

**THE LEGISLATIVE COUNCIL SELECT COMMITTEE ON TOURISM IN TASMANIA
MET IN COMMITTEE ROOM 2, PARLIAMENT HOUSE, HOBART ON FRIDAY, 29
OCTOBER 2010.**

Mr CHARLES GRIPLAS, MANAGING DIRECTOR, AND **Mr KEVIN MAYNARD**, TT-LINE, WERE CALLED MADE THE STATUTORY DECLARATION AND WERE EXAMINED.

CHAIR (Mr Wing) - Welcome to the committee. We are looking forward to hearing your views.

Mr GRIPLAS - I would like to update you on progress since we last presented evidence to the committee, which was a full year ago. So I would like to give you a snapshot of where we are at today. TT-Line competes in a very difficult trading environment. We have multiple issues that confront us on a daily basis - the high Australian dollar, cheap airline tickets, overseas and other domestic locations competing for travellers. In addition to that you throw in the GFC, purchasing power and the general cost of living, travel now has become more of a may-do than a must-do experience - particularly travel domestically or to Tasmania.

As we are all aware, we could be within a short distance to many locations. What actually gets us to that particularly location, even at free cost, is all about destination attractiveness. If we look at that environment, TT-Line in the last year since we last presented written evidence have had to transform ourselves to meet these changing needs of the market, the travel consumer and particularly buying behaviour.

I will just give you the results to date in terms of the last financial year and then I will come down to some areas of improvement that TT-Line has undertaken. We have also shown the results because in terms of our top line figures they have improved. Over the last financial year, within that environment that I painted, we have increased our passenger numbers by 4 per cent and passenger vehicles have increased by 2.6 per cent. The latest TVS scores show that TT-Line has increased its market share as a mode of departure by 2.7 per cent. This is all at a time and in an environment where we have other attractive overseas destinations and other domestic destinations, and you have chaos in the airline sector, particularly in prices and routes, so we are quite proud of those achievements. Over time, yet again, it has been a very tough market.

More importantly, in the TVS there was a question, and I will read it verbatim: 'Any help obtained from the following to plan your trip before you arrived in Tasmania'. We have increased in that score by 11.5 per cent. Not only are mainland travellers looking at us as a way of travel to enjoy the experience of travel but they are also actually coming to us for information about travel to Tasmania. There is a further question in TVS scores, and I will read it verbatim: 'Which were used to book any of your transport, accommodation activities, attractions before arriving in Tasmania', so they went to the TT-Line in terms of its site and that has increased by 11.3 per cent. So in terms of that transformation we are undertaking as a company, which we have always wanted to do, we are not just a functional route - not just a transporter - we are in the travel industry and we are in that tourism space and what we need to provide is a very clear experience for the traveller.

Let me just give you an idea in terms of our brand perceptions in the market and our independent research which we have undertaken twice a year by travellers and potential travellers. In terms of brand perceptions for the *Spirit of Tasmania* against our main competitors, predominantly the airlines - we compete against all the airlines for travel in our space - there are three main attributes in that brand that are consistently high. The first one is reliability - we've never missed a sailing; the second is uniqueness of the travel experience; and the third is that we are honest and trustworthy. If you look at every aspect of our organisation, from the website through to our call centre and also with the staff on board, those are the three attributes that come through very strongly.

During this period we also changed our tagline to 'A trip to remember' from 'One of Australia's great journeys' and that tagline has a higher association than the previous one in terms of our brand research. More importantly, in terms of the brand advertising recall for both mainlanders and Tasmanians, our brand advertising recall is at 91 per cent. Now that is unheard of. You only get that recall for the likes of the Coca Colas or the Nikes of the world and yet the *Spirit of Tasmania* is right up there, so if you look at the brand advertising recall, every time we advertise the recall is 91 per cent. Also we know very clearly in terms of our brand equity - top of line, unaided awareness - when you talk about Tasmania the *Spirit of Tasmania* pops up at 71 per cent. So with the 91 per cent and the 71 per cent we are the highest ever and are actually in the iconic brand status and when you compare that to our competitors, that's where we'd like it to be. We take that responsibility very seriously.

Looking at consumer behaviour, Tasmanians are far more functional consumers and in terms of using our vessel it is more about availability and price and nothing particularly about the experience would really move them to travel on the *Spirit*, whereas for the mainlanders it is purely experiential, so they see that the trip over as part of their holiday. The night's accommodation, the meal, the cinemas, et cetera, are all part of their experience of coming to Tasmania, which is why we have dedicated quite a great deal of time to improving our hospitality and our entertainment onboard. We are really scaling it up for the summer season where we're looking at bringing more of that Tasmanian experience through storytellers as they walk around the vessel.

With our hospitality experience we are bringing on more and more Tasmanian product and produce. We have recently just tested different plate size options and we have put it out in the market for two months. We have collected those survey results and now we have reinstated cheaper plates and a different offering as well. So we are constantly testing the market in terms of what interests them and what does not interest them obviously to increase that experience for them.

To give you the travel numbers - and this is something we provided previously in terms of terms of reference 4, the origin and number of tourists who travel Tasmania - the order of importance is still the same, so it's listed all the way down on page 5 of the previous evidence, but something that you really need to hear as well that gives you that third-dimensional view of it, if we were to pick a month like November and do a split of travellers onboard between mainlanders and Tasmanians, in terms of the booking trends the split is 76 per cent mainland and 24 per cent Tasmanian. If you were to look at the month of January 2011 in terms of our bookings to date you will see that the split has gone even further to 86 per cent mainland and 14 per cent Tasmanian. January is our peak summer season so that is a good month to look at. When our bookings firm up over this period you could almost see it creep to 90 per cent to

10 per cent, so it really is a conduit of travellers to Tasmania, a very clear channel or path they will take.

We know that our travellers contribute quite a lot to the Tasmanian economy. We have quoted in the annual report \$250 million in direct spend, and that is based not only on TVS scores but also on our own internal research. That is a huge contribution and a boost once they arrive here because they arrive predominantly by vehicle, tend to stay a minimum of seven days and visit multiple locations predominantly in the regional areas, so the money is spread around the State. We are very proud of the fact that we bring them over and a core differentiator is that they bring their vehicles with them and are able to travel interstate and to many locations.

What makes our travellers a rich vein, to give it a mining term - a gold nugget or whatever -

Mr FINCH - A big lode.

Mr GRIPLAS - These guys are predominantly leisure market travellers so they're not visiting family and friends, they're not here for overnight trips or business conferences, they're here for leisure, so you tend to see that when they come here they will spend that money across multiple locations. I have come to the end of my opening statements.

Mr FINCH - We were enjoying that too.

Mr GRIPLAS - We have a lot to be proud of in terms of the organisation and we have certainly changed it dramatically and continually will change to meet the market. We are in the retail market space now, we are no longer in the transport space, and that means every month we change our retail campaigning and strategy to meet the changing preference for the seasons. As you will note in the papers, we've been advertising consistently for the last period for travel over the summer period for \$65 day tickets.

CHAIR - Are you aware that some people feel it is difficult to get bookings to sail with their cars? We have heard evidence that sometimes they find that when they get on the boat there seems to be plenty of space but they've had difficulty getting a booking with their cars. Some people feel that there is perhaps a bit too much emphasis on freight rather than passengers and their vehicles.

Mr GRIPLAS - As you heard from my opening presentation, we take our responsibility to the tourist sector very seriously. I have said publicly several times - including I think at the June conference of the tourism industry - that we absolutely do not substitute freight for passengers. I have said that publicly and will continue to say that. We do not do it.

CHAIR - The impression from some people who have provided information is that there is no difficulty for them to get a booking but on a number of occasions there is for their vehicle.

Mr GRIPLAS - I would like to get more specific information on that because, as you can see with the numbers, it is directional issue. Also you can come freely one way but not the other because if you peak up into the January period you can see that if you are travelling from the mainland it is basically very tight but if you are travelling the other way it will not be so tight. I would need to have specific examples to answer that. I know it can seem that way to the untrained eye. For instance, we had an example where we received a very similar complaint,

saying that as they exited their cabin they noticed all these empty cabins on the way out as they were departing. We checked that booking for that particular sailing and we were full except for two cabins. What they tend not to note is that we request our travellers to open up their cabin doors when they depart so we are assuming that they would have seen all these empty cabins as they were walking out and thought they were not occupied the night before. I don't want to get into 'They said, we said, she said', but I can only go on specific cases so if you are able to highlight a particular booking day or a particular instance, I can go into that detail.

CHAIR - I cannot do that now but we may be able to get that and provide it, but there was one instance where a tourism operator in accommodation in the northern half of Tasmania wanted to bring a vehicle from the mainland - they were buying it for their business - and because it was considered to be a commercial vehicle the fare they were quoted was \$1 400 to bring it across and they were surprised at that. That is one specific example.

Mr GRIPLAS - I need to get more information on that - \$1 400 seems excessively high. It always comes into play with the Bass Strait passenger vehicle equalisation scheme. The reason we are able to bring cars over that are accompanied is that it fits part of the scheme, and to bring them up at \$79 under the scheme they then attract the subsidy. When it is an unaccompanied vehicle it is treated as a freight vehicle or a commercial vehicle.

CHAIR - It was to be accompanied - going to the mainland to buy it and bring it back for their business.

Mr GRIPLAS - If you can give me the specific information on that particular instance I'm happy to respond.

CHAIR - We will try to do that.

Mr FINCH - Charles, could you give me some idea about people who are wanting to travel - they have flexible travel plans; they are in Victoria thinking, 'We might go across to Tasmania' or they might come from Western Australia and say, 'We'll just see how we go getting on TT-Line when we get over there' - is there much flexibility with the operators who are booking? Say, somebody is on the phone or the computer and they want to know if they can get on a particular sailing, sometimes it looks as though everything is full but you might keep some opportunities in abeyance for people who might come at the last minute, or when people say they are full, are there cancellations that then occur where an opportunity might arise and you get back to that client to say, 'We do have a space.'? I want to have an understanding of the chemistry for those operators who are at the coalface and dealing with that 'nearly full-last minute' malleability in their operations?

Mr GRIPLAS - A new feature of our website is the availability schedule. You can test some dates, you can say, 'I'm coming on the twelfth and travelling on the sixteenth' and we'd give you availability so you would know if there was availability in those travel times. If at any stage you still want to travel on those particular dates you can ring our call centre and they could put you on a wait list. If there were any cancellations, you would be taken off that wait list and put on that particular sailing.

Through the Internet booking site we want to bring in as many travellers as possible. We don't create these websites to prevent people travelling with us; we want them there. The

availability tool gives them a very good link into seeing that. If they still can't get travel on those dates, as I said, if they ring through to our call centre - which is what's stated on the website - they will be placed on a wait list. If there are cancellations, they will be considered for those.

Mr FINCH - Just an add-on to that question: if, for instance, you have a heavy freight period, do you have designated freight, tourist, passenger and car spaces? Or maybe, if you have a lot of freight you could crib a bit of that space from where you would normally put cars and put freight in there? Is that flexibility available?

Mr GRIPLAS - It's actually the reversal flexibility. I can put passenger cars in freight lanes but I can't put freight trailers in passenger lanes below deck. It's that physical constraint that I have, which is why it gets me every time we talk about this, giving preference to freight. Even if you look at our numbers over several years, it is fixed in terms of the two. It's a perception thing, yet again. It is also the way we load - we tend to load some freight on first, then the passengers and we conclude with freight. To the untrained eye you would think we were giving preference to them but, as anyone who has travelled on board the vessel knows, and if you look at the physical constraints below you will see, that I can substitute one for the other but not the other way round. That is what I continually say to the committee and tell people publicly. Unless someone could magically give me another deck, or I'm hiding a deck somewhere - which I am not - I just don't know how this would be possible. When you hear things about people welding new decks and all that, it just astounds me.

Dr GOODWIN - I will see if I can get that specific detail for you.

Mr GRIPLAS - It is the length as well, as you know, but also in terms of the type of accommodation they book. You may take a cabin or you may travel as a day passenger or you may just want to sit in a seat, so I really need the specific details for that. But if I was to do a fare-for-fare comparison you will notice that they are marginal.

Dr GOODWIN - Would you acknowledge the importance of the grey nomads to our tourism industry because they tend to stay longer and spend more?

Mr GRIPLAS - I do not discount one traveller on our vessel. I will attract anyone on the mainland to come to Tasmania and treat them all equally importantly. As far as I am concerned, if they have a desire and intent to come to Tasmania, I want to be the first one to convert that interest for them to travel. I do not differentiate between any segment of our market. I want them here and the more the merrier, and if they can book early and often, I am happy.

Mr FINCH - It is interesting, this is feeling a bit more like a GBE hearing.

Mr GRIPLAS - I know, I was going to say that.

Mr FINCH - We seem to be homing in on some of the negatives or seeking answers to some questions from the general public. But I get mixed messages about the price of TT-Line. Some say to me it is too dear, 'To bring the car and myself and my wife in a cabin it is over \$1 000, it is too dear'. Then I look, say, at the advertising campaign today -

Mr GRIPLAS - It is \$65 per person, plus \$60 for a cabin and \$79 for a car.

Mr FINCH - Okay. So can you give me some idea please, Charles, of let's say a couple with a car - what would be the lowest they would pay to get over and back and what would be the highest they would pay? I don't know whether that is peak time, night sailing or whatever, but what would be the highest a couple would pay with a cabin?

Mr GRIPLAS - The lowest would be if they do not take a cabin, if they were to take a day ticket.

Mr FINCH - No, I want to make a comparison with the lowest you will get for this particular journey. Let us say it is with seats or with a cabin.

Mr GRIPLAS - Let me give you an idea, and I want to be specific in terms of the sailings. For sailings between 26 January 2011 and 21 March 2011, based on our current special if you were to book, you would pay \$65 per person for travel on a day ticket. If you wanted a cabin, throw in another \$60, so \$65 by two, plus a cabin for \$60, plus their vehicle at \$79 - \$266. That is the cheapest they can get under this fare structure to come over for travel over the period from January to March.

Mr FINCH - That would be, in the year of travelling, the year of operation of TT-Line, let us say January to the end of December, the cheapest opportunity?

Mr GRIPLAS - No, the cheapest this year we had were \$25 specials for our twenty-fifth anniversary celebration. This is why this presents a very difficult answer. I am not trying to avoid the answer, it is just that we have campaigns each month and, as with any airlines, you have your rack rates and then you have your special campaign rates.

Mr FINCH - This is what I am trying to flesh out because I am ignorant about this.

Mr GRIPLAS - For your rack rates, the figures that I quoted, the car over the entire period would be \$79, irrespective of whether it was high season or low season.

CHAIR - One way?

Mr GRIPLAS - Yes, one way. Sorry, I am talking all one way.

Mr FINCH - Is there a discount for return?

Mr GRIPLAS - No, standard price. I don't have the cabin fares in front of me but they do vary. So if you are looking at that rate, the guaranteed price is the car at \$79 and in terms of cabin and fares above deck, they will vary according to the campaigns.

Mr FINCH - So what sort of variation are we talking about? What would be the dearest you would pay for a cabin during the year?

Mr GRIPLAS - I couldn't tell you offhand, I'll need to get back to you on that.

Mr FINCH - Can I get some idea on that, please, Charles?

Mr GRIPLAS - Yes.

Mr FINCH - I am getting a sense now that if people are going to be TT-Line travellers and use it regularly and be acquainted with the operation, they're going to need to be savvy to these campaigns beyond their computers and be communicating with TT-Line in respect of when is the best time to travel.

Mr GRIPLAS - We telegraph that very openly to the market. We advertise through radio, press, Internet etcetera so they just really have to be attuned. It is a very difficult one to answer because we have also innovated around our price. We now have 15 price points, we have gone from three seasons to two seasons, our off-peak season now relates to 43 weeks of the year, compared to 19 weeks previously. What we have done is actually given a right of selection of price points so as with airlines, you can't just rock up one day and say, 'Well, the rate is x amount'. You just have to go to Webjet on a daily basis and it changes. Mr Finch, I am not avoiding the answer, I just know that because of the complexity of the response, I need to make sure that we get that right in terms of the 15 price points.

CHAIR - It depends on the number of people in the cabin - two-berth, four-berth.

Mr GRIPLAS - Exactly, whether it is exclusive or not, whether you are in the deluxe cabin or you are in the seat. There are many numerous variations to it, but the cheapest way anyone could travel onboard is to take a day fare and just travel over with the car.

CHAIR - During what periods of the year does that apply?

Mr GRIPLAS - For the day fares we undertake double sailings over the summer period.

CHAIR - Is that a fixed period or does it depend on the bookings?

Mr GRIPLAS - It is a fixed period to date, but if there is a demand for double sailings over the winter period, I will put them on in winter. If there is a demand for October, I will put them on, but when you plan for these schedules you need to plan well ahead for various other reasons like maintenance issues and a whole series of things.

CHAIR - We have heard evidence that you put on special sailings for particular events - I think for motorcycles.

Mr GRIPLAS - Yes, we do - the Hog Rally, and the campervanners too. For instance, if you look at the amount of sailings from two years ago to last year, we have increased sailings by 22 per cent. So I suppose if I want to impart anything to the committee it is that I am an expansionist, I love growth, and if we can go after it we will.

CHAIR - Can I say that we have heard very good reports about your management and your public relations?

Mr GRIPLAS - Thank you - could that be noted several times?

Laughter.

Mr GRIPLAS - I just feel I'm under pressure a lot of the time.

CHAIR - I wanted to make that point because we are taking the opportunity to get your expert views on matters that are being raised with us, so please accept it in that light.

Mr FINCH - While we are on the subject of prices, you mentioned that you had a re-evaluation of your food. I just heard half a conversation this morning on ABC Radio talking about the lack of choice and that it was going to cost \$24.50 or something and they are 'not happy, Jack'.

Mr GRIPLAS - They are spot-on. Over this period, we changed the pricing plus the plate size and it relates to the Captain's Table, which is the bistro. We provided people with feedback forms, so we said, 'Here it is, tell us if you like what we've done or not?'. We received 95 feedback forms and I'll give you a breakdown, because I think it is important. Of the 95 feedback forms, 51 related to options being the plate sizes, and 35 related to price. We looked at the plate options and reintroduced some plate options and reduced the price. So for instance now the large plate is \$24.50, a small plate is \$16.50; a child from 5-15 is \$10; and a child below five is free.

Mr FINCH - Is that serve-yourself situation?

Mr GRIPLAS - Yes it is. Yet again it all comes down to perception. You kind of like the brickbats but you also like the bouquets, particularly when they are unsolicited. Earlier this week or last week there was an article in the *Mercury*. A Queenslander travelled on the vessel -

Mr PARKINSON - I read that; it was a beauty.

Mr GRIPLAS - He said, 'The cabin is spotless and I got three pieces of meat when I asked for it' and I was going, 'Wow, I really want to grab this guy and put him on our adverts'. Because if you were to listen to one segment of the market you would think that we run a lousy service and we are overpriced, but quite the contrary. It is always that matter of perception and it always comes down to whether you are a functional traveller or an explorational traveller. It hits both. When it came to that we reintroduced the plate. You know what? I make no apology; we will be testing these innovations as long as I am in this organisation and we will listen to our feedback. We solicited the feedback. It is not that we said we do not hear anything, so this is what you have got to do, so cop it. We put it out there, we tested it, we got the feedback forms, we introduced the plate, and looked at our pricing and our offerings. If we are to be condemned for that then please condemn us.

Mr FINCH - The option is still there that people are able to bring their own food if they want to if they are on a tight budget?

Mr GRIPLAS - Yes, as long as they do not drink their own alcohol on board they are fine.

Mr FINCH - Captain's Table: is that the little restaurant area?

Mr GRIPLAS - That is the bistro area. When upper House committee members travelled on board the vessel we actually had different names for our restaurants. We have refurbished our restaurants and changed their names and offerings. With the arrival of our new hospitality manager we have changed menus, pricing and have even refurbished the seating area. The reason, Mr Finch, they are sounding new to you is that they are new. Over the last

dry dock is when we had the two vessels refurbished. The bistro area is now called Captain's Table and the restaurant now is 'Leatherwood'.

Dr GOODWIN - You mentioned that there had been a 4 per cent growth in passenger numbers and a 2 per cent growth in passenger vehicles transported, but there has also been a 10 per cent growth in freight. What do you attribute that to? The feedback that we have been getting by and large about TT-Line is concerns about availability for tourists, because this is our national sea highway and we want to be sure that tourists who want to come to Tasmania can get here. This is why we are focusing on the freight aspect. I would appreciate your answer as to why you think there has been this growth in freight. Is it something that you were seeking?

Mr GRIPLAS - As you can see in terms of our figures, year on year we have increased. Previously you could have rung the day before and got on the vessel because it was empty, but those days are long gone. You really need to do a bit of preplanning. Likewise you cannot just rock up to a Qantas counter and say you want to travel to LA today. You can but they will probably charge you five times the price if they have availability. The success of our campaigns has changed buying behaviour. We asking people to get in early and get in often.

In terms of freight, I have said publicly again that there is no freight substitution - absolutely not. We are predominantly a tourist vessel in the tourist sector but we equally have a responsibility for our freight guys. If we did not have that freight component at the speed that we travel - and the two other competitors in this market are unable to provide anywhere near the service we provide - you would not have a thriving aquaculture industry that is then able to travel on our vessel and export globally. You would not have a viable market industry in terms of stone fruit, broccoli, onions et cetera, so you do have that dual responsibility. Because of the way that the vessel is configured and designed we are predominantly a passenger vessel but we have an equal responsibility for freight, and I do not walk away from that.

Dr GOODWIN - Is there a conflict between the two or do you think it can be managed successfully so that you do not compromise either?

Mr GRIPLAS - Both segments are equally important to us, and we do not subsidise or compromise either. They are two equally important segments for us.

Dr GOODWIN - When it comes to the new *Spirits*, whenever that occurs, do you think you might be looking at a different design or is the current design the best available in terms of balancing those two roles?

Mr GRIPLAS - As you know, the board set up a committee jointly of directors and management to look at this very issue. The first part of that analysis looks at the market. We need to forecast the travel component and the freight component, also the relative strength of those going forward, but also consumer preference and taste and the changing needs that meet that and also the changing segments over this period of time. You need to ensure we have all those components because you are really looking at a project well ahead of time. We are dedicating the first segment of that work to looking at changing consumer preferences, demands, requirements, vessel design - the whole lot comes into that. I wish I had an answer for you, but stay tuned, I am sure it will be there and I am sure it will be available publicly.

Mr FINCH - You mentioned percentage figures for the future. You were talking about the ratio of mainlanders to Tasmanians, 76 per cent to 24 per cent mainlanders to locals, and that you could see exponential growth out to perhaps 90 per cent mainlanders to 10 per cent locals.

Mr GRIPLAS - Over the summer period for January.

Mr FINCH - So that is not a loss of locals?

Mr GRIPLAS - No, no.

Mr FINCH - It is a growth that will occur there?

Mr GRIPLAS - Correct, because we have additional sailings over this period.

Mr FINCH - And then those additional sailings are mainly because a lot of mainlanders and tourists are coming to Tasmania?

Mr GRIPLAS - Exactly, but yet again, Mr Finch, I think you have hit on a very good question because the issue really is behind what drives this. We need to ensure that Tasmania still remains an attractive destination. I could put on an additional 1 000 sailings, not that it is physically possible over a year but just as an example, but if I cannot get anyone attracted to or excited about Tasmania then you might as well have no vessels plying the trade, if that makes sense. Destination attractiveness is critically important in all of this equation. You can see that in terms of visitor numbers for the month of January, for instance, that 86-14 split - and say 90-10 as we get closer to the booking - is because people still find Tasmania attractive to travel here. In a way, as a tourist operator who keeps talking about the tourist sector et cetera, that is probably not a bad figure to have. I would be really concerned over the summer period if it was reversed. If it was 90-10 skewed to Tasmanians then I would ask what am I contributing to the \$350 million that we already do to the State economy, so I suppose it is a good equation to have over that peak period.

CHAIR - The advent of cut-price budget airline fares must have had an impact on the operations of TT-Line?

Mr GRIPLAS - They have. I heard earlier this week, I think it was on ABC Radio, where somebody said you could not compete against something that was free, yet we all buy bottled water. If you were to look at the marketing environment, with more pressures on fares and rates you would tend to see the market starting to split between the functional and the experiential. Somebody who wants an experience would go very much on a low-cost airline because they just want to get from A to B: do not bother giving me food, do not bother giving me toilet facilities or entertainment, just get me there. The way we have been able to maintain our advantage in the market is by being able to differentiate ourselves through the Tasmanian experience, be it our menu selections, the entertainment on board, all the visuals that we use, so that people get that extension. It has put a lot of pressure on us, but what it also does is get us to differentiate our product far better to ensure that we make that split. So if you are wanting an experience, come with us, which is why if you look at the strategy today and the 'Trip to remember' tagline as opposed to 'One of Australia's great journeys', and you look at the passenger numbers consistently over the last three years, the market is

responding to us, because we have increased each year. So we think we have the right strategy and we will continue on that but, as with anything, we will finetune it.

CHAIR - Many people regard the operation of the TT-Line as an extension of the National Highway. As a government business enterprise you are required to manage the operations on a commercial basis, whereas other parts of the National Highway are not expected to make any profit or raise any funds. You may find it difficult in view of your official position to comment on this, but should there be more government funding on the basis that Bass Strait is part of the National Highway and you are providing a road really, a searoad?

Mr GRIPLAS - I think you hit it there, Mr Wing; it is a question for government.

CHAIR - Yes, but there is quite a feeling along those lines that you shouldn't have to be making a profit, you should just be providing a means for people to cross Bass Strait.

Mr FINCH - It is a shame you mentioned about bottled water not being free. I was going to work that into a speech somewhere in Parliament.

Laughter.

Mr GRIPLAS - Okay, sorry.

Mr FINCH - Charles, you were talking about the fact that you are able to compete with the cheap airfares and that sort of opportunity for people because of the experience of travelling on the TT-Line and the image that people have of Tasmania to make them want to come here. So can we talk a bit about marketing? I am wondering what sort of investment TT-Line makes in its own marketing, and you could probably extrapolate that out to Tourism Tasmania's work and maybe the partnerships that they have with other people, such as Federal Hotels and Pure branding and all that sort of thing, and probably branding for Tassie itself and those experiences that people can have when they come here. Can you just give us a sense of the way you view that?

Mr GRIPLAS - Just to give you a sense in terms of our budget going forward of how much we have dedicated to spend on sales and marketing, I include everything in that budget, so in terms of the figure I am about to provide you it includes everything from mainstream TV, press, radio, digital and online advertising, direct mail, Internet bookings, the whole lot.

Mr FINCH - Here, on the mainland and internationally?

Mr GRIPLAS - Exactly. We spend about \$9.5 million. If I were to put it all together, production costs, advertising, media buy, spend, and wrap it all up in terms of sales and marketing, it is \$9.5 million. Now, as you will probably note, that is predominantly skewed to the mainland as it is to Tasmania. For instance, last week we sponsored a particular program of *Postcards* that appeared on the mainland and we ran that. We also appear on specials for *Getaway*, so there are a lot of programs. We also did 'River to Reef'; we sponsor a lot of that type of activity. We sponsor a lot of fishing tournaments; you name it, we will go after each segment that we have identified to ensure that we pick it up.

We also have a very close working relationship with Tourism Tasmania when it comes to industry familiarisations. For instance, one of my officers sitting over there was engaged in a

meeting this morning with Tourism Tasmania looking at industry journo 'famils', so we run a lot of those campaigns as well. Our relationship with Tourism Tasmania is strong and good. We meet at the strategic level and at each campaign, for instance, the Lumina festival. We will then dedicate the time and effort to work closely with Tourism Tasmania, as we would with any other partners in the industry, so we work with the campervanners and with all the segments. I am happy to work with anyone that brings in custom. I think I have delivered that message often.

Mr FINCH - Yes.

Are you comfortable with the way Tasmania is being projected? I suppose you have a hand in that as well in respect of trying to draw people here. Our image and our branding, is it good? Have we got it right?

Mr GRIPLAS - I am not privy to the research or results Tourism Tasmania has but I can reflect on our results. If I were looking at the way we were projecting them in terms of our brand, our advertising and the recall, I would say, yes, we are. If you look at the passenger numbers that are increasing, yes, we are. If I were to look at the numbers going ahead, although this is not a scrutiny committee hearing and I cannot give you the figures at this stage, we are well ahead of last year. So if I am looking at the results so far in terms of what I can see and control, and the research that I can commission and see, yes, I think we are travelling well. I cannot comment on Tourism Tasmania.

Mr FINCH - Do you get a sense from your lofty position -

Mr GRIPLAS - My lofty position? I'd like you to share that with the staff.

Laughter.

Mr FINCH - Do you get a sense of what visitors and users of TT-Line are coming to Tasmania to see and to experience? Are there specifics?

Mr GRIPLAS - There are the iconic destinations. Without fail they will always go to see Cradle Mountain, they will see Freycinet, they will go to Strahan Village, and some will go down as far as Hobart, but if you draw a line midway across Tasmania our travellers tend to stay on the northern end as opposed to the southern end.

CHAIR - Discerning travellers.

Mr GRIPLAS - Very discerning travellers, absolutely, Mr Wing. So that is where we would know most of our travellers would go. It is those iconic destinations, which is why I keep talking about destination attractiveness. You've really got to start building up these iconic locations like the Blue Mountains in Sydney or the Great Barrier Reef in Queensland. It is those sorts of iconic destinations or locales that work well. The convict sites now are getting heritage listing and there is an ideal marketing opportunity to promote that internationally, not just locally or domestically. The more of those iconic locations that we get and promote the better.

CHAIR - We could talk for a lot longer and ask you a lot more questions. Unfortunately the time has expired, but I would just like to raise one final point with you. On visiting the north-west

coast several months ago the committee looked at three rail carriages at Burnie and talked with the Don River Railway about the prospect of having a tourist train running to coincide with some of the sailings of the TT-Line, not all, but at particular periods, and with cruise ship sailings, running from Devonport perhaps through to Wynyard. If such a venture could be established, would that have any benefit on the TT-Line or would it not have any effect?

Mr GRIPLAS - I couldn't tell you offhand. I would really like to get more details of that particular proposal and then you could certainly marry it in our schedules, et cetera, but I could not give you an off-the-cuff answer. I would hate in any way to mislead the committee, so I would have to see more details.

CHAIR - I understand. Thank you very much. Would you like to make any closing comments? Mr Finch is about to have apoplexy.

Mr FINCH - I was just really interested in the answer you gave before that from your survey a large percentage of the people stay in the northern part of Tasmania. I have never heard that before.

Mr GRIPLAS - Well, predominantly. When we do our research, the question is asked how often and where do you travel, and whatever, and they are done in focus groups. The question is not: when you travel on the *Spirit of Tasmania* what sites do you visit? The question is: what sites do you plan on visiting when in Tasmania? The first thing that comes to mind is Cradle Mountain, simply due to the fact that they have marketed that especially well. The Cradle Mountain Authority and all the operators there have done a brilliant job. As a Sydneysider previously, if you had asked me what were the iconic destinations prior to coming to this wonderful State, I would have said Salamanca and Cradle Mountain. They are marketed especially well. You really have to market and home in on certain things. If you look at the Blue Mountains in New South Wales, they have set up their own marketing and tourism association to market that. So it is those sorts of locations now that you really need to build into the iconic status. We release several travel guides as well and this has been a very successful travel guide. We have 'Tassie on a Shoestring', 'A Trip to Remember' - three different guides - and this is the next one in that instalment. We don't just hand it out, we direct market to these individuals. We have had more than 11 000 requests and we track the bookings we get from this in terms of travel on board our vessel and it brings tears to your eyes - and I don't want to release that figure because our commercial operators and competitors would jump onto that and we'd be flooded with all these guides. This has now been selected as a finalist for the Pearl Awards, which is going to be held in New York in several weeks' time, so hopefully we will either get a gold, silver or bronze medal. We feel a very important part of this sector and we contribute to the sector.

CHAIR - You certainly are and you certainly do.

Mr GRIPLAS - Thank you.

Dr GOODWIN - You made the point that Tasmanians who travel on the *Spirit* are probably looking at it from the more functional perspective of getting from here to the mainland, whereas people coming from the mainland see it more as the experience and they see it as part of their holiday. Do you think that might explain why the mainlanders have a greater tolerance to price than what the Tasmanians might perceive? The mainlanders see it as part

of their holiday and in a sense they are your main market because you've said that 70 per cent of the people -

Mr GRIPLAS - I couldn't give you a straight answer on that. We could only guess really because whenever you test people on price they will always tell you 'the cheaper the better'. They might say, 'Why can't I have an \$80 smoked salmon for \$2?' or 'Why can't I drink Janz champagne for \$3?' Whenever you ask the mainlander - when they come on board and sit in our restaurant and eat Nicholls chicken, smoked trout from Tasmania or drink Tasmanian wines, they value that far greater than a Tasmanian because it's part of the experience of travelling to Tasmania.

Dr GOODWIN - Because we get to do it all the time.

Mr GRIPLAS - Exactly.

CHAIR - Thank you very much indeed and for the information and help. We wish you well in providing good services.

Mr GRIPLAS - We don't want to let anyone down.

THE WITNESSES WITHDREW.

Mr NEIL CAMPBELL, MAYOR, CLARENCE CITY COUNCIL, WAS CALLED, MADE THE STATUTORY DECLARATION AND WAS EXAMINED.

CHAIR - We were expecting Mr Jock Campbell. Are you a relative?

Mr CAMPBELL - I know that in the other room down there my father thought that he might stand when he moved on because he was Neil as well.

CHAIR - We are happy to have any member of the Campbell family in here to talk about tourism.

This is being recorded and will be transcribed and then the transcription will be put on our website. If at any stage there is something you want to say and do not want to have on the website please tell us and we can go into camera. We look forward to having your views on tourism in Tasmania and any aspect of that.

Mr CAMPBELL - I thought you were going to ask me the questions.

CHAIR - We can, but whichever you feel more comfortable with.

Mr CAMPBELL - We do not have a lot of direct involvement and I will be quite critical of Tourism Tasmania, there is no question of that. I have not as I recall had any visits, deputations or anything else. The senior staff may have had contact with them. More often or not I will say that we have been left off the map again. That happens from time to time. Richmond does get some publicity. For the record, our council spends double its budget in Richmond per capita and everything. We put a lot of resource into that area but we do not get very much, or any, acknowledgment from Tourism Tasmania. Honestly, at times I wonder what they do really.

We have lost the Adelaide air service again which I think is a disaster. I know it is deregulated, I do not know how we overcome that. You get Tiger to come in and push Virgin out but there is a market there in Adelaide and I would like to see us capitalise on it. I was responsible for the chartering that cost us £300 an hour to charter a Viscount back in Christmas 1964 to fly the first direct flight over to Adelaide. I always believed it was possible and it should continue.

I know they do work. You read the press, but there are not the inter-relationships certainly with our council and its community. I went to a book launch this morning and I did not prompt the people, but it was about Bellerive and they were extremely critical - extremely. As I say I did not go round saying I am going off to this inquiry now. Our community believes they have been left out.

CHAIR - In connection with that direct flight to Adelaide or generally?

Mr CAMPBELL - No, in going back specifically to Bellerive and the Clarence area. Bear in mind that Clarence has 10.3 per cent of the State's population. So one would have thought that there was input. Sadly, there was a breakdown with the TasSouth and the final break up of that. Unfortunately, I think that Tourism Tasmania could have done a lot more to support that. Initially Glenorchy pulled out and then we followed suit and the thing disintegrated and it is disappointing. As I have said to the Lord Mayor on a number of occasions, we are all

part of a whole. They need us, we need them, they have got accommodation here, we have got a range of beaches, facilities, amenities and things that we believe we should do more with. We certainly work with our neighbouring councils to work on the convict trail which is from Bellerive Wharf through Cambridge out to Richmond, across to Sorell and then on down to Port Arthur. It has interpretive plaques all along the way and there are brochures and things to complement that, but when I go overseas and compare, particularly with New Zealand, the published information is poor - a far poorer standard.

Mr FINCH - Ours is a poor standard?

Mr CAMPBELL - Yes. I was away in Bunbury for a presentation last week and the promotion for the next town that is going to host us is Mount Gambier. The Mount Gambier information would beat anything that I have read in Tasmanian brochures; it was excellent.

CHAIR - Was that general information?

Mr CAMPBELL - Yes.

CHAIR - Not specifically designed for that conference?

Mr CAMPBELL - No, not designed for that conference; it was for the next conference. It was published by the Mount Gambier Council or their tourism people and it set out what was available where, general businesses and phone references. It was very well done.

CHAIR - Do you have any view about the five zones in Tasmania being established by Tourism Tasmania? Would that have an impact on the quality of the publications, with five separate publications rather than one?

Mr CAMPBELL - I am not sure how much you can make common to a particular publication. The one I just mentioned was pretty specific.

CHAIR - For one city?

Mr CAMPBELL - Yes and its immediate zone. It would probably be equivalent to one of the five that they are talking about. TasSouth did not work, sadly, and to Hobart City Council's credit they put a lot of money into it and made the effort to make it work.

Mr PARKINSON - Money into?

Mr CAMPBELL - To TasSouth and the information centre. They have been very conscious of that. We have had many discussions on how to improve it because it is in all our interests. It is interesting to hear the TT-Line say that the majority of their customers stay north of the central line. That is understandable, given the demographics and the driving distances, but all we can do is try to promote the south more to encourage people to come further south. There has been a push for people to stay longer, which is beneficial to everyone. Even if the numbers dropped off marginally, if the length of stay increased by 10 or 15 per cent, you would probably find that would compensate very quickly.

CHAIR - That is the true figure, the number of bed nights rather than the number of visitors.

Mr CAMPBELL - That is right and that reflects on all the other traders around those bed nights.

Dr GOODWIN - I wanted to talk a little bit about Clarence and the Eastern Shore in general and some of the attractions that it has to offer and perhaps some new things that might be planned or that you might like to see eventuate. Clarence City Council is involved in a number of events, such as the Seafarers Festival, which is coming up this Sunday. You also have the jazz festival and also the fruit wine festival. How are they advertised? Do you advertise them through Events Tasmania as well?

Mr CAMPBELL - To a limited extent they are. We do most of the promotion ourselves and we are supported and sponsored by the television stations. I am not sure whether it is the same one for all of them but that does not really matter. But we are very good with sponsorship; it has been excellent. The events you have mentioned are growing and are becoming more popular; there is no question of that.

Dr GOODWIN - They would be good events, presumably, for tourists to also know about.

Mr CAMPBELL - They are and we have been talking with neighbouring councils with the idea of trying to not have them overlap so that we are not competing with something that Glenorchy may have and so commonsense can prevail.

Dr GOODWIN - With Kangaroo Bay, with the new boardwalk extension, people can walk the whole way around the boardwalk. What other plans do you have for Kangaroo Bay that might involve tourists? Are there any plans for a hotel or anything of that nature?

Mr CAMPBELL - Yes, but you know how difficult it is to work with government to get anything. We are making some progress. There was a hotel proposal on the last Kangaroo Bay development plan. A late tenderer did not comply with the brief that the previous ones had been eliminated on. It was then not fair to turn around and say, 'You ignored the first round but you have got away with it this time', so we have had to restart that process. Hopefully with the zoning that is there a proposal for a hotel will come forward. It is up to the market to determine that because we are getting great feedback about the walks. Another stage is to be announced next week from Geilston Bay right around. You can get as far as Rokeby now basically on the one trail.

Dr GOODWIN - Lovely foreshore walk.

Mr CAMPBELL - Yes. The water taxi is proving to be of benefit. The ferries are a challenge. It is a pity there were not faster ferries that could do some commuter runs and tourism right as far as New Norfolk. That would I believe be a great benefit. In one of the faster cats that can do 20-plus knots you can cover a lot of distance and go to a lot of places and drop people off at a greater variety of sites. The one to Woodbridge works really well. That is a great asset.

Mr FINCH - Peppermint Bay.

Mr CAMPBELL - Yes.

Mr PARKINSON - Do you think there would be more potential for the area in that sort of arrangement than with light rail? A study of \$350 000 for a business case is currently going on. When you look at the capital money involved you only have to compare that by looking

at the two most recent studies. There is a huge capital cost for light rail, but less than half for ferries that could service both sides of the river.

Mr CAMPBELL - And have greater flexibility and serve whole range of things.

Mr PARKINSON - And the highway costs nothing - the river.

Mr CAMPBELL - And never will.

Mr PARKINSON - It will be developing anyway with MONA because Roches have the contract to do MONA.

Mr CAMPBELL - That is correct and will probably upgrade the vessel anyhow to do that.

Mr PARKINSON - He says he is going to.

Mr CAMPBELL - That is good. That is a real positive. It needs capitalists like that so they can do the Botanical Gardens and Cadburys and Bellerive and the Casino, so we get them all into it. Because the more it rubs off, the more places they can go, and hopefully there will be longer stays.

TasPorts are a challenge on their own. I would be extremely critical of them because they have run what they claim to be the second-best port in the world into the ground and the number of cruise ships is dropping off. I have been studying the list of the ones coming in pretty carefully and it was up to 37 and I think it is back to 29 now. All right, they are bigger ships and they will come back at me pretty quickly there. The ship sizes are increasing but this port will take the biggest of them and that is another benefit, and that comment is directed more at TasPorts. When you compare the state of the port compared with other ports that I have been to around the world it is not good.

Mr PARKINSON - It is not nearly as inviting.

Mr CAMPBELL - No, but it could be. The place is there and it is spot-on; you could not get a better place to come to where you can get off and walk. In July I went up through south-east Asia - I do not like calling them Third World countries - and they have better wharves than we have here. Sadly, the cities and towns are a long way away but here they can walk to it.

CHAIR - You have spoken about the loss of the direct flights from Hobart to Adelaide. We did have direct flights from Hobart to Christchurch and they were not promoted on either side of the Tasman sufficiently but they still had about 60 per cent occupancy. What do you see as the potential to reinstate direct flights to New Zealand, either to Christchurch or Auckland?

Mr CAMPBELL - I think that is an absolute must. I think this falls to - and this is no criticism of our local government - the Federal Government to have this interchange where you do not have to have passports to go to New Zealand and vice versa. Their entry point means that you can come on into Australia and I think if that was the case - and I qualify this as I am not sure but I hear that there are not enough Customs people to clear people if they do bring flights in from New Zealand -

CHAIR - That could soon be rectified, though, couldn't it?

Mr CAMPBELL - Yes, and if the borders were opened up I think it would make it a lot more attractive for the likes of either Virgin or Jetstar and it is rumoured that at least one of them will fly to New Zealand in the fairly near future, perhaps within 12 months.

CHAIR - From Hobart on a regular basis?

Mr CAMPBELL - Yes, two or three times a week is what I hear rumoured. The general manager went to a presentation by the airport corporation just in the last two or three weeks and there were indications that they were looking forward to that and even rumoured Perth, but the Perth thing is probably not as much about tourism as about transferring workers from Hobart directly to Perth so they can work in the mining industry over there and then be returned, because they are flying flights direct from Port Hedland back to Melbourne just to take workers there now. They may want to tap into some of our labour force, which has pluses and minuses for the State.

Mr FINCH - There is a company in Beauty Point who deal in labour and they have an office in Western Australia and they fly Tasmanians all over the place.

Mr CAMPBELL - Yes, and this would only make it easier for them to do, as mooted anyhow. There are a lot of benefits that come from competition but it is sad that the Adelaide flight has dropped off.

CHAIR - Was it promoted sufficiently, do you think?

Mr CAMPBELL - I am not sure. I think the airlines promoted it but, of course, with Tiger unless you go to their website, you do not go at all. Very rarely do they advertise whereas Virgin, Qantas and Jetstar are constantly advertising, so that is the downside, perhaps, in this case.

Mr PARKINSON - From what I hear, it is difficult to get a flight on Tiger anyhow because half the time they do not turn up.

Mr CAMPBELL - Yes, it is sad. Value for money-wise, I think the others are doing a reasonable job for the State. I know they have their hiccups but, generally, it is a good service. They are certainly ramping them up here from about now on through the Christmas period and even Qantas are putting on a Brisbane-Hobart service a couple of times a week, which came out of the blue.

Mr FINCH - Do you have a tourism budget for the Clarence Council?

Mr CAMPBELL - We had \$35 000, from memory, to go directly to TasSouth but we certainly have had quite a substantial budget. They were complaining to me before I came over here about having spent it for the promotion of the Seafarers Festival and those things - we do extensively promote those within our own resources. As to the actual financial amount, I think it would probably run into something like \$50 000 for the promotion of our various events through the year.

Mr FINCH - Do you have a tourism development officer?

Mr CAMPBELL - We have a development officer to get us involved in it but we don't have a specific officer for tourism. Hobart has, I believe - maybe more than one.

Mr FINCH - With Clarence and where you are positioned in the scheme of things, I suppose fly/drive would be where you would probably take advantage of the tourist dollar.

Mr CAMPBELL - Very much.

Mr FINCH - Because people who fly into Hobart and get themselves into the city probably do their work around the city and gravitate to Hobart itself.

Mr CAMPBELL - Because of the accommodation - and this is no criticism of Hobart - we don't have the accommodation so there are not a lot of places for them to stay so they tend to come directly into the city or go directly to the east coast or straight to Port Arthur. A lot do go out to Richmond, although the Richmond figures have been fairly static for a number of years - around 200 000-230 000.

Mr FINCH - Not bad figures, though. I think they might be diminishing.

Mr CAMPBELL - It is about static. Other traders complain and grizzle all the time.

Mr FINCH - I think they're good figures myself.

Mr CAMPBELL - It is good and we have put a lot of effort into Richmond. We are hosting the Tidy Town State Awards there next Friday.

Mr PARKINSON - It is one of those icons, isn't it? Most of Hobart goes out there periodically.

Mr CAMPBELL - I think more could be done with it. Other people say it is flogged but it still has a lot going for it. When the bypass road goes around it, I think it will make a huge difference to the ambience of Richmond as a place for tourists to go. The traffic and the bigger trucks that go through there then cut back across Middle Tea Tree Road to get to the main highway. There is quite a lot of that and, of course, there is a lot of local trade as well. The wine industry is improving all the time. At the next meeting we have a development application for a cheese factory, only a small one, on Richmond Road. It complements what's already there. In this case, it is the Wicked Cheese Company and it will be a great thing. The cows are only two or three paddocks down the road. That will be a good extra for tourism in southern Tasmania, but we need more of those smart, well-presented businesses. I have seen the plans for it and it will be really good to see there.

Mr FINCH - There is Bellerive, the wine route, the cheese factory, Richmond, so I am a little surprised that you do not have a dedicated tourism person with the Clarence Council. As you suggested earlier in your evidence, you are critical of Tourism Tasmania because you felt that Clarence was left off the map, but I am wondering, if you had a tourism officer, whether their main job would be to get that two-way communication going with Tourism Tasmania and maybe make it more of a focus of the district and municipality?

Mr CAMPBELL - That's a fair comment and with an ever-expanding municipality, and with the business I just described, like the wine industry increasing, it is an excellent point. Maybe rather than a couple of people being part-time -

Mr PARKINSON - Would there be any scope of cost-sharing with Hobart?

Mr CAMPBELL - Yes. We talk seriously with Hobart all the time.

Mr PARKINSON - On tourism development?

Mr CAMPBELL - Yes.

Mr FINCH - You could encompass the two areas.

Mr CAMPBELL - It's no good being parochial and squabbling about money. It's in everyone's interest and benefit that it succeeds. We might have this part, they have that part, good luck to them with accommodation. There's a lot of logistics in having accommodation. There's no point in trying to take things from the other. Glenorchy has Cadbury and other things that are beneficial to the southern region as a whole.

Mr FINCH - Is that the idea with TasSouth, that the councils would all chip in some dollars and have more of a focus on tourism?

Mr CAMPBELL - Yes, that's what it was all about.

Dr GOODWIN - You don't think TasSouth could be resurrected?

Mr CAMPBELL - I believe it should be. We have wrestled with it for years in different forms and structures. The structure wasn't quite right. One of the complaints of the councils, as I recall, was that the tourism funding was static at \$100 000 or whatever it was. There were increasing costs of promotion, printing, media and all the other things that go with it.

Dr GOODWIN - Is there any other infrastructure or potential projects that you think would be of benefit specifically to your municipality or to southern Tasmania in general? We had a discussion this morning about the cable car idea, but there may be other projects - dare I say football?

Mr CAMPBELL - It will resolve itself in the end. Regarding additional games down here, I favour going in quietly and see how it works and that will rub off on everyone. Particularly for the accommodation industry in the quiet time of the year, that is from the south's point of view a real plus, and the airlines will get a bonanza out of it for x days a year. It probably only makes up for their quiet times anyhow.

Dr GOODWIN - Do you have a view on the cable car idea?

Mr CAMPBELL - Get on with it. Write out the permit for it now and don't worry about those guys up in 134 Macquarie Street, the Planning Commission. Too many times we get leg-roped by that lot.

Laughter.

Mr CAMPBELL - If it is done properly and thoughtfully, like the one at Cairns and Kuranda, and it is thought through, it will be a benefit. People say you will not be able to go up there

in poor weather; well, maybe it is a two-stage one. The Cairns one is in three stages, from memory. You could go as far as the Springs and then the other leg. It is up to the designers to come up with that.

Mr PARKINSON - I was talking this morning, Jock, about the one at Cape Town. They go up to 1 100 metres and they have a lot of wind there, the same as Hobart does, or probably more than Hobart. They stop it if it is too windy, but it does a lot of operating and it caters for a couple of million tourists.

Mr CAMPBELL - I was terrified of them until I was pushed into one in Vancouver, but now I cannot get on one quick enough. It is time to move forward.

CHAIR - The time has come to end the session. Any comments you would like to make in closing?

Mr CAMPBELL - As well as the cable car, what about revamping Macquarie No. 3 to make it user-friendly so that buses can go in and out?

Mr PARKINSON - For cruise ships?

Mr CAMPBELL - Yes, cruise ships; that is a must.

CHAIR - Thank you very much for coming and sharing your views with us.

THE WITNESS WITHDREW.

