



20 December 2024

Mr Simon Scott
Public Accounts Committee Secretary

By email: [REDACTED]

Dear Mr Scott

Public Accounts Committee – Inquiry into TT-line’s Spirits Project

TasPorts appreciates the ongoing opportunity to engage with the Public Accounts Committee on its Inquiry into TT-Line’s Spirits Project.

In light of continued public and political commentary on the matter, we would like to offer the following information and evidence for consideration by the Committee.

TasPorts obligations

Under the *Tasmanian Ports Corporation Act 2005* (Tas), section 6, TasPorts’ two principal objectives are to facilitate trade for the benefit of Tasmania and to operate its activities in accordance with sound commercial practice.

TasPorts is a product of the 2006 amalgamation of the former separate Port Companies of Hobart, Launceston, Devonport and Burnie – which were previously Marine Boards before being corporatised. One of the key reasons behind the creation of TasPorts was a desire to ensure a coordinated and strategic approach to managing Tasmania’s port assets.

Issues of competition and competition law are relevant and should be considered as part of the Committee’s deliberations. Under new laws introduced in 2017, TasPorts has already experienced allegations of misuse of market power based on its ownership of critical infrastructure while providing port services that a private sector operator wished to provide. There is potential scope for further issues of that nature to arise if there are directions or recommendations made regarding the interactions and commercial dealings between government businesses.

TasPorts recognises the important role that it and other Tasmanian government businesses play in the Tasmanian economy, including by supporting the private sector.

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Tasmania 7001

Additional points of reference

In addition to the information provided already and here within, TasPorts respectfully suggests the Committee considers also reviewing the following:

- TT-Line's business case for the Terminal 3 works in Port of Devonport;
- The commercial agreement between TT-Line and the Port of Geelong to draw comparisons of cost and value for money;
- TT-Line Board papers on project progress of the Terminal 3 works and identification of risks; and
- The gateway review papers (completed by external independent consultants).

250% increase in operational costs

"In terms of the Devonport berth, in May 2020, we received correspondence from TasPorts proposing to increase the TT-Line operational costs by 250 per cent, originally saying it was not related to costs to construct Berth 3." – Michael Grainger, 8 October 2024

- The operational costs referenced relate to the 30-year lease agreed between TasPorts and TT-Line noting a copy of this has been provided in confidence already to the PAC.
 1. Refer: document previously provided titled Attachment Three – Confidential Term Sheet signed 26 June 2021 noting again that this is not for public release.
- It is normal business practice for works agreed through commercial discussions to be captured in a formal agreement. In this instance, the Terms Sheet has captured agreed works to be delivered by the landlord, and those to be delivered by the tenant.
- Relevant to the increase, TasPorts has been very clear about the importance of moving customers from legacy agreements at rates that are unsustainable and incompatible with responsible port investment, to modern agreements that are even-handed across TasPorts' customers, yet remain competitive compared to other ports.
- The Committee is encouraged to examine rates proposed by the Victorian Port Corporation at Station Pier, and the commercial arrangement agreed with the Port of Geelong which is said to be a precursor to a highly profitable port divestment transaction for the benefit of prior owners.
- TasPorts' current negotiations with Strait Link are one such example. In this instance, the cost increase to Strait Link has been publicly quoted by them as 400 per cent. Without context, an increase of this magnitude appears significant when in fact, it is from a very low base. The current Strait Link arrangements were put in place by the former Port of Burnie, arrangements which by today's standards shortchanges Tasmania and Tasmanian taxpayers. Legacy agreements of the past pre-date TasPorts' era and the business is committed to a more contemporary approach that enables investment into future infrastructure for the benefit of customers and Tasmanians, ensuring it is safe and fit for purpose, which is critical to their operations, the businesses they support and efficient supply of goods to all Tasmanians.
- Note also that existing infrastructure, particularly in this instance is reaching the end of its design life and updated rates are required to reflect the significant investment required by TasPorts.

TT-Line is not in the business of building infrastructure, TasPorts efforts to support

"As far back as a meeting on 29 June 2020, TT-Line advised TasPorts that we are not in the business of building infrastructure." – Michael Grainger, 8 October 2024

In addition, from TT-Line Government Business Scrutiny Committee 5 December 2024:

"Mr WINTER - The question was about the decision points around whether TasPorts should build the berth facilities or not? I asked whether TT-Line had ever formally sought TasPorts to undertake that work or formally received an offer? I understand from the evidence provided on Tuesday that there was some kind of informal offer arranged. Was there anything formal between the two?"

Mr BUGG - Not that I'm aware of."

- As a project, QuayLink consists of a number of works packages, some of which are being delivered by TasPorts while others are being delivered by its exclusive port tenants, TT-Line and SeaRoad. TasPorts' \$240 million investment covers only TasPorts works, with port tenants responsible for the cost of their own works. This approach to port development is consistent nationally and internationally, where base infrastructure is delivered by the port, with bespoke terminal infrastructure designed and delivered by the dedicated tenant and operator. Some examples include:
 1. All large container terminals in Australia, including Melbourne, Sydney and Brisbane are developed by the respective operators;
 2. Dedicated (non-common-user) facilities in the resource industry are developed exclusively by the respective operators; and
 3. Recent similar ferry terminal developments in the region are planned to be funded and delivered exclusively by the operator including the port infrastructure upgrades.
- TasPorts notes comments by TT-Line Interim Chair, Damien Bugg's on 5 December 2024 that he was not aware of whether TT-Line had ever formally sought TasPorts to undertake that work or formally received an offer. The following chronology and supporting documents provided as attachments support claims by TasPorts that it was not only planning to undertake the bespoke work on behalf of TT-Line but that the Board of TT-Line was aware of this.
 1. Refer: Attachment 1A – TasPorts and TT Line engagement 2020

20 May 2020	TT-Line Chief Financial Officer, Kim Sayers email to TasPorts Group Executive Commercial and Trade, Phil Hoggett: Follows on from meeting 15 May 2020 where bespoke capital costing detail was provided for the first time and seeking more information including what is not included in data already provided (e.g.: additional operating and/or capital costs) that are expected to be the responsibility of TT-Line.
22 May 2020	TasPorts CEO Anthony Donald email to TT-Line CEO Bernard Dwyer:

	Confirms a detailed response would be provided noting TasPorts would welcome a counter-offer to be provided.
22 May 2020	<p>TasPorts Group Executive Commercial and trade, Phil Hoggett email to TT-Line Chief Financial Officer, Kim Sayers:</p> <p>Details information provided detailing marine services charges, landside services charges, property charges, and other notes relating to the Terminal operating agreement. In addition, advice was provided on bespoke capital costs (current estimate on providing the suite of bespoke capital elements and that TasPorts was seeking a return of 8.4 per cent.</p>
24 May 2020	<p>TT-Line CEO Bernard Dwyer email to TasPorts CEO Anthony Donald:</p> <p>Thanking TasPorts for the data, will now allow TT-Line to refine costing model and options, and aims to meet the week after to start the process as he now needs to keep the Board fully informed of the details based on the data received.</p>
26 May 2022	<p>TasPorts CEO Anthony Donald email to TT-Line CEO Bernard Dwyer:</p> <p>Appreciates that further details have just been received but states them to be consistent with information provided in January 2020, and keen to resolve to enable TasPorts to get on with building the required infrastructure for TT-Line.</p>
29 May 2020	<p>TT-Line CEO Bernard Dwyer letter to TasPorts CEO Anthony Donald:</p> <p>Thanking TasPorts for the final data we needed to complete our modelling, raised several queries on the data supplied relation to the proposed full costs associated with provisioning of berth 3 for TT line, flags discussion with TasPorts technical team on some aspects that can be removed to reduce overall cost. Also questions the Weighted Average Cost of Capital (WACC) of 8.4 per cent and why there is contingency on top of the margin applied by TasPorts for the project costs which equates to over 32 per cent of the overall project cost.</p>
2 June 2020	<p>TasPorts CEO Anthony Donald letter to TT-Line CEO Bernard Dwyer:</p> <p>TasPorts is committed to expediting where possible the delivery of the infrastructure to support the new vessels and needs decisions to be made and agreement to be reached. Reiterates that the bespoke capital requirements have been directly informed by TT-line's requirements. TasPorts has accepted a request from TT-Line to fund the bespoke capital elements, the proposed return rate of 8.4 per cent was well below TasPorts' published WACC rate of 13.4 per cent and considers matters including the implication of this debt on TasPorts'</p>

	balance sheet. Reiterates that throughout discussions to this point, TasPorts has encouraged TT-Line to consider funding and delivering these elements, but now notes the tone of TT-Line's letter suggesting TT-line wishes to directly approve, fund and source bespoke capital items. TasPorts stated it was in agreement with this.
24 June 2020	<p>TT-Line CEO Bernard Dwyer email to TasPorts CEO Anthony Donald:</p> <p>During TT-Line's Board meeting (last week) TasPorts latest proposal was discussed at length and in detail and the Board unanimously advised management that:</p> <ul style="list-style-type: none"> - TT-Line may fund the bespoke capital items (once details are agreed with TasPorts including a cap on funds required) required at Berth 3 subject to Government approval of new ship contracts and TasCorp approval of the capital funding; - The project will still be performed by TasPorts under its larger project plans for East Devonport; - No change to our current contracts are to be agreed before the expiration of those contracts; and - TT-Line do not accept the increase in wharfage nor the introduction of a marine charge in excess of \$3 million per annum.
24 June 2020	<p>TasPorts CEO Anthony Donald email to TT-Line CEO Bernard Dwyer:</p> <p>With regard to bespoke capital items, following your Board's resolution these will remain the full responsibility of TT-Line. From design development through procurement, construction/installation and maintenance.</p>

- The separation of roles was made clear in TasPorts' business case developed for the project – at that time called the Devonport East Redevelopment Project – was submitted to the Shareholder on 3 November 2020 seeking approval of the underlying Commercial Framework. A Tasmanian election was held in March 2021 and so a response was not received by the Shareholder until 1 June 2021 and once received, noted that Government had not identified any adverse impacts from a whole of State perspective, noted the project was in the overall interest of Government and ultimately the Tasmanian community and in accordance with the principal objectives of the *Tasmanian Ports Corporation Act 2005*, being to facilitate trade for the benefit of Tasmania and to operate its activities in accordance with sound commercial practice. Further it was noted that it was the role of the Board, rather than the Shareholder Ministers, to approve the commercial framework underlying the business case, including any proposed pricing arrangements with customers.
- TasPorts business case notes that that commercial negotiations were ongoing at that point, and that:
 1. "TasPorts offered to deliver a range of bespoke capital for TT-Line (at an additional charge) however this was rejected by TT-Line (on the basis that they did not agree with the proposed costs or capital charge)."

- Further, the business case made clear that the tenant works were outside the scope of the Devonport East Redevelopment Project and were being funded by tenants when required. The tenant improvements were referenced as works that:
 1. “may be delivered by the tenant or by TasPorts (as part of the project) at the request of the tenant subject to mutual agreement of both parties including suitable commercial agreements.”
- In November 2021 TasPorts offered to project manage TT-Line’s work package and provided a draft Project Management Services Agreement to TT-Line. This was based on a proposed split of responsibilities discussed at a working group meeting on the 6 July 2021.
- In November 2022 TasPorts provided a proposal to design and construct TT-Line’s stern guide fender structure. In January 2023 TT-Line declined this offer.
- In December 2021, the Functional User Requirements for Terminal 3 were signed by TasPorts and TT-Line. The FUR describes the performance requirements for the facility and also the scope of works that each party has agreed it is responsible for delivering at Terminal 3, East Devonport.
 1. Refer to the FUR has already been provided to PAC: TT Line Terminal 3 Functional Requirements and Scope Work signed 24 December 2021
- April 2022, the draft Project Management Services Agreement changed to a draft Construction Management Services Agreement because TT-Line had declined TasPorts project manager offer and decided to project manage works by themselves and instead, requested construction management services from TasPorts.
- August 2022 TT-Line indicate they are not likely to require Construction Management Services Agreement.
- March 2023, TasPorts offer to conduct TT-Line marine piling. A range of solutions was offered including TasPorts ordering and installing them on TT-Line’s behalf, including TasPorts to take on design responsibility through its contractor, Hazell Brady Joint Venture, but the offer was declined in April 2023.

Access to site

“Noted in the TasPorts agreement for lease staging plan, TT-Line was to be provided access to Berth 3 construction to begin the critical path works on 26 June. I’ll repeat that. TT-Line was to be provided access to Berth 3 construction to begin critical path works on 26 June 2023. And that would have provided 12 months in total for completion of the project.” – Michael Grainger, 8 October 2024

1. Refer: TasPorts submission to the PAC on 3 October published here: [TasPorts-CEO-Chair-PAC-Geotechnical-Investigations-and-Site-Access-3-Oct-2024-final-Cleaned.pdf](#)
- TasPorts reiterates that regardless of images that show the presence of floating material and plant, the presence of that floating material and plant (including the barge) could easily have been halted and relocated to allow the geotechnical work to have progressed.
 - TT-Line was provided with partial access to the site since July 2023 and access to the site since November 2023 that was entirely consistent with Stage 2 of the Staging Plans in the Agreement For Lease.
 - There is no record in any of the Steering Committees of TT-Line claiming they don’t have access for Geotech purposes, rather the evidence shows that access was facilitated through the issuing of

construction licenses. Further from Feb 2023 to April 23, the minutes note that TT-Line was considering using the HBJV to facilitate Geotech in the Berth pocket.

"On 1 November, I can refer to a photo of Berth 3 showing the TasPorts' barge and an excavator blocking access to TT-Line for geotechnical or critical path site works." – Michael Grainger

- The minutes of the August 2023 Steering Group Meeting reflect that geotechnical works are occurring at final locations.
- At the October 2023 Steering Group Meeting TT-line stated that Geotech info was received recently and resulted in significant impacts, bringing back the program dates. TT-Line stated that they working with tenderers to improve but program is close to being finalised. At the same meeting Mr Bernard Dwyer suggested piling cannot commence due to ongoing dredging operations. TasPorts clarified that piling be accommodated TT-Line was ready to commence. At the time the preferred contractor had not been appointed. There was no discussion on the need for additional geotechnical investigations with the focus on commencement on construction.
- At the November 2023 Steering Group Meeting TT-Line confirmed that they are targeting commencement of on-site works in late January 2024. They noted that they would like to consider opportunities to undertake other work ahead of this date, such as further geotechnical works. TT-Line were not requesting immediate access to site for geotechnical investigations.
- At the December 2023 Steering Group meeting TasPorts queried timing for mobilisation. TT-Line noted it was likely to be January 2024, with supplementary geotechnical investigations, and queried whether these could be undertaken in the similar manner to previous investigations. TT-Line also noted that aim is for pile order to be placed in the following week. TT-Line noted that they would like to commence site works in February 2024, but that this would be dependent on status of review documents. TT-Line were not requesting immediate access to site for geotechnical investigations, nor any discussion on lack of access.
- TasPorts advises the relevant areas available in late November 2023 was consistent with Stage 2 of the Staging Plans in the AFL. The relevant areas available in July 2023 excluded the hard rock dredging at the northern extent of the reclamation. The relevant areas available in early July 2024 was (largely excl Biosecurity) consistent Stage 3 of the Staging Plans in the AFL. On all occasions TT Line was not ready to commence its works.
- Again, regardless of the presence of that floating material and plant (including the barge) could easily have been halted and relocated to allow work to have progressed. The possibility of relocating the marine plant was not requested at any Steering Committee and this is reflected in the minutes. Indeed, lack of access for Geotech in general is not reflected in any of the Steering Committee minutes.

"On 7 February this year, I can refer to a photo of the site showing ongoing dredging and barge operations preventing any geotechnical or critical path site works by TT-Line. That's February this year." – Michael Grainger

- TasPorts advises there was no dredging operating in February 2024. Landlord Construction Works were outside Tenant Works area in Stage 2 of the Staging Plans in the AFL. There would be intermittent barge movements in and out of the southern portion of the berth pocket. This is entirely consistent with the interface protocol, shipping management plan and harbour master approvals and would not prevent TT-Line using the part of the berth it is granted under the Staging Plans for their geotechnical investigations. They were not ready to commence works or marine geotechnical investigations at that time.

1. Refer: Attachment 2A – TasPorts Time Stamped Photos

- The claims relating to access ignore basic critical path construction logic. There are several aspects of TT Line's delayed program that are near critical path and not related to geotechnical investigations in the berth pocket. These include:
 1. The appointment and procurement of the Tenant Works Contractor;
 2. Delay in finalising Traffic Impact Assessment and associated works;
 3. Significant delays in completing Issued For Construction documents then making significant changes to such designs (including complete civil design realignment, fixed shore ramp pile redesign, services redesign etc);
 4. Long lead time procurement and manufacture (incl piling hammer, gantry and linkspan etc); and
 5. Design and Construction of the permanent terminal building.

To assist in providing clarity to the overall timelines where offers of assistance were made and access to disputed port area, please see:

- Attachment 3A – TasPorts Offer and Access Timeline.

Costs to berth Spirit IV in Hobart

"The gazetted fees TasPorts would charge is at the \$8,000 a day alongside, so we would try to take it to anchor." – Bernard Dwyer, 8 October 2024

"Has there been any conversations about perhaps TasPorts reviewing that fee, in light of some of the commentary coming out of government about delivery?" – Luke Edmonds

"Yes, not at this stage." – Bernard Dwyer.

- The charge quoted is published in TasPorts Schedule of Port Charges. As at 8 October 2024, there had been no formal or informal discussions around berthing. Following the above statements being made at the hearing, TasPorts initiated a request for information from TT-Line in April 2024 for us to consider any propose but did not receive a response.

1. Refer: Attachment 4A - Email TasPorts CEO to TT-Line CEO on Berthing in Port of Hobart

- TasPorts acknowledges the Tasmanian Government's position that TT-Line not be charged for storage of the Spirit of Tasmania IV in Tasmania and stands ready to assist in this or any other way deemed appropriate.

TT-Line not involved in TasPorts' customer survey:

CEO Bernard Dwyer said he was not aware of any customer survey engagement with TT-Line, and that as CEO he had not been engaged in a customer survey.

- TasPorts confirms that TT-Line was engaged and participated in the 2024 Customer Survey through contact with TT-Line's Chief Financial Officer, Kim Sayers. Their engagement was acknowledged with a follow-up letter from TasPorts.

1. Refer: Attachment 5A - TasPorts Customer Survey Feedback – TT Line

In closing, and with regard to references to the strained relationship between the two parties, TasPorts also agrees that it has been challenging, particularly over the last 12 months and almost entirely related to the project. For example, TT-Line was critical of TasPorts as controller of approvals – refer evidence tabled by TT-Line 1 November 2024 where TT-Line provided commentary on the Gemmel Report suggesting that TasPorts as controller of approvals was the difficulty whereas it was the Integrator's opinion that TasPorts' requirements substantially related to the deliverables under the AFL – whereby for the vast majority of time, our relationship with TT-Line has been collegial and productive, guided by a genuine respect for critical role each is playing in the delivery of port and ferry operations, for outcomes that benefit their shareholders (Tasmanians and Government alike).

TasPorts has been set up to facilitate trade for the benefit of Tasmanians and to operate its activities in accordance with sound commercial practice. It is TasPorts' duty of care to Tasmanians to ensure it secures the outcomes that are in the best interests of the state, and to provide the level of fit for purpose infrastructure required to meet customer needs. It's why we don't support uneconomic commercial agreements, because not only does this put the burden of cost on Tasmanians, but it also directly undermines our role to support all our customers in a fair and responsible way.

Our commitment is to maintain proactive and positive customer and stakeholder relationships, and also to secure commercial agreements that deliver on the investments required to support our customers to deliver safe and efficient freight services and unlock opportunities for Tasmania, and we will continue working to meet both commitments.

As before, TasPorts remains willing to continue engaging with the Committee should there be other matters not already addressed.

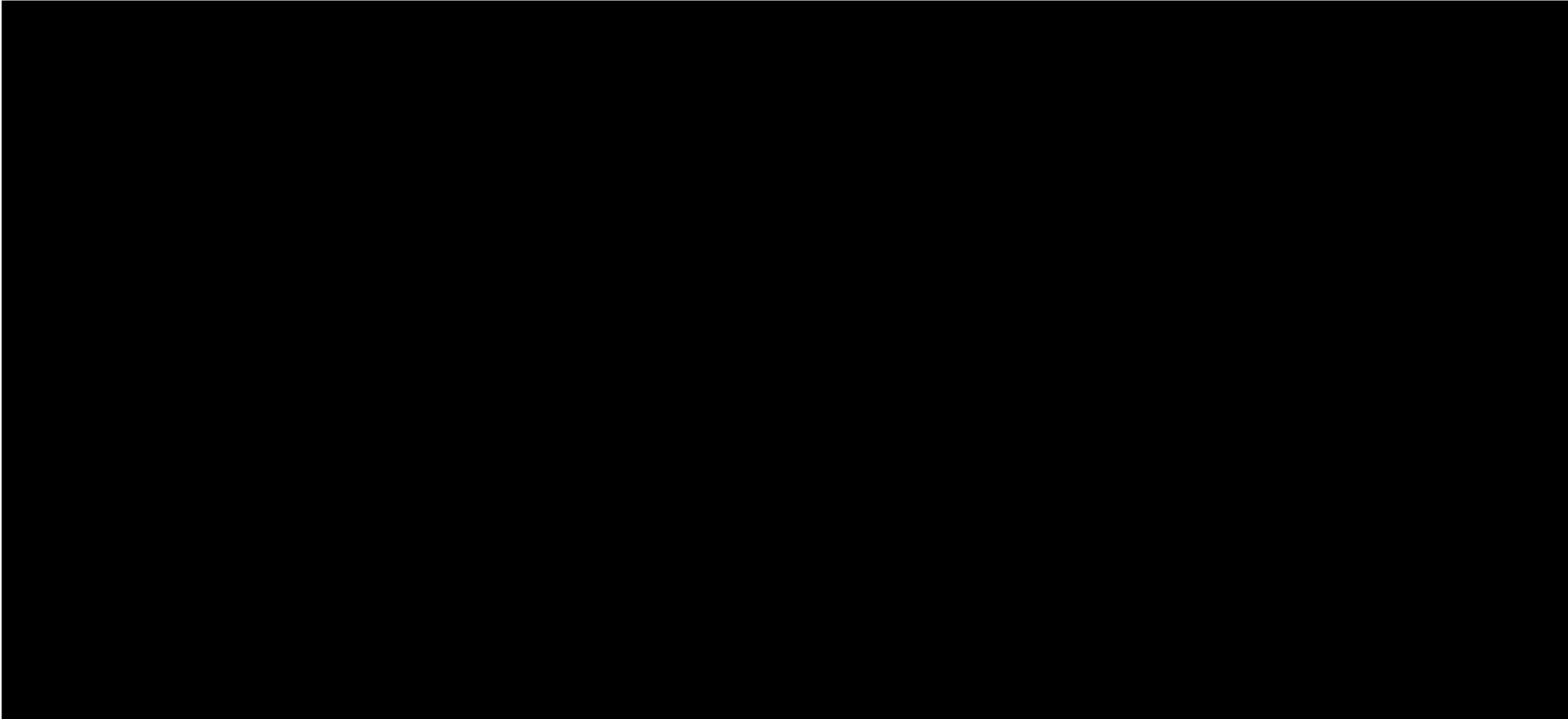
Yours sincerely



Anthony Donald
Chief Executive Officer

Encl.

20/12/24.

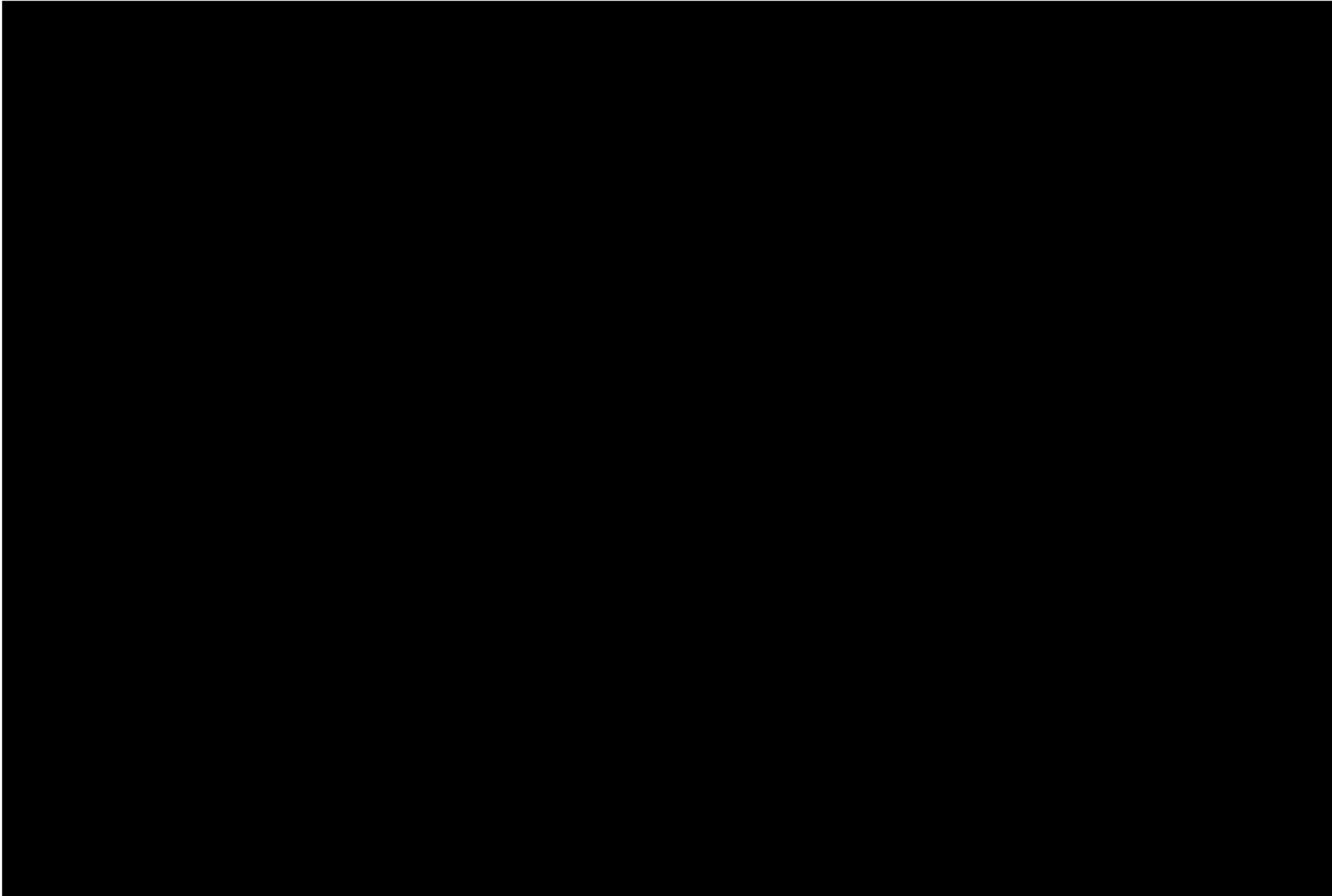


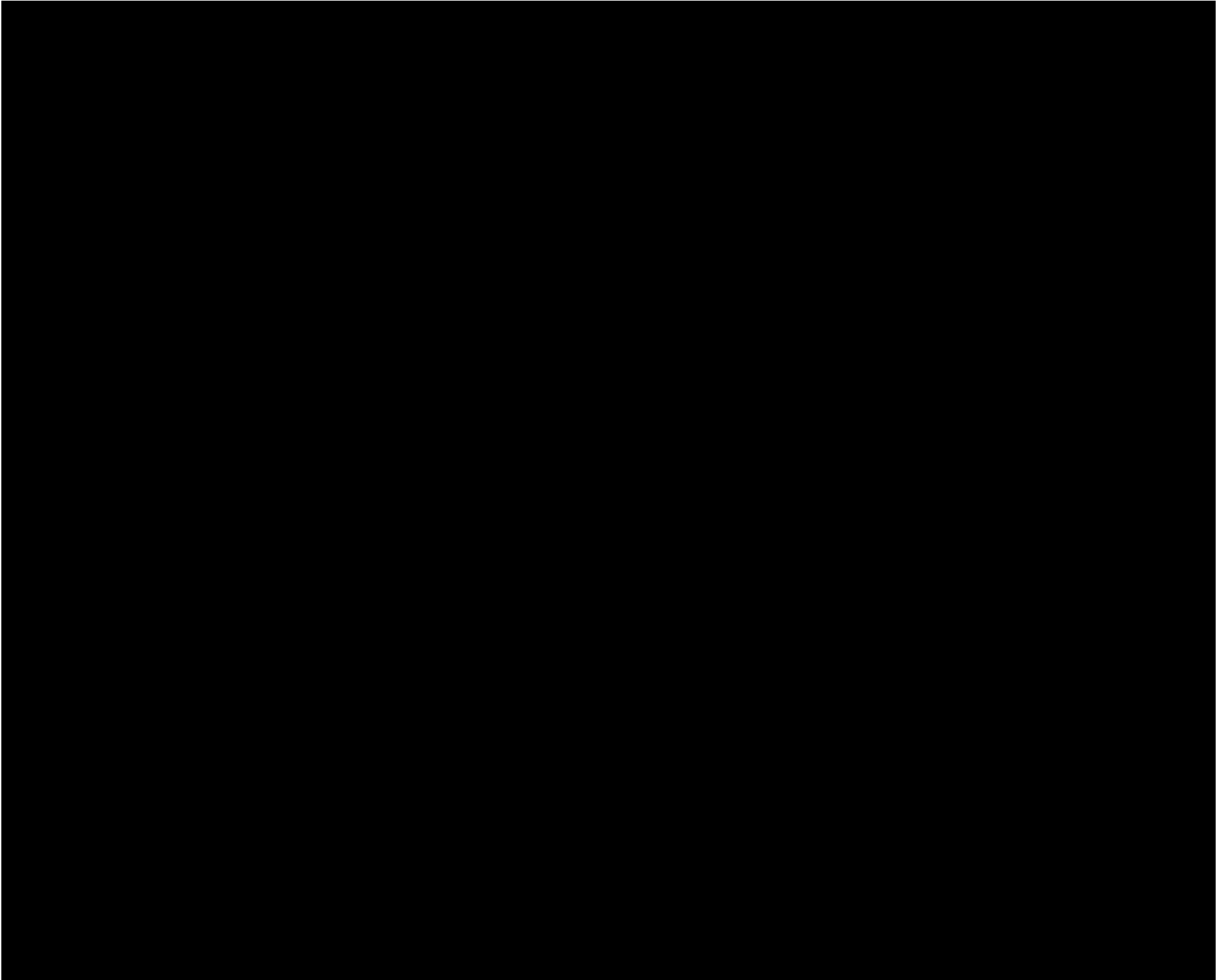


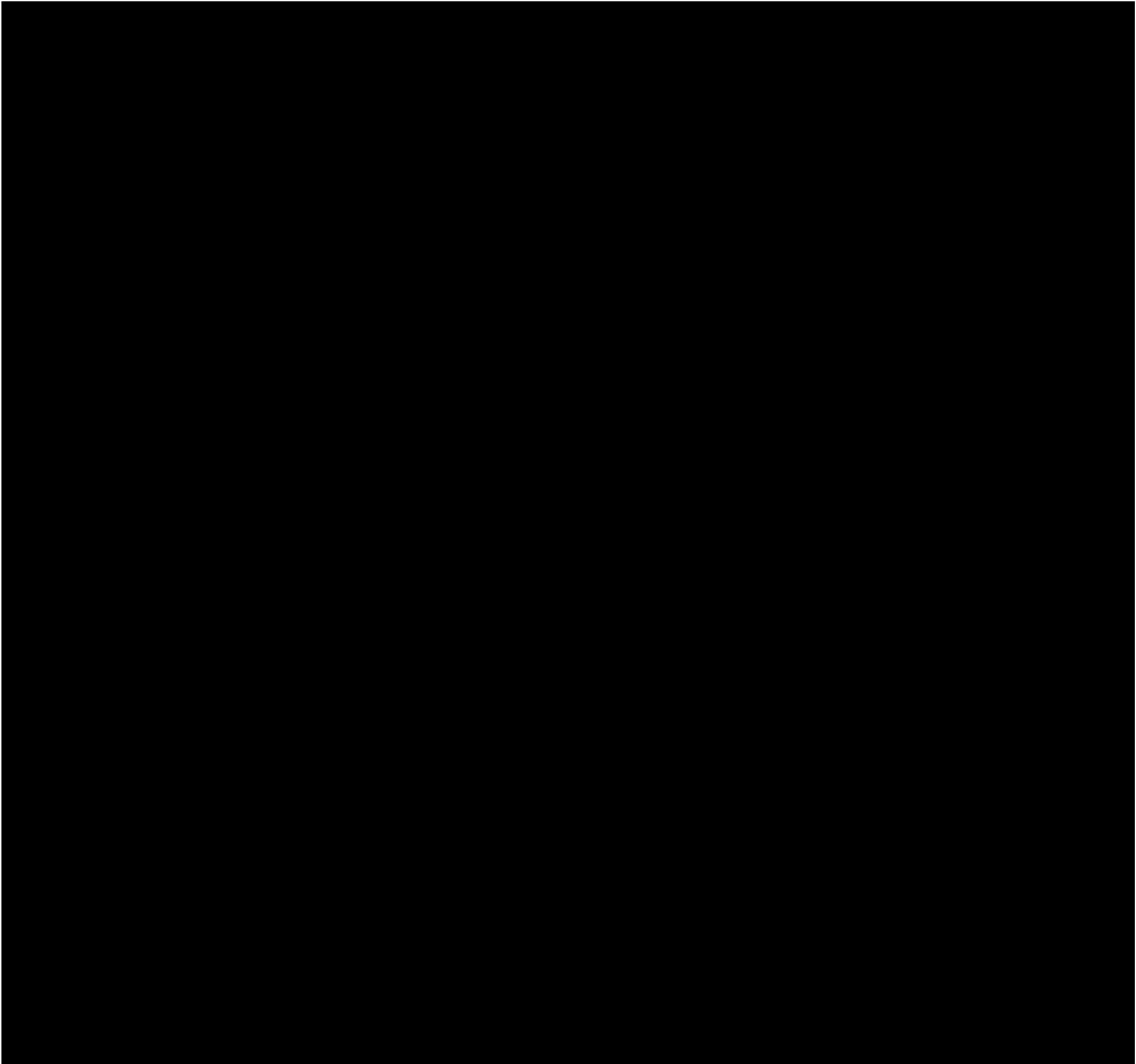


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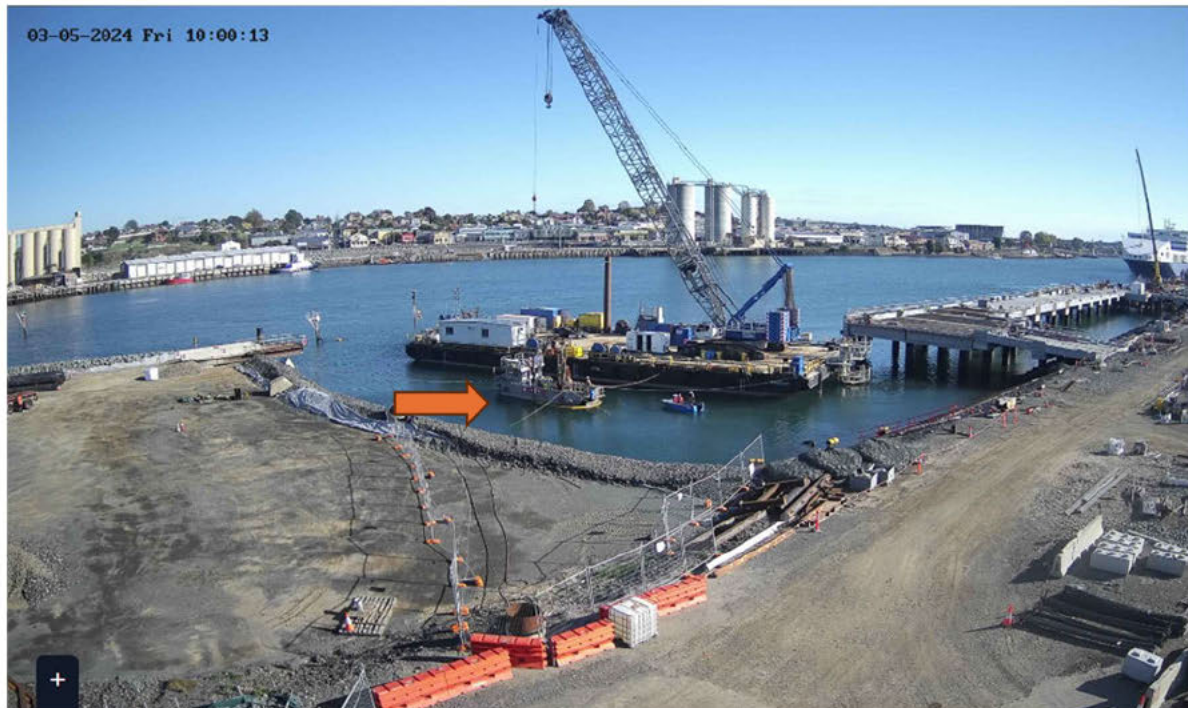




TasPorts Time Stamped Photos

TT Line's geotechnical investigations

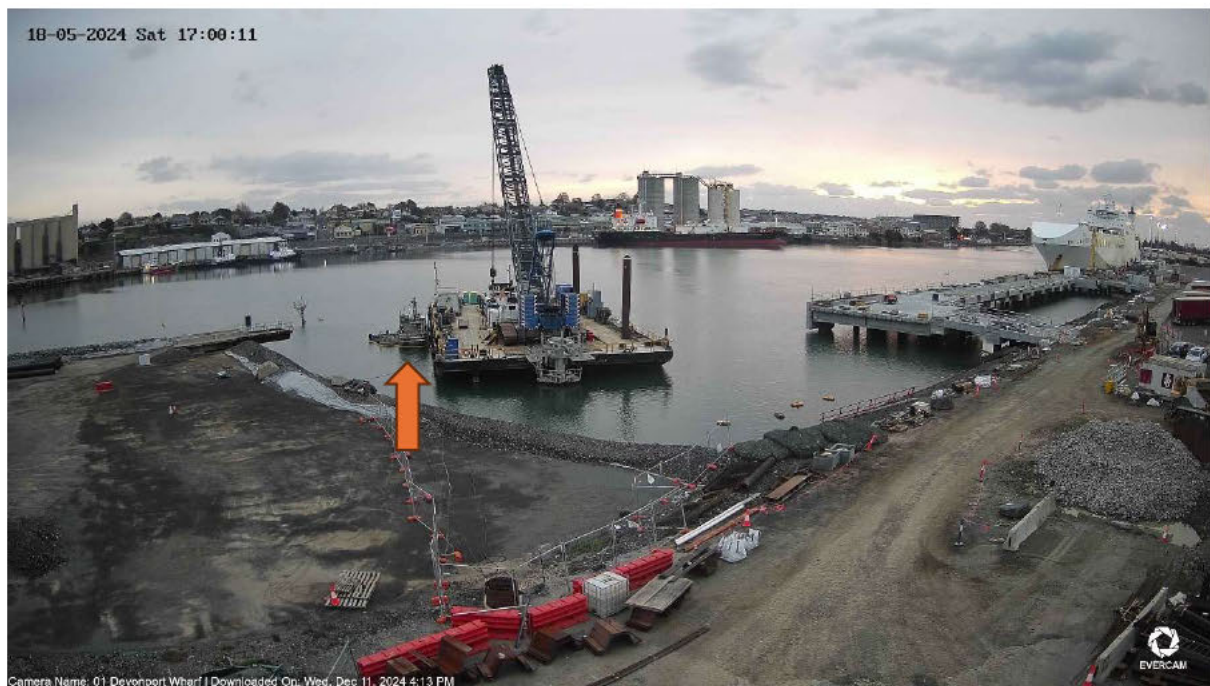
The following images show TT-Line's geotechnical investigations underway from 31 April – 3 May and from 10 May -21 May 2024. The Rebecca Lily Barge is there but does not hinder access. The Riv42 workboat moves around the berth pocket site to take geotechnical samples.



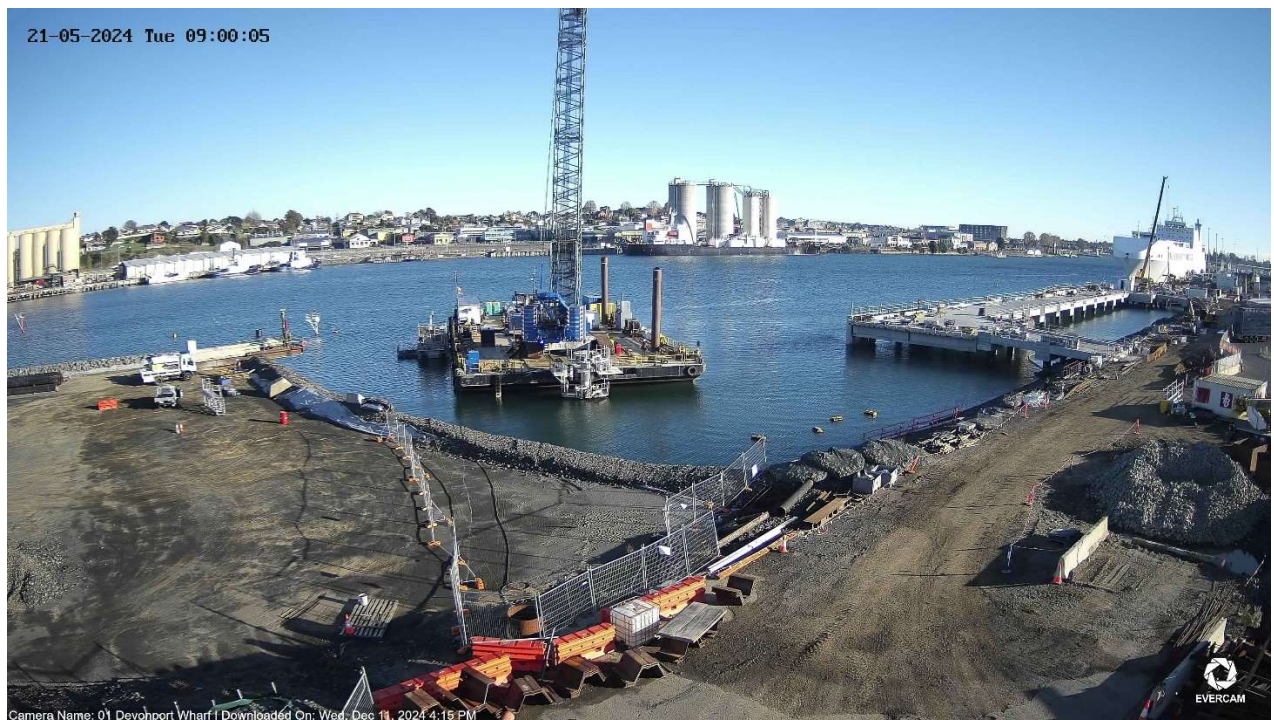
Riv42 workboat undertakes geotech investigations.



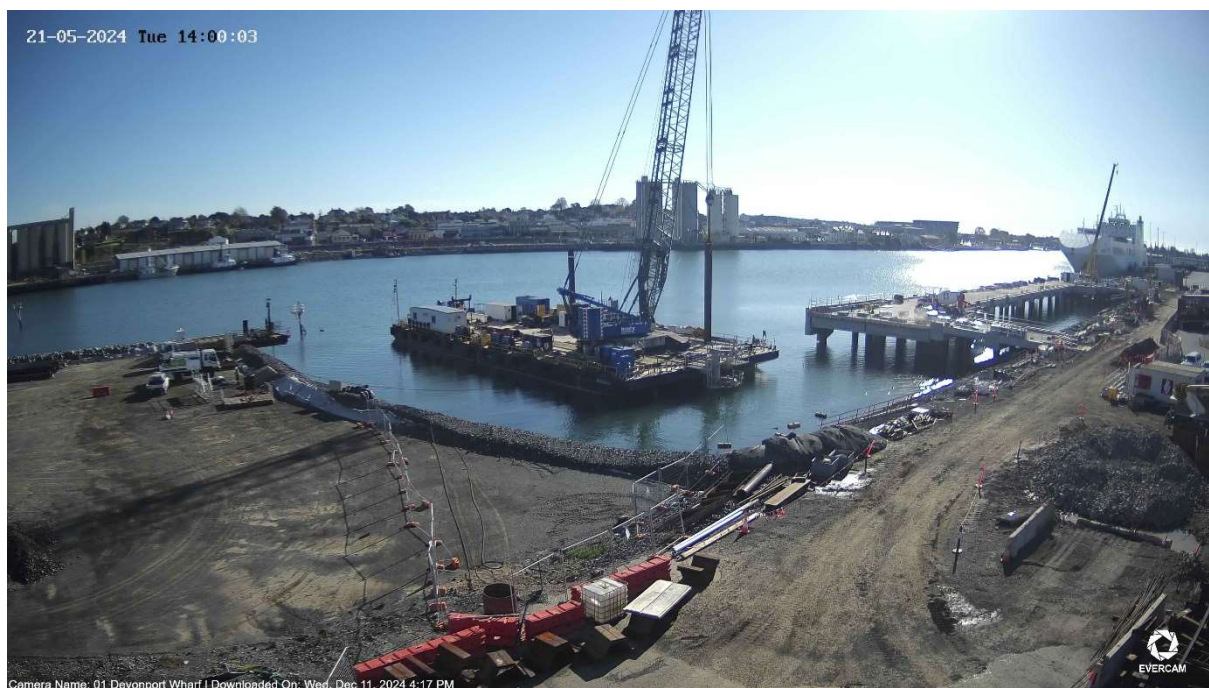
Riv42 moves to another borehole site for investigations.



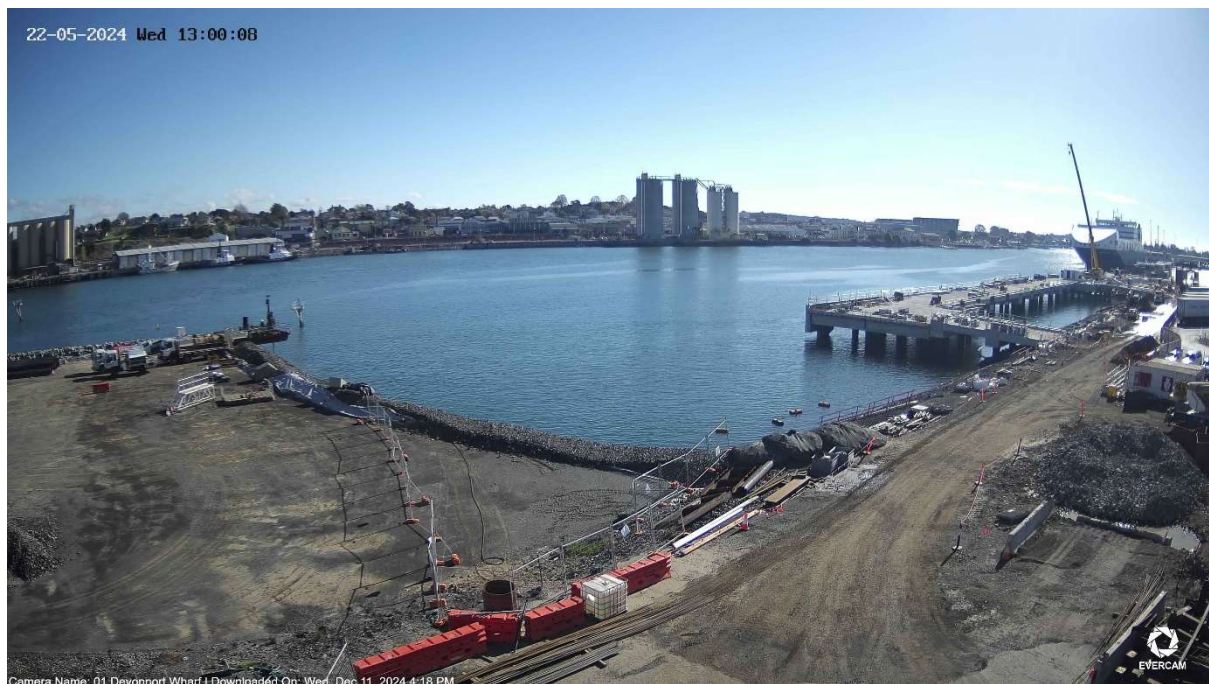
Riv42 moves to another borehole site for investigations.



21 May 2024: Final day of Geotech investigations.



21 May 2024: Riv42 workboat has gone, the barge straightens up.



22 May 2024: The barge has finished its job and moves to another part of the port.

Access to Land reclaim

The following images show the big area where the TT-Line ramp needs to be constructed clearly available for access.



6 November 2023



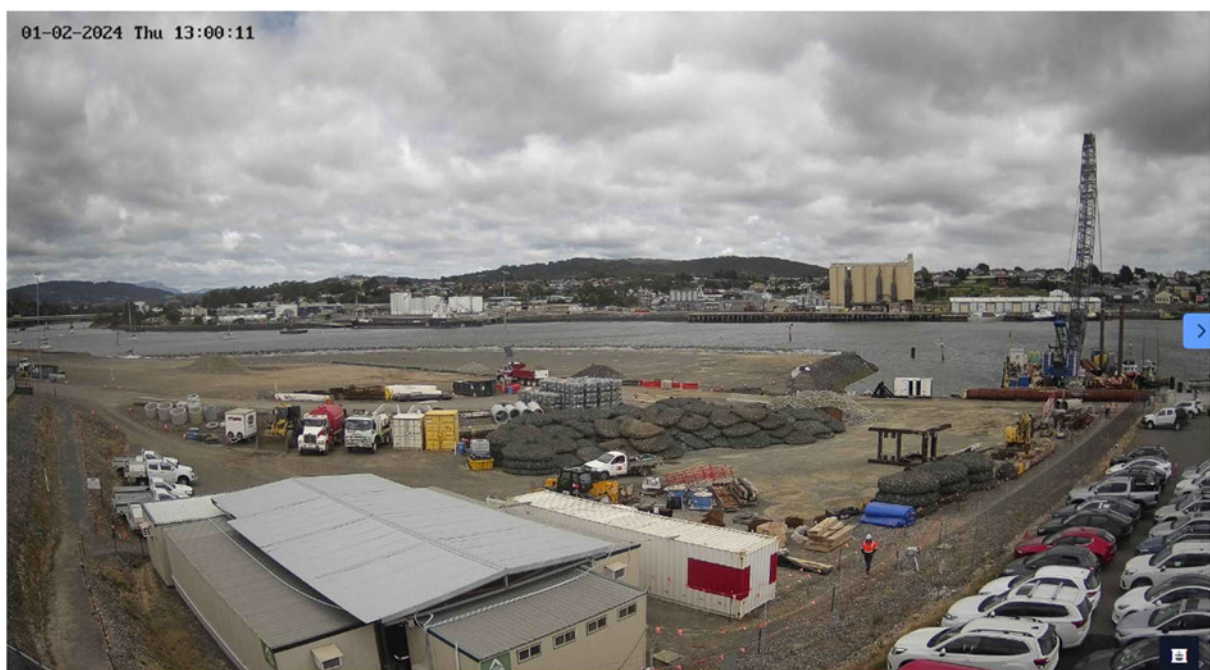
20 November 2023



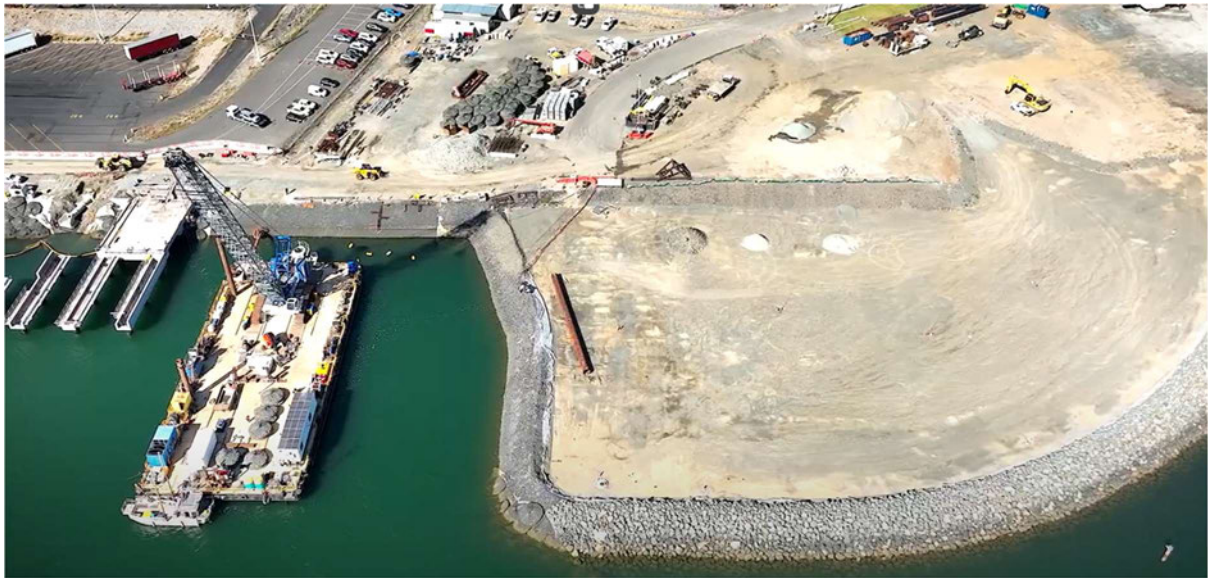
11 December 2023



1 January 2024



1 February 2024



March 2024, aerial image of the finished reclaim showing the size of the land area.

Video update

TasPorts has produced five videos over the course of their works to keep staff, contractors and wider stakeholder groups up-to-date with our works and the complexities of building marine infrastructure in a 24/7 working port.

This video is the March 2024 update and provides an overview of the works undertaken by TasPorts.

[Project QuayLink | Building a wharf for future generations](#)

Offers

There were many offers of assistance and actual assistance provided to TT-Line along with a significant level of communication and collaboration.

The following is a list of key offers made:

JUNE 2020 •

TasPorts offered TT-Line a turn-key solution on comparable terms to Geelong Port but both the offer and opportunity to explore this further was rejected by TT-Line.

In November 2020 TasPorts business case was submitted to the shareholder noted that "TasPorts offered to deliver a range of bespoke capital for TT-Line (at an additional charge) however this was rejected by TT-Line (on the basis that they did not agree with the proposed costs or capital charge)."

NOVEMBER 2021 •

TasPorts offered to project manage TT-Line's work package and provided a draft Project Management Services Agreement to TT-Line. At no stage did TT-Line take TasPorts up on the offer to project manage its works. In July 2022 the parties agreed to an arrangement whereby TasPorts would provide Construction Contract Management Services to the tenant works. TT-Line chose not to utilise TasPorts for these services and accordingly terminated this.

NOVEMBER 2022 •

TasPorts provided a proposal to design and construct TT-Line's stern guide fender structure. In January 2023 TT-Line declined this offer.

MARCH 2023 •

TasPorts offer to conduct TT-Line marine piling. A range of solutions was offered including TasPorts ordering and installing them on TT-Line's behalf, including TasPorts to take on design responsibility through its contractor or TT-Line utilising TasPorts' contractor, but the offer was declined in April 2023.

TasPorts launches its masterplan to address the investment required to provide critical infrastructure to enable tourism and trade growth by 40 per cent in Devonport East.

All QuayLink works packages scheduled for completion 2027-28

2018

2019

2020

2021

2022

2023

2024

2027

Access

• DECEMBER 2021 - 2022

The Terminal 3 site in Port of Devonport was vacant and available for access up until December 2022. Noting the parties agreed on the project scope in December 2021, and that TT-Line had completed its geotechnical gap analysis, both TasPorts and TT-Line had 12 months to undertake any geotechnical investigations required. The site being in a non-operational area with generally unrestricted access. TasPorts undertook all of its geotechnical investigations during this period and shared those results with TT-Line. The scope of geotechnical investigations undertaken by TasPorts was sufficient for the design of TasPorts scope of works for Terminal 3. TasPorts strongly encouraged TT-Line to do any further testing they deemed necessary at this time as access would become more challenging once TasPorts main contractor commenced works as planned, in particularly the presence of large floating plant for wharf construction and dredging plant for dredging and reclamation.

• MAY 2023

TasPorts facilitated TT-Line access for geotechnical investigations.

• OCTOBER 2023

TasPorts facilitated TT-line access for environmental investigations.

• FEBRUARY 2024

TasPorts facilitated TT-Line access for geotechnical investigations.

• MARCH 2024

TasPorts facilitated TT-Line access for geotechnical investigations and site establishment.

• JUNE 2024

TasPorts facilitated TT-Line access for geotechnical investigations and preparatory works. TasPorts marine, wharf and dredge works at berth three were completed just two days after its scheduled completion date and seven per cent under budget.

Notwithstanding that access to the marines area for geotechnical investigations would have been problematic, particularly to the berth pocket itself, TasPorts at all times had the option to direct the Contractor (HBJV) to vacate the area to allow access by a third party. TT-Line, TasPorts and the HBJV had all further agreed an interface protocol which applied for all geotechnical investigations. The presence of floating material and plant (including the barge) could easily have been halted and relocated.

Email TasPorts CEO to TT-Line CEO on Berthing in Port of Hobart

From: Anthony Donald
Sent: Monday, 29 April 2024 9:31 AM
To: Bernard Dwyer
Cc: Limkin, Craig
Subject: follow up from Friday's meeting

Good morning Bernard

- Appreciate if you could please:-
- make arrangements in accordance with any probity requirements for TasPorts to review the tender documents as discussed on Friday. Please direct all communication through myself on this matter at this time while we work through any probity considerations at our end
 - provide details on request for Hobart berthing arrangements for our investigation and advice

thanks
kind regards

Anthony Donald
Chief Executive Officer



TasPorts | 90-110 Willis Street, Launceston, TAS, 7250



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Kym Sayers
TT-Line
[REDACTED]

Re : FY24 CUSTOMER SURVEY FEEDBACK

Dear Kym,

Thank you for participating in our recent customer survey.

We are focused on delivering for our customers and recognise the importance of your feedback in helping to understand what we're doing well and where we can improve.

I am pleased to provide a summary of what we learned:

- Across the customer sample, there has been recognisable improvement in our customer service delivery.
- Our communications and engagement has improved, particularly with regards to points of contact, website (information and ease of use), trade reports and port user forums.
- Our key performance indicators regarding service delivery to your business have shown a notable improvement. Ten out of 11 of our identified service delivery aspects improved in ranking compared to the perceived standards for the same aspects surveyed in 2022.
- We heard that customers had differing views around their preferences for frequency and means of communication. We acknowledge these differences and are committed to trying to tailor our approach to individual customer and sector preferences.

While the overall feedback from the survey showed improvement in many areas, we know there's always more to do. The most prevalent areas indicated through the survey as opportunities for our continued focus were timeliness around decision-making and the management of infrastructure assets.

These insights are not unexpected, and we remain dedicated to addressing these areas for improvement.

Some additional key takeaways from the survey and the areas that will shape our future efforts:

Trade Reporting – TasPorts' Quarterly Trade Reports have been very positively received by surveyed customers receiving the report. Additionally, a notable interest was expressed among other customers in receiving the reports.

Action: We have expanded our distribution list to ensure wider access to these valuable insights. Moving forward, we remain committed to delivering relevant market insights and trade information to our customer base through these reports.

Regional Port Forums – Perceived valuable from customers as an important avenue to receive business updates and have the opportunity to engage with representatives from key business areas.

Action: We continue to focus on building these forums and incorporate your feedback and interest areas in planning for these.

Industry Engagement – TasPorts has initiated an Industry Engagement Program with key industry groups representing our key commodity and industry sectors. The Program is aimed at improving our understanding of the evolving needs of your industry as a whole and how TasPorts can enhance our service offerings to better meet these needs in future.

Action: We commit to delivering the first phase of our Industry Engagement Program by Q1 FY25 and will continue regular engagement with our key industry groups going forward.

Once again, we extend our sincere gratitude for participating in our survey. Your feedback is invaluable to us, and we will continue to strive to enhance our engagement and service delivery to you.

If you have any further thoughts or feedback you'd like to share, please don't hesitate to reach out to me directly or to one of our Commercial Managers. We value your input and welcome any additional suggestions you may have.

Yours sincerely,



Kristy Little
Senior Commercial Manager Customer Engagement



Phil Hoggett
Group Executive Commercial & Trade