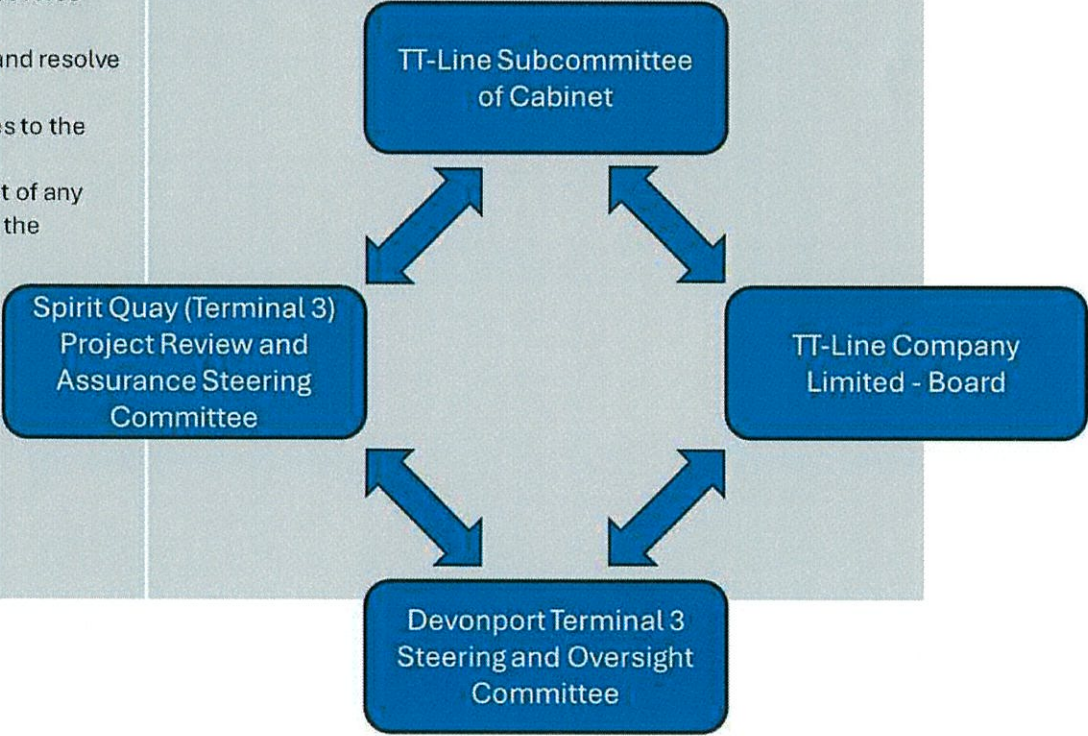


Spirit Quay (Terminal 3 Devonport) Project Governance and Oversight

Title	Spirit Quay (Terminal 3) Project Review and Assurance Steering Committee*	Devonport Terminal 3 Steering and Oversight Committee	TT-Line Board
Chair	Secretary of the Department of State Growth	TT-Line Chair	TT-Line Chair
Members	Senior representatives of State Government, TT-Line and TasPorts	Board Members of TT-Line, Senior Executives of TT-Line and the State Government's appointed Director Project Review and Assurance	Board Members
Purpose / Responsibilities	<p>The TT-Line Sub Committee of Cabinet directed that TT-Line, TasPorts and nominated representatives of the State Government work collaboratively and informatively together to achieve the best outcomes for Tasmania, and has endorsed the establishment of the Steering Committee to provide the required strategic leadership and oversight.</p> <p>The Steering Committee (SC) coordinates the provision of appropriately informed advice to the Tasmanian Government through the TT-Line Sub Committee of Cabinet regarding TT-Line's delivery of the Spirit Quay Project, including the associated Agreement for Lease with TasPorts and interdependencies with the redevelopment of Devonport Port via TasPorts' QuayLink Project.</p> <p>The SC responsibilities include establishing a shared understanding between the parties of decisions that need to be made and by whom, what information is required to appropriately inform these decisions and which party has primary responsibility and accountability to prepare this information, and if and how the other parties are to provide input, guidance or contribute to its preparation.</p> <p>The SC is also responsible for overseeing and ensuring cooperation with the review and assurance processes required by the Department of State Growth to provide informed accurate advice to Government regarding:</p> <ol style="list-style-type: none">the delivery of the Spirit Quay Project (including an operational Berth 3 ASAP) by TT-Line;the interdependencies with the requirements and obligations with TasPorts;the broader interests of Tasmania in relation to the advice being provided to Government by TT-Line and TasPorts.	<p>In assisting the Board in fulfilling their responsibilities, the duties of the Committee are to;</p> <ul style="list-style-type: none">Take responsibility for the Project's delivery and achievement of outcomes.Ensure that the Project is delivered in accordance with the safety, environmental and security standards of the CompanyEnsure the Project's scope aligns with the requirements of the Company as directed by the Board and relevant stakeholder groupsProvide those directly involved in the Project with guidance on Project business issuesEngage with the Company management in matters relating to the ProjectEnsure that effort and expenditure are appropriate to stakeholder expectations and budget approvalsAddress any issue that has major implications for the ProjectKeep the Project under control as emergent issues force changes to be consideredReconcile differences in opinion and approach, and resolve disputes arising from themReport on Project progress, budget risk and issues to the Board and provide recommendationsProvide recommendations to the Board in respect of any matters presented to the Committee that require the approval of the Board	<p>The TT-Line Board has ultimate accountability for the Project.</p> <p>The Boards responsibilities relating to the Project include:</p> <ul style="list-style-type: none">The project to deliver the new Terminal 3 and related infrastructure at East Devonport (the Project).Operational readiness of the Project.Stakeholder management as it relates to the Project. <p>The Devonport Terminal 3 Oversight/Steering Committee, (the Committee), appointed by the TT-Line Board assists the Board in fulfilling its oversight responsibilities.</p>

Governance Diagram



* Note:

The Quaylink Project Review and Assurance Steering Committee was established in 2024 with the purpose of provided strategic leadership and oversight to the coordination of the development and provision of appropriately informed advice to the Tasmanian Government through the TT-Line Sub Committee of Cabinet regarding:

- the efficiency and effectiveness of TT-Line's planned delivery of Berth 3 of Devonport Quaylink; and
- the proposed temporary berthing arrangements to accommodate the new vessels at Berth 1, pending completion of Berth 3.

Having determined not to proceed with temporary berthing arrangements to accommodate the new vessels at Berth 1, pending completion of Berth 3, the Terms of Reference for the Steering Committee were updated focus on the delivery of Berth 3 of Devonport Quaylink identified as 'Spirit Quay'.