

TW HPE ref: 20/99524

18 December 2020

**The Hon Ruth Forrest MLC**

Chair  
Government Business Scrutiny Committee A  
Legislative Council  
Parliament of Tasmania  
Hobart, TAS 7000

Via email: [julie.thompson@parliament.tas.gov.au](mailto:julie.thompson@parliament.tas.gov.au)

Dear Ms Forrest

**GBE Scrutiny Committee – Questions on notice**

Thank you for the opportunity to provide further information following the committee hearing held on Monday 14 December 2020.

Details are outlined on the following pages to address the questions taken on notice during the committee hearing.

Should you require further information or have any questions, please do not hesitate to contact me on 0437 881 672.

Yours faithfully

A handwritten signature in blue ink, appearing to be "Ailsa Sypkes".

**Ailsa Sypkes**

Company Secretary

# TasWater – Legislative Council Government Business Enterprise Scrutiny Committee 2020

## Questions on notice

### 1. Has there been a notable increase in uptake of the EAP during the COVID period?

We have seen no discernible difference in the usage of our EAP service year-on-year since commencing the Blue Bus program in May 2019, noting that the EAP is available for both work and personal issues. Our statistics indicate that usage is higher for personal rather than work related issues.

There has been no increase in the use of our EAP service during COVID-19.

Following discussions with our provider, we believe it is because we were providing so much information as part of our communications, including links to external health and well-being resources. We also set up resilience training and the tele-med line. As part of this we did promote the toolkits for leaders and employees that our EAP provided to us and they were available on our internal intranet.

### 2. What are the KPIs in relation to gender diversity?

We do not have KPIs for diversity and inclusion as such. What we have is aspirational goals. Below is the table of our last update in November 2020 to the People, Culture and Community Committee which assists the TasWater Board on these matters.

Of the 12 trainees that we took on in Service Delivery in January 2020 3 were women.

The Objectives, Measures and Goals

Objective	Measure	Goal	2019	2020	Target date to achievement
Our workforce reflects the diversity that exists within the Tasmanian community	% of employees identifying as Culturally and Linguistically Diverse	19%*	20%	18%	2023
	% of employees identifying as Aboriginal/Torres Strait Islander	4.6%*	2%	3%	2023
	% of employees identifying as LGBTIQ+	7%*	4%	3%	2023
Build awareness, understanding and a feeling of inclusion	% of employees that participate in the Diversity Census – which enables us to gauge the level of awareness and engagement with Diversity & Inclusion	>60%	34%	41%	2021
	% of employees that agree that TasWater is a diverse and inclusive business	>70%	40% (March 2019 OCI)	39%	2024
	% of employees that prefer not to respond to questions on the Diversity Census	0%	6%	3%	2024
Increase the participation of women	% of women in the business	50%	24%	25%	2028
	% of women in leadership positions	50%	25%	39%	2026
	Gender pay gap – men vs women	0%	5%	1.14%	2021

\*Based on 2016 ABS Census data and correlated with other published data from community organisations representing these groups.

**3. What were the dates for the public input period for the Development Application for the Waratah Dam decommissioning?**

TasWater has recently submitted a Dam Works Permit application to the Department of Primary Industries, Parks, Water and Environment (DPIPWE) to decommission the dam.

For a permit to be granted DPIPWE needs to first assess the application. The process of assessing an application is detailed in DPIPWE's guideline "Obtaining a Division 3 Dam Works Permit".

**DPIPWE will advertise for public comment.** The timeframe for lodging a representation under [subsection \(2\)\(d\)](#) is to be a period of not less than 14 days commencing on the day notice of the application is published in a local newspaper under [subsection \(1\)\(a\)](#).

TasWater has not been advised by DPIPWE of the period of advertisement for public comment.

**Note:** Please consult DPIPWE if further information on this response is required.

**4. What was the initial budget for the Henderson Dam works that was awarded to a Tasmanian contractor? What was the final budget and how much was paid to the CDO?**

**5. What was the initial budget for the Mikany Dam upgrade works that was awarded to a Tasmanian contractor? What was the final budget and how much was paid to the CDO?**

The CDO was established to manage the timely and efficient delivery of TasWater's \$1.8B accelerated capital program.

The model at the time did not provide the capability, tools and systems necessary to deliver one of Australia's most ambitious and complex water and sewerage upgrade programs. There was a considerable risk of delays and overruns to projects, unrealised customer benefits, and a lack of regulatory compliance.

A competitive national tender process benchmarked against similar models saw the alliance partnership formed between TasWater, CPB Contractors Limited and UGL Limited with additional support from WSP Australia Pty.

Responsibility for all aspects of project delivery including planning, design, procurement and delivery were transferred to the CDO. The costs associated with these functions will always apply with any infrastructure project, and the CDO has considerable experience with multi-disciplinary and complex projects. Its rigour in defining the scope of projects, competitively tendering and ensuring work is delivered in the most effective and efficient way will minimise the risk of future cost overruns.

As at the end of November 2020, around half of the CDO workforce comprises TasWater employees, and over 97 per cent of the CDO team live and work in Tasmania on a permanent or long-term basis. The contribution of the CDO to the Tasmanian economy is not simply the value of contracts awarded to local companies. There is also considerable knowledge and experience that the Alliance brings to Tasmania regarding the approach to issues such as safety, project delivery and design which upskills TasWater staff and the contracting community.

Projects of the scale of Henderson and Mikany dams include costs that do not go directly to the contractor on the ground for the delivery of the tendered works. Additional project costs include,

but are not limited to, all stages of design, water surety measures while construction is underway, procurement, on-site management, quality assurance and safety measures.

#### Henderson Dam

The budget estimate at detailed business case stage was \$6.8M.

Following project scope inclusions to provide water surety for the community during the construction phase, and market testing, the independently agreed Target Outturn Cost is \$8.76M.

#### Mikany Dam

Early estimates for the upgrade of Mikany Dam were based on concept level drawings following a dam safety review.

Following design the budget was estimated at \$17.8M.

Subsequent to market testing the final independently agreed Target Outturn Cost is \$18.77M.

### **6. What was the initial budget for the Duck River Pump Station and Pipe Mains. What was the final budget and how much was paid to the CDO?**

The scope of works for this project is still being finalised, so the cost of implementing this project has yet to be confirmed.