPorts infrastructure assets are suitable for our business.	 3.5	 3.2
The services TasPorts offer are value for money.	 3.1	 3.5
The timeliness of TasPorts decision-making is satisfactory.	 3.1	 3.4
We are satisfied with the manner in which pilotage services are provided to our organisation.	 3.3	 4.0
We are satisfied with the manner in which towage services are provided to our organisation.	 3.4	 4.2
We are satisfied with the way TasPorts currently manages port safety and security.	 4.2	 4.3

4. KPIs 2024

How would you rate TasPorts on the following aspects? (Scale of 1 to 5, where 1 = poor, 3 = average, 5 = excellent).

'NA/DK' responses have been excluded from this graphic.



Organisational Requirements

Organisational service changes

Just over one-third (35%) of businesses surveyed indicated they expect their port service needs to change over the next five years. This is similar to projections from the 2022 survey.

Understanding business needs

Participants were asked how well TasPorts have understood their organisation's needs for infrastructure planning.

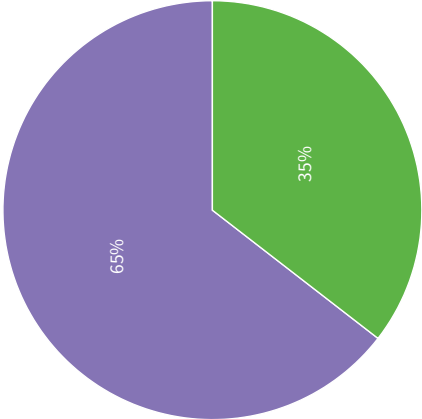
This aspect indicated a relatively low level of satisfaction with 47% giving a nett positive score. This is similar to the nett positive score from 2022 (44%).

On a positive note, nett negative scores for understanding business needs have reduced from 32% in 2022 to 20% in 2024. Most of this differential has moved to the neutral category.

5. Organisational service change

Do you anticipate that your organisation's requirements for port and marine services are likely to change significantly in the next 5 years?

No 20 Yes 11



8. Business needs understood

How well do you feel your organisation or industry's needs are understood by TasPorts for infrastructure planning?
(scale of 1-5, where 5=high and 1=low)

	2022	2024
Negative	32%	20%
Neutral	24%	33%
Positive	44%	47%
Total	100%	100%

Improvements

More frequent contact

Participants were asked if they believe their business would benefit from more frequent contact with TasPorts. The majority of participants (65%) indicated they would benefit from more frequent contact. This is a slight increase from 2022 (58%).

Regarding frequency of such contact, 60% of customers indicated monthly would be most useful to them.

This information provides a clear and reasonably simple action point for TasPorts to implement, that would potentially have a positive flow-on impact on other satisfaction scores.

Specific improvements

When asked if there were specific areas in which TasPorts could improve, 81% of participants said yes, a slight increase over 2022 responses (77%). Participants were then asked to nominate specific areas for improvement in open text fields, which were collated by theme.

The four key areas for improvement nominated by participants were:

- Infrastructure (improvement, strategic planning, safety/ maintenance (29% mention)
- Pilot shortage (23% mention)
- Communication (consultation, transparency) (19% mention)
- Operational (decision-making, actions) (19% mention).

There is some crossover with improvements nominated in 2022.

Regional forums

The concept of regional forums received an overwhelmingly positive response from participants with 81% indicating interest in attending such events.

The three areas of most interest were:

- Infrastructure
- Operations
- Commercial and Trade.

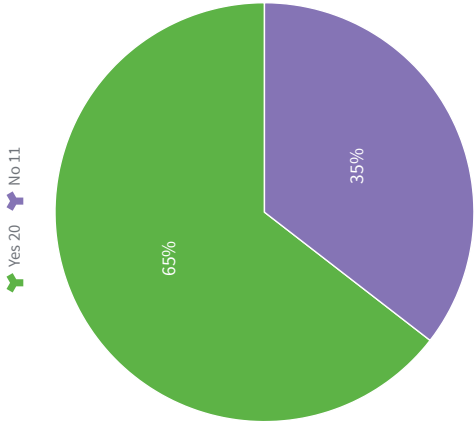
Again, this strong interest in regional forums offers TasPorts a potentially influential mechanism for relationship-building with their customer base and has great potential to enhance overall satisfaction levels.

Survey results

Participants were very strong on their preference to receive a copy of the results of this survey (94%). All indicating they would like to receive via email.

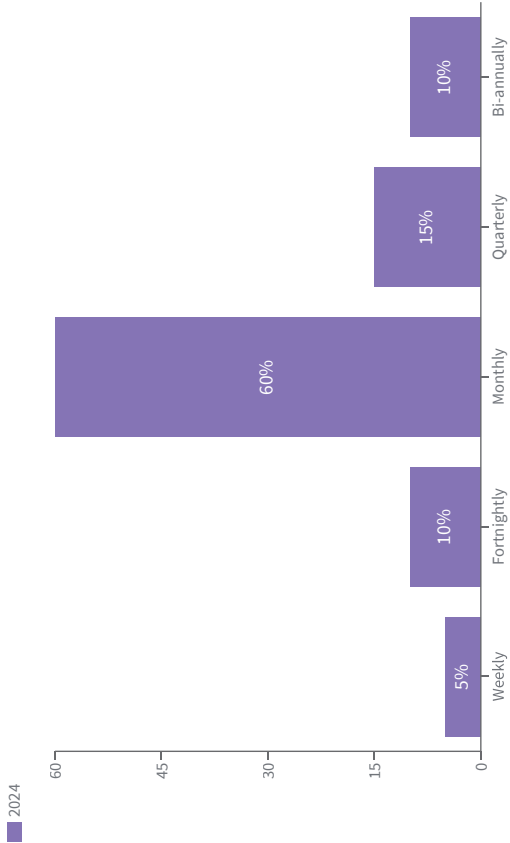
9. Regular contact

Would your business benefit from more regular contact with a TasPorts representative?



9a. Frequency of contact

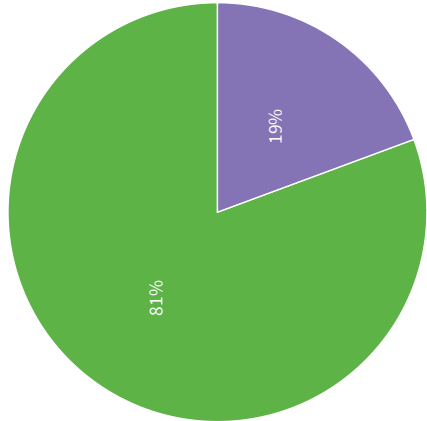
How regularly would you like that contact to be?



11. Improvements

Are there specific areas that you believe TasPorts can improve in?

👍 Yes 25 🙅 No 6



11a. Improvements

Are there specific areas that you believe TasPorts can improve in?

Key themes from open text responses.

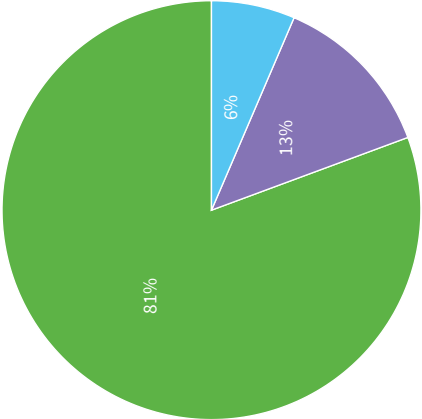
	Responses
Infrastructure - improvement, strategic planning, safety/maintenance	29%
Pilot shortage	23%
Communication - consultation, transparency	19%
Operational - decision-making	19%
Dredging - too infrequent	6%
Total	100%

13. Regional forums

TasPorts is looking to increase the focus on regular regional port forums for customers to receive business updates and have the opportunity to engage with representatives from key business areas in an informal manner.

Would you see value in attending these forums?

Yes 25 Unsure 4 No 2



13a. Regional forums areas of interest

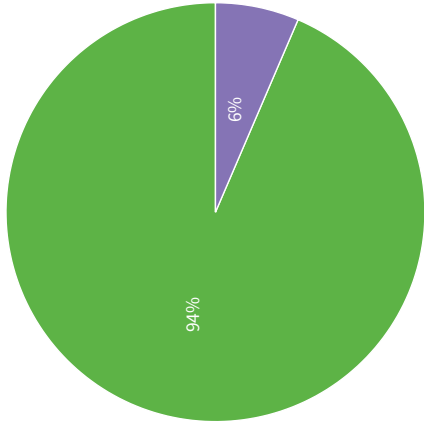
What are your areas of interest?

	Responses
Infrastructure (engineering, condition of assets, wharf infrastructure, port planning)	52%
Operations (landside port operations)	39%
Commercial and Trade (customer relationships, business development, trade/freight statistics & trends)	39%
Marine - Pilots (pilot movements and launches/ transfers, marine operatives)	35%
Vessel Traffic Services (scheduling & berth/ marine service arrangements, portmate vessel bookings, liaison with Agents)	32%
Harbour Master (harbour master instructions, port maritime regulations)	19%
Marine - Towage (tugs)	16%
Security (security guards, security requirements, TOSC -TasPorts State Operations Centre)	13%
Environment and sustainability (noise standards, environmental management, sustainability planning, pollution concerns)	13%
People and Safety (culture, port safety)	10%
Property - Leasing	6%
Finance (invoicing, payment of invoices)	6%
Corporate Affairs (communications, media, website, social media)	3%
Other (please specify)	13%
Total	100%

15. Results of survey

Would you like to receive feedback from this customer survey?

👍 Yes 29 👎 No 2



15a. Results of survey method

Asked of those who answered 'Yes' to Would you like to receive the results of this customer survey?

	Responses
Email	93%
Email with a face to face follow up discussion	3%
Email. In the past we have not received any feedback from similar surveys	3%
Total	100%

Appendix G

TasPorts Psychosocial mitigation strategies and control measures

Subject:	Psychosocial Mitigation Strategies and Control Measures
Date:	August 2024

Introduction

- ISO 45003 was the first global standard giving practical guidance on managing psychological health and safety at work.
- It's designed to support organisations to appreciate and achieve psychological health, safety and wellbeing in the workplace, to avoid psychosocial risks and unlock the full potential of people.
- It was published on 8 June 2021.
- TasPorts has worked in response to this ISO as a framework as follows:

Chronology | Menzies work

- 2021: *ISO 45003 - Psychological health and safety at work* released
- 2022: Menzies Institute invited TasPorts to participate in a 12-month program on "Preventing harm to employee mental health through psychosocial risk assessment and control: A case study of ISO 45003 implementation."
- This case study explored the factors that influence the successful implementation of a best-practice and strategic approach to preventing harm to employee mental health that may result from exposure to work-related psychosocial hazards.
- The case study involved TasPorts engaging with staff to understand and progress our own specific approach to addressing psychosocial hazards.
- This included a working group meeting consisting of (10) people representing safety, communications, major projects, operations, finance, and people and culture.
- The outcome of the case study was an implementation plan which was designed to guide TasPorts response to ISO 45003.
- That Plan was presented to TasPorts' Executive Leadership Team on 11 November 2023 and endorsed to progress on the same day.
- That Plan stepped out our psychosocial roadmap and includes strategies and actions across pre-implementation and implementation phases:

- Strategy One: Assess for readiness and identify barriers and facilitators – *to take up to four months to complete.*
 - To prevent harm to employee mental health through psychosocial risk assessment and control.
- Strategy Two: Conduct local needs assessment – *to take up to four months to complete.*
 - To build capacity to identify, report and manage psychosocial hazards.
- The Plan guides our response to ISO 45003.

TasPorts Internal Risk Assessment of Psychosocial Hazards

- Following the development of the Implementation Plan, TasPorts embarked on an internal risk assessment of psychosocial hazards.
- This work was completed in early January 2024.
- In summary, this internal risk assessment identified psychosocial hazards which could potentially harm our workers or others at our workplaces, the mitigation strategies and control measures currently being undertaken by TasPorts to manage those risks, and the efficacy of such strategies and control measures.
- A summary of the mitigation strategies and control measures which are currently in place to address psychosocial hazards are as follows:
- (1) Job demands
 - effective management and supervision, encouragement of team members to identify risks and stop work if unsafe and report risks via the IT system 'Beacon', encouragement of workers to take leave entitlements, the provision of EAP and on-site counsellors for workers, flexible working arrangements, provision of relevant training to general staff and the leadership and management team, the implementation of relevant workplace policies, times scheduled to enable the completion of work safely, allocated budget for additional contract labour/consultants for additional support, the implementation of a clear grievance handling procedure and post-traumatic event process in consultation with workers, and the provision of accommodation for fatigue management and paid refreshments to support rest breaks. In addition to that the CEO meets every new employee for somewhere between 15 minutes and half an hour to introduce the CEO but also to give two clear messages around safety performance. Safety empowerment and our culture.

- (2) Low job control
 - provision of relevant training to team members (including in respect of conducting risk assessments), implementation of a process for reviewing alternative ways to work enabled through TasPorts' safety management system, prescriptive governance and delegation processes, check ins at internal meetings, and the provision of appropriate equipment and resources to workers.
- (3) Poor support
 - implementation of the care factor training program in respect of cultural awareness, safety culture, management of stress and psychological safety and effective management and supervision, workplace consultative committees, EAP support, and feedback through the pulse and cultural surveys.
- (4) Lack of role clarity
 - implementation of role mandates and position descriptions, corporate business plans and strategy with work goals tied to strategy, expectation that leaders will complete 1-1 check ins on a quarterly basis with team members, and regular updates and communications including via the TasPorts intranet.
- (5) Poor organisational change management
 - use of informal change management processes.
- (6) Inadequate reward and recognition
 - implementation of process for recognising achievements in 1-1 catch ups and the annual remuneration review cycle, and opportunities for leaders to train and develop staff.
- (7) Poor organisational justice
 - well established people and culture processes, including annual training on appropriate workplace behaviour and grievance handling matters, the engagement of independent investigators as required, frameworks for performance evaluations, and opportunities for further development of policies.
- (8) Traumatic events or material
 - provision of training in respect of post traumatic stress process and other support mechanisms such as EAP and appointment of mental health first aiders.

- (9) Remote or isolated work
 - provision of additional resources such as break coverage and check-ins.
- (10) Poor physical environment
 - implementation of hazard report system, weekly safety meetings, workplace consultative committee meetings, regular WHS audits and further opportunities for training on hazard identification and reporting.
- (11) Violence and aggression, bullying, and harassment including sexual harassment
 - provision of annual governance and respect training, established processes for incident reporting and trauma procedure, implementation of risk assessment framework and provision of support and EAP.
- (12) Conflict or poor workplace relationships and interactions
 - provision of annual governance and respect training, established processes for incident reporting and trauma procedure, implementation of risk assessment framework, provision of support and EAP, and further opportunities to refine behaviours supporting TasPorts' value

TasPorts Risk Assessments

- In February 2024 TasPorts engaged an independent consultant to undertake risk assessments.
- Approximately 20 psychosocial focus groups were held across the company over a three-day period (14-16 May 2024).
- More than 150 participants were invited from across all business divisions and team.
- One-to-one sessions were also held with the Executive Leadership Team at this time.

Findings

- The findings outlined some areas we need to work on, this includes:
 - Expressed frustration with bureaucratic and siloed operations and limited decision-making authority.

- Similarly, there were reported challenges with upward communication, with a view that it is often slow and ineffective and can result in a negative reaction.
- Feedback that while EAP support is provided, there is a need for overall stronger relationship-building within TasPorts.
- Challenges with changes to the executive and manager level which has resulted in impacts to leadership, transparency, trust and relationship development.
- A view that physical safety issues are readily addressed but other behavioural concerns being experienced were raised less frequently and inconsistently, and employees did not feel supported when they were raised.
- The findings also identified some areas we do well, this includes:
 - A view that teamwork and inter-personal relationships within teams are strong, emphasising support, collaboration and shared goals, and that teams are exhibiting strong cohesion and mutual respect. We were so pleased to see this feedback.
 - Acknowledgement that the work culture is evolving and there is strong emphasis on safety with recent improvements to critical risk control and prevention.
 - Recognition that expected values and associated behaviours are promoted throughout TasPorts and especially at induction.
 - A high value placed on improved EAP and counselling services (including early on-site counsellors and state-wide communication) and increased flexibilities to manage fatigue or personal commitments. It was noted there were also well-intended efforts at the senior level to acknowledge and address mental health challenges.
- On 17 July TasPorts communicated to staff the outcomes of the Psychosocial Focus Group Sessions and Surveys and committed to four key action areas.

Action	Due Date	Responsible
Bureaucracy and decision-rights Project 3P Clear is aimed at reviewing and streamlining our processes to reduce unnecessary bureaucracy and delegate decision-making authority to support empowerment.	Phase 1 plan is due August 31	Business Improvement Team
Strengthening Internal Relationships Training sessions and workshops will be organised to focus on building stronger relationships within the team, emphasizing direct support and care from managers and colleagues.	Commenced and ongoing throughout FY2024	People and Culture
Improving Upward Communication Regular channels for upward communication, including anonymous feedback, team meetings and open forums will occur to ensure our people can voice their opinions without fear.	Commenced and ongoing throughout FY2024.	All
Review Immediate Review of behavioural complaints reported to P&C team to identify opportunities for strengthening support.	Commenced	People and Culture

Appendix H

TasPorts Psychosocial Safety Implementation Plan

Implementation Plan

ATTACHMENT SIX

PRE-IMPLEMENTATION PHASE – (APPROXIMATELY 1 TO 4 MONTHS) STRATEGY #1 – ASSESS FOR READINESS AND IDENTIFY BARRIERS AND FACILITATORS

Prevent harm to employee mental health through psychosocial risk assessment and control

Actions What Will Be Done?	Responsibilities Who Will Do It?	Timeline By When?	Resources Available	Resources Needed (financial, human)	Potential challenges/hurdles	Strategies to overcome challenges(s)
Appoint facilitator and determine psychosocial risk assessment tools	GE, P&C	31/12/2023	Personnel Meeting Rooms IT Infrastructure	Time for members of Working Group to attend meetings Meeting rooms and IT devices Psychosocial Risk Assessment Tools	Time to attend meetings Lack of interest to be part of focus group	Support from ELT Dissemination of the TasPorts ISO 45003 Implementation Plan
Conducts psychosocial risk analysis and develops corrective actions	GE, P&C	29/06/2024	Personnel Meeting Rooms IT Infrastructure	Time for members of employees to attend risk analysis meetings Meeting rooms and IT devices Psychosocial Risk Assessment Tools	Time to attend meetings Lack of interest to be part of working group	Support from ELT Dissemination of the TasPorts ISO 45003 Implementation Plan
IMPLEMENTATION PHASE – (LENGTH DEPENDS ON THE INNOVATION)						
Actions What Will Be Done?	Responsibilities Who Will Do It?	Timeline By When?	Resources Available	Resources Needed (financial, human)	Potential challenges/hurdles	Strategies to overcome challenges(s)
Complete corrective actions (CARs)	ELT	31/12/2025	Personnel Meeting Rooms IT Infrastructure	Dependant on results of risk analysis and content of CAR's	Corrective actions are not completed in a timely manner	Monthly review of status of corrective actions

Part 1 of Implementation Meeting #12

POST – IMPLEMENTATION PHASE

Actions What Will Be Done?	Responsibilities Who Will Do It?	Timeline By When?	Resources Available	Resources Needed (financial, human)	Potential challenges/hurdles	Strategies to overcome challenges(s)
Finalise and implement the draft SMS and schedule reviews of TasPorts psychosocial risk management	Members of PC & Safety Teams	31/12/2025	Personnel Meeting Rooms IT Infrastructure	Time needed for the development, consultation and implementation of the SMS	Bandwidth to complete	Contract additional support as required
EVIDENCE OF SUCCESS						
How will you know that you are making progress? What are your benchmarks?						
1) ELT informed and approve, facilitator appointed, attendance at meetings, psychosocial risk assessment tools determined and completed 2) An implementation plan has been developed including corrective actions identified 3) Plan reviewed monthly and progress made						
EVALUATION PROCESS						
How will you determine that your goal has been reached? What are your measures?						
1) A reduction in the amount of Worker's Compensation claims 2) A reduction in the amount, duration and cost of psychosocial related Workers' Compensation claims 3) An improvement in the results of the TasPorts Climate/Pulse Surveys 4) An improvement in employee retention rates 5) An improvement in employee morale 6) Uptake in EAP services						

Part 1 of Implementation Meeting #12

PRE-IMPLEMENTATION PHASE – (APPROXIMATELY 1 TO 4 MONTHS) STRATEGY #2 – CONDUCT LOCAL NEEDS ASSESSMENT

Build capacity to identify, report and manage psychosocial hazards

PRE-IMPLEMENTATION PHASE – (APPROXIMATELY 1 TO 4 MONTHS)

Actions What Will Be Done?	Responsibilities Who Will Do It?	Timeline By When?	Resources Available	Resources Needed (financial, human)	Potential challenges/hurdles	Strategies to overcome challenges(s)
Develop internal training material	Members of PC & Safety & Legal Teams	31/06/2024	Personnel IT Infrastructure	Time for members of PC & Safety & Legal Teams to complete tasks	Time for members of PC & Safety & Legal Teams to complete tasks	Support from ELT
Roll out external Mental Health awareness sessions to Managers & Supervisors	External trainer – Wendy French	February/March 2024	Trainer Personnel Meetings Rooms IT Infrastructure	\$\$ to pay for external training Time for Managers & Supervisors to attend training	Time for members of Managers/Supervisors to attend training Availability of trainer	Support from ELT Budget for external training Book in trainer
Deliver internal training on how to identify and report hazards to all staff and to Managers & Supervisors on how to manage psychosocial hazards	Members of PC & Safety Teams	August 2024	Trainers Personnel Meeting Rooms IT Infrastructure	Time for trainers and staff to attend training Meeting rooms and IT devices	Time for trainers and staff to attend training	Support from Top Management

Part 1 of Implementation Meeting #12

IMPLEMENTATION PHASE – (LENGTH DEPENDS ON THE INNOVATION)

Actions What Will Be Done?	Responsibilities Who Will Do It?	Timeline By When?	Resources Available	Resources Needed (financial, human)	Potential challenges/hurdles	Strategies to overcome challenges(s)
Monitor reporting and management of psychosocial hazards	Members of PC & Safety Teams	Monthly commencing 2024	Personnel Meeting rooms IT Infrastructure Injury Register	Dependant on type and complexity of psychosocial hazard reports	Corrective actions are not completed in a timely manner	Monthly reviews of status of psychosocial hazard report corrective actions
Ongoing mentoring of Managers and Supervisors to manage psychosocial hazards	Members of PC & Safety Teams Managers & Supervisors	When the need arises and until psychosocial hazard reports are resolved	Personnel Meeting Rooms IT Infrastructure Injury register Beacon reports	Dependant on type and complexity of psychosocial hazard report	Inability of Managers & Supervisors to manage psychosocial hazards	Support from ELT Ongoing mentoring
Internal training material to be included in the HSE induction material	Members of PC & Safety Teams	April 2024	Personnel Meetings Rooms IT Infrastructure HSE Induction Material	Refreshed HSE Induction Material	Time taken to refresh and prepare HSE Induction material	Support from ELT Additional human resources

Part 1 of Implementation Meeting #12

EVIDENCE OF SUCCESS

How will you know that you are making progress? What are your benchmarks?

- 1) Internal training material developed
- 2) Mental Health awareness sessions for Managers and Supervisors scheduled, delivered and well attended
- 3) Internal training on how to identify and report psychosocial hazards scheduled, delivered to all Employees
- 4) Internal training to Managers/Supervisors on how to manage psychosocial hazards scheduled, delivered to all Managers
- 5) Monitoring of the reporting and management of psychosocial hazards conducted monthly
- 6) Internal training material to be included in HSE induction material
- 7) All new employees informed of identification and reporting process at induction
- 8) Refresher training for Managers/Supervisors to be conducted at 2 and 3 yearly intervals
- 9) Refresher training for Managers/Supervisors to be conducted at 2 and 3 yearly intervals

EVALUATION PROCESS

How will you determine that your goal has been reached? What are your measures?

- 1) Greater capacity and confidence for all staff to report psychosocial hazard,
- 2) Greater awareness of mental health in the workplace and of TasPorts strategies to improve mental health outcomes
- 3) Improved capacity of Managers to manage psychosocial hazards
- 4) An initial increase in the amount of psychosocial hazards reported
- 5) A reduction in the amount, duration and cost of psychosocial related Workers' Compensation claims
- 6) Improved analysis of the types of reported psychosocial hazards reported
- 7) An improvement in employee morale and in TasPorts Climate/Pulse Surveys

Appendix I

TasPorts Staff Engagement Report

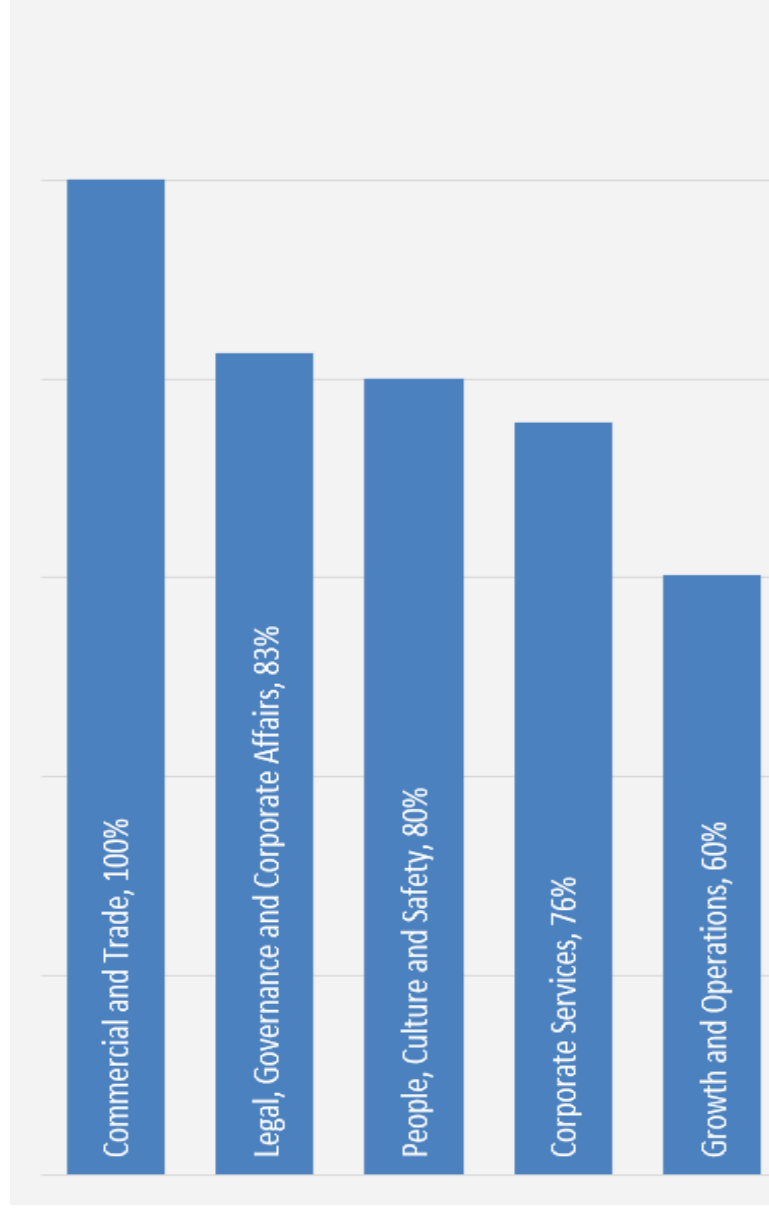
ATTACHMENT FIVE



TasPorts

Our TasPorts Pulse Engagement

Our participation rate is 66%



221 responses



Participation rate is lower than March 2023 survey (72%)



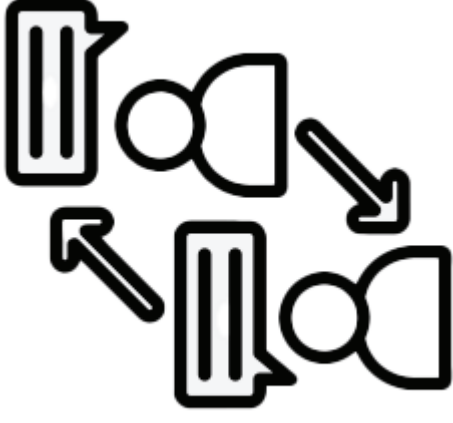
Strong participation rates, although somewhat lower in G&O



Benchmarked against Culture Amp data: 70% of their users achieve between 75 – 90% participation rates

What is Engagement and why do we measure it?

- Engagement measures the level of commitment and connection our people feel towards work at TasPorts.
- It is not static – it's a snapshot in time.
- It is influenced by many factors and regular feedback is important to guide efforts to enhance workplace satisfaction and productivity.





Engagement questions

1. I would recommend TasPorts as a great place to work
2. TasPorts motivates me to go beyond what I would in a similar role elsewhere
3. I am proud to work for TasPorts
4. I rarely think about looking for a job at another company
5. I see myself still working at TasPorts in two years' time

38%

Favourable Engagement

32% Neutral/30% Unfavourable

Factors impacting engagement:

We have gone through a period of instability & uncertainty
Our systems are antiquated
There needs to be more improvement

Communication, Growth & Innovation

Favourable/neutral responses suggest we have a solid foundation.

We have an environment where our people feel comfortable expressing their thoughts.

We have the opportunity to introduce new initiatives and ideas.

Leadership Commitment

- ✓ Improve Leadership visibility through increased office walkarounds and site visits – immediate
- ✓ Launch “3P Clear”: plan for 3 points of clearance for efficient approvals by August 31
- ✓ Launch Divisional Balance Business Plan workshops to increase confidence in TasPorts vision and strategy by July 30
- ✓ Communicate program for Change Management – by June 30
- ✓ Launch the TasPorts way for Communication by August 31



What are some of the things we have achieved already?

- 1 TasPorts – 3-year strategy
- Agile decision making - Consulting on Enterprise Architecture
- People – refreshed onboarding process and automated recruitment process
- Safety – Fatality Risk Management Program and deep dive focus on Psychosocial Safety
- Finance and fund – CFO Recruitment
- Simplify TasPorts business model – Developed change framework
- Sustainability – Carbon plan
- Customer engagement – Completed customer survey

