



PARLIAMENT OF TASMANIA
Legislative Council

LEGISLATIVE COUNCIL SELECT COMMITTEE

GOVERNMENT BUSINESSES SCRUTINY COMMITTEE 'A' 2023

Report with Minutes of Proceedings

Members of the Committee:

Hon Luke Edmunds MLC
Hon Ruth Forrest MLC (Chair)
Hon Mike Gaffney MLC (Deputy Chair)
Hon Dean Harriss MLC
Hon Sarah Lovell MLC

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**LEGISLATIVE COUNCIL
GOVERNMENT BUSINESSES SCRUTINY COMMITTEE “A”**

MINUTES

**TUESDAY 21 NOVEMBER 2023, WEDNESDAY 22 NOVEMBER 2023 &
THURSDAY 23 NOVEMBER 2023**

TUESDAY 21 NOVEMBER 2023

The Committee met at 3:30 pm in Committee Room 2, Parliament House, Hobart.

Present:

Mr Edmunds

Ms Forrest (Chair)

Mr Gaffney (Deputy Chair)

Mr Harriss

Ms Lovell (Webex)

Apologies:

Nil

In Attendance:

Jenny Mannering (Secretary)

The Minutes of the Meeting held on Tuesday, 7 November 2023 were confirmed as a true and accurate record.

Incoming Correspondence

The Committee received stakeholders incoming correspondence.

Outwards Correspondence

- Emails dated 7 November 2023 inviting written submissions/comments from relevant stakeholders
- Letters dated 7 November 2023 to relevant Ministers and Chairs providing meeting details for GBA hearings on Thursday, 23 November 2023

The Committee received and endorsed incoming and outgoing correspondence.

Stakeholder Meetings

At 3:30 pm the Committee commenced informal discussions with stakeholders.

The meeting was suspended at 4:31 pm until 10:00 am on Wednesday, 22 November 2023 in Committee Room No. 2, Parliament House, Hobart.

WEDNESDAY 22 NOVEMBER 2023

The Committee resumed at 10:00 am in Committee Room 2, Parliament House, Hobart.

Present:

Mr Edmunds

Ms Forrest (Chair)

Mr Gaffney (Deputy Chair)

Mr Harriss

Ms Lovell

Apologies:

Nil

In Attendance:

Jenny Mannering (Secretary)

Stakeholder Meetings

At 10:00 am the Committee continued informal discussions with stakeholders.

The meeting was suspended at 11:18 am until 8:45 am on Thursday, 23 November 2023 in Committee Room No. 2, Parliament House, Hobart.

THURSDAY 23 NOVEMBER 2023

The Committee resumed at 8:45 am in Committee Room 2, Parliament House, Hobart.

Present:

Mr Edmunds

Ms Forrest (Chair)

Mr Gaffney (Deputy Chair)

Mr Harriss

Ms Lovell

Apologies:

Nil

In Attendance:

Jenny Mannering (Secretary)

TASNETWORKS PTY LTD

At 9:00 am the following witnesses appeared before the Committee:

Hon Nick Duigan MLC, Minister for Energy and Renewables

Roger Gill, Chair (via webex)

Sean McGoldrick, CEO
Michael Westenberg, Executive Finance

The Minister provided a brief overview and the Committee proceeded to questions.

Tabled Document:

- Revised proposal contingent projects (6)
- TasNetworks Workforce Statistics
- Marinus Link Workforce Statistics
- TasNetworks Redeployment Pool (as at 23/11/2023) (tabled by COB)
- Organisational Chart (Marinus) (tabled by COB)

Questions on notice

- Please provide an organisational structure of Marinus (RF)
- In relation to the redeployment pool, how many staff have gone into the pool, how many have been redeployed within the business, and how many have been made redundant from the pool? (SL)
- Was Bess Clark a resignation or redundancy (LE)

The Committee suspended at 11:09 am

The Committee resumed at 11:25 am

The witnesses withdrew at 12:01 pm

The Committee suspended at 12:00 pm

The Committee resumed at 12:10 pm

TASPORTS PTY LTD

At 12:10 pm the following witnesses appeared before the Committee:

Hon Michael Ferguson MP, Minister for Infrastructure and Transport
Stephen Bradford, Chair
Anthony Donald, Chief Executive Officer

The Minister provided a brief overview and the Committee proceeded to questions.

Questions on notice

1. Please provide a full gender workforce breakdown and any assessment of what TasPorts' pay gap is. (RF)
2. Please provide detailed scope of Menzies work regarding psychosocial safety, including outcomes and outputs. (RF)
3. What are the psychosocial risks identified at TasPorts and what is being done to address these risks? (SL)
4. Please provide the results of the surveys (recent pulse and detailed survey undertaken 2 years ago) to demonstrate the level of staff satisfaction. Can you

provide more detail around the metrics having regard to the significant improvement that has been described? (SL)

5. In relation to the work done in June 2023 to identify psycho-social risks in the workplace, the CEO references “cross-sectional teams” as participating in this work. What percentage of the workforce participated in these cross-sectional teams? (SL)
6. The CEO spoke about staff members who either made the decision themselves to leave the business as a result of psycho-social risk factors or challenges, or were “helped” to make that decision – how many people left the business in the last three years, and how many of those were “helped” to make that decision? (SL)
7. With respect to wharf infrastructure and referring to the Wharf Structure Condition Assessment Manual (WSCAM) a National Benchmark for assessing the condition of wharf infrastructure that is run and administrated by Ports Australia;
 - a. Please provide a list of all wharves/components and defect lists with a defect rating of 5 or higher;
 - b. outline what action has been taken with respect to these defects;
 - c. what, if any, other work has been identified on all wharf assets under this benchmark; and
 - i. any costs identified as necessary to remediate each structure; and
 - ii. how much has actually been spent at each wharf.
8. What capital expenditure was expended during the FY other than the QuayLink capital expenditure? (RF)
9. What is the total capital expenditure in the budget for this year? (RF)
10. Please provide a breakdown on the external legal costs. (RF)

Tabled Documents:

- Project Roadmap
- What actions did you take during this project?

The Committee suspended at 1:00 pm

The Committee resumed at 1:45 pm

The witnesses withdrew at 3:30 pm

The Committee suspended at 3:30 pm

The Committee resumed at 3:45 pm

HYDRO TASMANIA PTY LTD

At 3:45 pm the following witnesses appeared before the Committee:

Hon Nick Duigan MLC, Minister for Energy and Renewables

Richard Bolt, Chair

Ian Brooksbank, Chief Executive Officer

Tim Peters, Chief Financial Officer

The Minister provided a brief overview and the Committee proceeded to questions.

Tabled Document:

- Workforce gender breakdown

The witnesses withdrew at 6:30 pm.

Other Business

The Committee resolved that the report would be presented to the President by a southern based Member on 15 December 2023 (subject to availability of the President).

Next Meeting

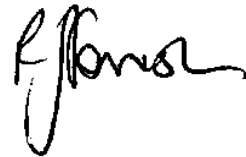
Tuesday 5 December at 1:00 pm in Committee Room 2 and via Webex.

Adjournment

At 6:42 pm the Committee adjourned.

DATE: 5/12/2023

CONFIRMED

A handwritten signature in black ink, appearing to read 'R. Jones', written over the word 'CHAIR'.

CHAIR

APPENDIX A – TRANSCRIPTS OF PROCEEDINGS



PARLIAMENT OF TASMANIA

TRANSCRIPT

LEGISLATIVE COUNCIL

GOVERNMENT BUSINESS SCRUTINY COMMITTEE A

TasNetworks Pty Ltd

Thursday 23 November 2023

MEMBERS

Hon Luke Edmunds MLC;
Hon Ruth Forrest MLC (Chair);
Hon Mike Gaffney MLC;
Hon Dean Harriss MLC; and
Hon Sarah Lovell MLC

WITNESSES IN ATTENDANCE

Hon Nick Duigan MLC, Minister for Energy and Renewables, Minister for Heritage,
Minister for Parks, Minister for Small Business

Mr Roger Gill Chair

Mr Seán McGoldrick Chief Executive Officer

Mr Michael Westenberg Executive Finance

PUBLIC

The committee met at 9.00 a.m.

CHAIR (Ms Forrest) - Welcome, minister, to not your first episode of the GBEs, but the first real serious ones, here with us. In a moment, I will ask you to introduce the team at the table that are appearing with you and acknowledging that your Chair is on the Webex link. Hearings are from 9 till 11 and a short break for 15 minutes then we will finish at 12. We will have a short turnaround for another minister.

Everything here is covered by parliamentary privilege, as you are aware. If there are questions taken on notice, we will ask our members to be really clear about those and send them through so we can send them back to you, because we will need to get a pretty quick turnaround on those, we do need to report in a fairly timely manner.

Mr DUIGAN - What is your reporting window?

CHAIR - 15 December. The reports have to be tabled with the presiding officer in that time. Anything that will come to you in writing, as soon as we can after the hearing and be the date before that obviously, because we will need to deliberate and finalise our report before that date.

I will open the hearing and invite you to introduce your members at the table.

Mr DUIGAN - Thank you very much, Chair, and thank you for the opportunity to appear alongside TasNetworks for our GBE scrutiny hearing. TasNetworks is at the forefront of the Tasmanian Government's plan to massively expand the state's -

CHAIR - Introduce the team first, if you would not mind.

Mr DUIGAN - I am joined virtually on the screen, by the Chair, Roger Gill, currently in Brazil, but I would treat him as though he is here in the room. I hope that is okay with you, Chair, and you are able to manage that interface. Roger is here and I would like him to be treated as though he is in the room. Next to me is Sean McGoldrick, CEO and Michael Westenberg, CFO.

TasNetworks is at the forefront of the Tasmanian Government's plan to massively expand Tasmania's clean energy capacity, attract thousands of high-tech, well-paid clean energy careers to our shores through wind, solar, pumped hydro development and transmission developments, slash emissions by about 70 million tons in the coming decades to 2050. That is the equivalent of taking half a million cars off the roads and help keep power prices affordable, by connecting Tasmanians to the cleaner, cheaper and abundant electricity of the future.

These are exciting times for the energy industry and for energy policy likewise and TasNetworks, like the Government, is determined to stay laser focused on the task of building and upgrading the power network Tasmania will need. Thank you for having us. We look forward to a positive and productive session and ask the Chair, Mr Gill, to make some opening comments.

PUBLIC

Mr GILL - Thanks, minister and Chair, for letting me come in virtually on this occasion from Sao Paulo, where I am working. I wanted to open by reinforcing TasNetworks exists to serve customers in Tasmania. We are all about delivering safe, clean, reliable and affordable electricity for Tasmanians. You would mostly see us when we respond 24/7 in the dark, the rain, the wind to restore customer's power, something we feel we do extremely well.

We serve Tasmanians by this year posting a modest profit of \$26 million and we returned almost \$23 million in dividends from previous years. We have been investing strongly in boosting the safety and reliability of our network, which saw \$277 million invested in this last financial year. We are streamlining and there is a significant transformation going on in our business. We aim to save some \$200 million over five years and keep downward pressure on power prices.

We are serving Tasmanians by tripling our community grants investment this year, with a special focus on cost-of-living. We serve Tasmanians at the frontline to double our island's clean energy income in decades. We are championing the project, Marinus Link, of which I am the Chair, and we are building North West Transmission Developments, which occurs over the Tasmanian TasNetworks brand.

We are really working very hard to keep our network charges as low as possible so we can deal with the cost of living issues everyone is facing. We employ about a thousand Tasmanians across the state, we have major depots at Cambridge, Rocherlea, Devonport, and smaller regional depots at Burnie, Scottsdale, New Norfolk and St Mary's. We are truly a state-wide organisation. Our focus is running a prudent and sustainable business and that is what we will be talking about most today. We really appreciate the role we play in supporting the wellbeing and living standards of Tasmanians. We are very pleased to have the team here to address you on our performance this year.

CHAIR - In the Chair's opening comments and perhaps, you also agree, minister, but reiterated in the annual report in both the CEO's message and the Chair's message, there's a really strong commitment to the North West Transmission Developments, with a focus on connecting new renewables and new energy intensive industries. It is outlined right throughout the report in many respects. How does TasNetworks reconcile the actions taken to not provide the connection point - you could call it the missing link - at Hampshire to enable renewable energy projects in the vicinity?

Mr DUIGAN - To start somewhere, not at the start, but in the rescoping of the Marinus Link Project, when recently in the year costs for the Marinus Link Project migrated from the 3.3 as originally estimated into the 5.5 region. A look at the project needed to be had on what that cost would mean to the people of Tasmania and the rescoping, ultimately, of Marinus Link from a single project into a staged project; one cable, two cables. As you rescope Marinus Link that then has clearly an impact on the on-island transmission requirement. There is a rescope of the North West Transmission Developments, which are a contingent project relying on Marinus Link.

CHAIR - To clarify, minister, the Burnie to Hampshire link, or [inaudible] depending on which way you look at it, is a contingent project.

PUBLIC

Mr DUIGAN - It forms stage two of the North West Transmission Developments. Stage two is contingent on FID the second Marinus Link cable.

CHAIR - Which confirms my very great concern, minister. For any significant renewable energy development west of Burnie when live projects are on the go - there are several others proposed and not quite as far progressed at the moment - that simply cannot proceed without that missing link between Hampshire and Burnie, unless the Hampshire-Staverton line does and that certainly is further down the track.

Mr DUIGAN - With the rescoping of Marinus Link and the rescoping of North West Transmission Developments, that does have an impact. We are very aware of many proponents in the north-west corner of the state who are looking to potentially, at some stage in the future connect to the network.

CHAIR - Some quite soon.

Mr DUIGAN - Some quite soon.

CHAIR - Stage two is possibly after 2030. When is stage two?

Mr DUIGAN - Stage two is contingent on stage one progressing. The point I would make is there are options for the particular line you are talking about. We are very alive to the fact that what needs to be built, will be built. There are options available to those proponents to speak about the detail of what those options potentially are -

CHAIR - Yes, I would like to hear about those options.

Mr DUIGAN - Of course. That is probably a place for Mr McGoldrick and the TasNetworks team to take you through that. It's important to get on the record why the rescoping is required -

CHAIR - I understand why.

Mr DUIGAN - and the regulatory framework in which that rescope has to stand up. There are some reasonably complex elements to that, but there are options available.

CHAIR - It would be helpful if the average punter out there could also understand this, because it's significant to my part of the state. I call it mine, the area I represent.

Mr DUIGAN - No doubt.

Mr Mc GOLDRICK - I am happy to comment, minister. First of all, we of course are both the jurisdictional planner and the regional operator for the island here. As jurisdictional planner, when there was a decision made to stage Marinus Link, we had to look almost mechanistically then, a direct flow-on. We had to look at what was the appropriate delivery mechanism for the first cable, which has to serve to import or export of 750 megawatts, and we determined that it was best to stage it.

PUBLIC

Prior to working through that and finalising it we went and met with several proponents in the area and we've encouraged them to reach out to us after they have understood the implication that that has for their projects. It's an important business decision for them, they have to make some decisions of their own. We've been working co-operatively with a number of them to try and find a solution for their individual projects.

There are two solutions possible broadly. In the regulated space where this project exists at the moment, so both stage one and stage two, Project Marinus together, Marinus Link and the Northwest TT, is a regulated project. In order to continue or to have the possibility of a link between Burnie and Hampshire Hills as a regulated project, I have put in a contingent project into our regulatory submission.

CHAIR - For when?

Mr McGOLDRICK - The manner in which we do a contingent project is I make a regulatory submission, and the last revision of that is going in 30 November. On 30 November it goes for consideration to the Australian Energy Regulator. There are a number of contingent projects. I have added one that represents that connection between Burnie and Hampshire Hills. They will make a determination about whether to accept it as a contingent project, and the triggers I have put there, the triggers being an amount of load or generation wishing to connect in that vicinity.

If they accept that as a contingent project, if the need arises any time in the period 2024-29, which is the next regulatory reset, we can advance that as a regulatory project. Advancing it means we have to produce a contingent project application that has to be passed. If that is passed by the regulator we get to build that and to charge in the manner that we charge for all core network, which goes to the rate pace for the whole island.

In the event that that doesn't succeed, we have another alternative option, which is we are going to put in place an unregulated option. Nothing to do with the regulator. What I will issue with my unregulated business, Tasnet Connections, in the coming months is a prospective to build it as an unregulated asset, and encourage people to come along and show interest. If sufficient people show interest and are willing to pay what is required, they can pay directly to have that build as an unregulated asset and get connection to the power system.

I might add that any individual proponent always has that option. They can come to TasNetworks and say, 'We're going to get an unregulated element built here, will you connect it to the regulated system?', and we will. They can have any particular party who is competent build it. I would compete for that business, but it's up to the proponent themselves to decide who they want to build. I will make sure it is to the right standard, but they will have to pay.

CHAIR - Isn't this exactly what ACEN has been doing with the rest of it? Potentially, the Robbins Island area, Jim's Plain through to Hampshire, they were building that anyway, and then there was also an agreement they would build the Hampshire to Staverton link as an unregulated asset until it was hooked in and became a regulated link.

PUBLIC

Mr McGOLDRICK - That was certainly under discussion. No agreement has been reached.

CHAIR - I thought an agreement was reached some time ago on this. Are you saying it wasn't?

Mr McGOLDRICK - There was no contract signed. There has been a lot of discussion, a lot of engagement, as we engage with many proponents across the island for these sorts of predictions. With respect to the - as you've said - missing link between Hampshire and Burnie, I think we have a couple of paths that could be successful for proponents who wish to connect. We are very happy to connect those proponents to build that link either regulated or unregulated, because ultimately it will form part of the backbone transmissions estimate, which we want to make sure is developed in a sensible fashion.

CHAIR - Do you prioritise the contingency projects when you submit them?

Mr McGOLDRICK - For example, yesterday, we were meeting with a wide range of stakeholders on the island and the AER. We told them all about this contingent project. We're going to put it in in our final submission - the final chance we get to make a submission - on 30 November. That was broadly accepted by our stakeholders. The AER has yet to make a decision on it, but I'm hopeful they will accept that as a contingent project. And then, if the triggers are met, we'll go on and built it.

CHAIR - My question was do you prioritise? Is there more than one contingent project that you put forward?

Mr McGOLDRICK - That's correct, but it is not a case of priority. Each contingent project has its separate reasons and separate triggers. If the triggers are met then we build the project and we are allowed to recover revenue.

CHAIR - Can you give us a list of all the contingent projects that have been put forward?

Mr McGOLDRICK - Yes, that is in our submission. We're happy to make that available. I believe there are six.

CHAIR - Can you provide that across the table, or you don't have that right now?

Mr McGOLDRICK - We can get it to you very soon.

Mr DUIGAN - In that conversation it is important to also recognise that ReCFIT has been working with - in the space of renewable energy zones, obviously there's been four renewable energy zones identified potentially in Tasmania. The north-west is the first of those, we are working to -

CHAIR - The north-west has no transmission.

Mr DUIGAN - This is the point.

CHAIR - That is the point, yes.

Mr DUIGAN - We need to, in a really careful and considered and a well-planned manner, come together and decide where we're going to build our renewable generation. What are the best areas? What are the community benefits that we can provide? What are the infrastructure needs that we need in that area?

What I would say, is that there is a plan for a north-west renewable energy zone currently being worked through by ReCFIT, and it is in its final stages. And again, a lot of this stuff comes down to timing, meshing the timing of projects and design phases and all of those things. But, I think it is important to put into the mix that there is a body of work going into what a renewable energy zone would look like in the north-west part of the state and what potentially is the shared infrastructure that we could lean into as part of that design work.

Ms LOVELL - Minister, I wanted to go back to the contingent project submission. Can I clarify - and I will be the first to admit this is not my wheelhouse, so forgive me if I am asking obvious questions - the contingent project submission, should that be accepted, you mentioned 24 to 29 in terms of a timeline, that happens regardless of what's happening with stage 1? Or, can happen?

Mr DUIGAN - I will take your question which involves some detail around contingent projects and ask the CEO to have a crack.

Mr McGOLDRICK - If it's accepted as a contingent project, if we can demonstrate that the triggers - so, when you put in a contingent project, you put in the description of the project and the triggers associated with it - if those triggers are met at any stage during the regulatory period, then you can go ahead as a utility and you can construct and be assured of getting revenue recovery for what you build.

Ms LOVELL - What are the triggers for this project, are you able to share that with the committee?

Mr WESTENBERG - Each contingent project has separate trigger. Those triggers are based on either what we call a 'load trigger', which is, we get a new customer, such as hydrogen, and the network needs to be augmented to increase and meet that load requirement. Or, it could be a generation requirement, so we get a new generator connecting to the network. So, each of the triggers we generally have are megawatts, as an example, so, the trigger that Sean was talking about in relation to the new north-west component that we've added in as a separate contingent project, that's 100 megawatts that we are looking at either in a load or a generation. It could be triggered either way. In other words, any change within the network above 100 megawatts would require augmentation to that network, and that would be the trigger if its accepted by the Australian Energy Regulator.

Mr McGOLDRICK - To be crystal clear about it, we don't just automatically build them, what we have to do is to make a contingent project application, which is like a mini business case or a regulatory submission. That is evaluated. If AER agrees that the benefits exceed the costs, then we can go ahead and build.

PUBLIC

Ms LOVELL - In relation to the cost, if that contingent project is accepted and that process is complete and it is all approved, who pays for the building of that part of the link?

Mr McGOLDRICK - What we've been talking about in this element of discussion, a contingent project, that is paid for by everybody in Tasmania. All of the customers. It goes into our rateable asset base and is effectively socialised across the -

Ms LOVELL - So TasNetworks essentially pays for that?

Mr McGOLDRICK - Exactly. We put the money up, but then we recover it through our rates to everybody in Tasmania.

Ms LOVELL - In relation to the second option, the unregulated option, if that's the path you end up needing to go down, the proponents pay for the cost of building that link?

Mr McGOLDRICK - Correct.

Ms LOVELL - And that, I presume, depends on how many proponents want access to it?

Mr McGOLDRICK - Or how deep their pockets are.

Mr DUIGAN - If I may, it really demonstrates why we have to be so careful and considered when it comes to these kinds of projects. They are big. In a Tasmanian context, these are big, expensive projects. Who pays and where that cost turns up is something we really need to be alive to. I'm all about having all the numbers and knowing what it costs, who bears that cost and working through it.

Mr GAFFNEY - Sean, I want to understand the process. If it goes into the regulator to be evaluated, you said, do you get feedback from the regulator that says, look, we're happy with 90 per cent, but this section that you've got here concerns us and you need to go away and address that? Or is it something like a tick or a cross process?

Mr McGOLDRICK - We are fortunate in TasNetworks that, at officer level, we have an excellent working relationship between our staff and the AR staff. Also, at a more executive level, we enjoy that relationship too. The feedback you talked about frequently happens and I would expect that would occur. They don't just ruthlessly say yes or no. It's not a tick box exercise; there is a lot of engagement that occurs.

Mr GAFFNEY - By the time the project gets to the table, all the kinks are worked out?

Mr McGOLDRICK - I wouldn't say all the kinks are worked out, but there's a lot of detailed analysis that is carried out, as well as exchange of information. Michael, would you like to comment?

Mr WESTENBERG - There are a couple of points. As Sean mentioned, each of the contingent projects have a trigger. If that trigger was met, we have to go through the contingent project application. That has quite stringent requirements about us being able to demonstrate net benefits to the Tasmanian community. If we can't do that, if the environment

has changed, energy prices have changed, that project would not go ahead. In relation to the AR feedback on the contingent projects in our draft submission, they gave us feedback that we need to be more specific on the triggers, which is what we've done and what you'll see in our revised proposal that will be issued on 30 November.

Mr GAFFNEY - Is there ever a time when a project, when the environment at that time might not be conducive for that to be accepted, so they just say to put that on hold and come back to it? It could be a change in the economic circumstance or whatever with the prices. Does that ever happen?

Mr McGOLDRICK - We are in a very significant energy transition at the moment. Lots of things do change. What I would say is that the AR is a very considered body, it is a deep thinker, it makes excellent decisions, in my view, and we work cooperatively with them. They're very minded to assist in the development of the network in a sensible way, but if the numbers don't stack up and consumers are not getting the benefits associated with the investment, they would simply say, 'no, you cannot do that now'. But again, if things change, we can go back and engage again. Once we have lodged a contingent project, it is, essentially, a placeholder. Once we have the placeholder in, it gives us some ability to deliver a regulated project. We can always deliver an unregulated project. This is less about the technical aspect of connecting, but as the minister said, more about who pays.

Mr DUIGAN - Potentially, another avenue that exists in this space is the fact that we could stand up what might be an unregulated asset for a period of time and at a future time when Marinus 2 passes FID, or whatever the other trigger might be, that this section of the network could pass into a regulated phase.

CHAIR - Going back about who pays, if the trigger is a new load issue, as opposed to a generator issue, then the analogy has been put to me and others around here, that it's a bit like someone from private enterprise comes in builds a toll road, you can choose not to use the toll road, you can drive around the back and take a bit more time or perhaps suck it up pay the toll and get there quicker. When a new load comes in what I think I heard the CEO say was that the costs of network charges are shared evenly across all Tasmanians. Is that always the case or is there sometimes situations where you might strike another arrangement with those who are creating that greater demand to carry a larger share of the burden?

Mr McGOLDRICK - Again, this comes down to whether it's a regulated project or an unregulated project.

CHAIR - I'm talking about a regulated project.

Mr McGOLDRICK - Okay. In my experience, it's much easier to demonstrate overall benefits for a project that is load, then a project that is generation, that can be quite tricky.

CHAIR - In terms of evenly distributing the costs as opposed to perhaps apportioning a higher recovery of those costs from the load.

Mr McGOLDRICK - Again, I will distinguish between the project, which is adding new load onto the system or the generic load that we have here in Tasmania.

CHAIR - Yes, I'm talking about new load.

Mr McGOLDRICK - If new load comes along and there's a cost associated with the project, that's balanced against the revenue we get, as a system, from that new load which will pay rates. When we add load, we get more revenue.

CHAIR - I'm talking about the cost recovery here. You get more revenue, but is that revenue achieved from all customers equally? The question goes back to, if someone, I have a lot of power outages at my place it's on a bad link, but there are some people who have very good reliable supply, never have an outage except in massive storms. They will pay for a major load that comes in just down the line or anywhere really because it's all one network. So, when a new load comes in where the people who are already hooked into that network don't actually need any more energy, they are not using any more energy or intending to use more, they're probably reducing their energy use, is there a way or any consideration is given to perhaps not evenly distributing that cost back but - ?

Mr DUIGAN - If I could potentially just jump in there, Chair. As I was discussing before in terms of renewable energy zones, as I understand it, one of the things feeding into a development of a renewable energy zone (REZ) would be the ability for costs to be allocated somewhat differently depending on where they fit into that system. So, the point you raise is -

CHAIR - Is there that capacity?

Mr DUIGAN - Well it is work that's undergoing, as I say our REZ framework isn't quite complete, it's very close, but it's one of the factors, as you've raised.

CHAIR - In terms of the cost recovery?

Mr DUIGAN - Yes, the allocation of costs and who pays and how that is spread across the zone.

CHAIR - How are the costs then apportioned to new generation?

Mr DUIGAN - I don't have that level of detail and I will be speculating on that. I know it is work that is being done, so won't get into it, but I hope to be able to release it in its entirety in the coming weeks.

Mr McGOLDRICK - Again, not talking about renewable energy zones but with respect to the regulated connectional new loader generation, as I have said for new load we get extra revenue in. So, the cost overall should be met by that extra revenue and therefore the price is neutral - or less, for some contingent projects for everybody. New generation is slightly different.

Mr WESTENBERG - Just to clarify, with new load coming on, the modelling that we show is with most of the contingent projects - because of the way in which the new load is required to pay for the connection and the volume of energy across the network is shared - the general price impact to residential customers comes down. With the generation side, talking through what the minister mentioned, they are slightly different rules in relation to what a

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generator is required to connect in. They are required to pay for the connection piece but not the augmentation of the network, at this point in time. With potential changes to the REZ zones, that's where there is an opportunity to facilitate a different way in which that cost would be recovered.

CHAIR - I want to look at the North West Transmission Developments a bit further, with the development of renewable energy zones, acknowledging that's a work in progress at the moment. Regarding the broader North West Transmission Developments, what proportion of the work that is being undertaken, proposed, scheduled, et cetera there, is replacing like for like? What is upgrades and maintenance as opposed to new or particular upgrades to deal with Marinus or the additional load that is being considered here, or additional transmission?

Mr DUIGAN - My understanding is it is a fairly substantial upgrading of in NWTD 1 line is a substantial upgrade of existing assets. I will ask the CEO to take you through that in more detail.

CHAIR - I'm particularly talking about the Northern Transmission Line, the one that in the north.

Mr DUIGAN - The coastal route that we are talking about?

CHAIR - Yes.

Mr DUIGAN - So, stage one.

CHAIR - Yes.

Mr McGOLDRICK - I will first of all talk about the generalities of the full North West TD and then I will come back on stage one. There's 240 kilometres of upgraded or new 220KV high voltage alternating current, overhead transmission lines, substations and switching stations. Of the routes chosen for the North West TD, 72 per cent or 177 kilometres are upgrades to existing transmission corridors, and 28 per cent or 66 kilometres are new builds or greenfield corridors. Some of those upgrades to the existing transmission corridors can be quite substantial. But, the goal would be - and that's why we have done it this way - to try and keep within the easement. We may have to change structures; we may have to find alternate locations for towers; we may have to retire certain pieces and build new pieces; but keeping it within the easement. We have managed to accomplish that for about 70 per cent of the route. That's for the whole North West project.

CHAIR - Percentage-wise, how much is maintenance and upgrade as opposed to new?

Mr McGOLDRICK - I am drawing a distinction between new easements and existing easements. In terms of the full North West TD, 72 per cent is on existing easements but with changes to the assets on those easements.

CHAIR - Is that upgrades that are required regardless of Marinus one, two, or otherwise going ahead?

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Mr McGOLDRICK - This is to facilitate Marinus Link one and two.

CHAIR - Obviously, all assets need upgrading and maintaining. If we were to connect other renewables from the north-west or from other parts of the state - but mainly the north-west because they feed into this area - could significant additional generation go through that link now without these upgrades?

Mr McGOLDRICK - Significant? No. We do have some capacity on that route but it's rather limited. It is my view - and if we look at our annual planning report, which we publish every year - it goes out 10 years - this is a fundamental reinforcement of the backbone network, and it's required for Marinus Link, initially -

CHAIR - But it's also required if we didn't have Marinus Link.

Mr McGOLDRICK - Correct. In due course, if sufficient generational load was to be located in the north or north-west, it would also trigger this development - probably in a different timescale.

CHAIR - Possibly, yes. To be clear: there's a significant portion of the current network within that easement, that if people were to build new renewables to feed in, to be used on the island for new load, we would need to invest this sort of money anyway?

Mr McGOLDRICK - Not quite. If we get a new proponent coming along, even lower generation, we study what is required. We would only build what is required, when it is required.

CHAIR - Why would you only build what's required when it's required when we've got Chris Bowen saying they're about to 'supercharge' - or a word similar to that - renewable development? They're going to change the whole way of trying to stimulate renewable development. So, why would we only build what we need when we need it - from a Tasmanian perspective; forget the mainland.

Mr McGOLDRICK - Now, I do have the job and the glory of working within an existing regulatory regime that allows me to recover costs in a very structured way. A fundamental tenet of that regulatory system is you only build what you need when you need it, and you only then charge people for that. Many years ago, this industry was accused of gold plating and building stuff - 'build it and they will come'. That changed decades ago, and there is now a very strict regime in place - and I support that regime - where it's 'best value'. So, you build when it's required, and if it stacks up as a business case, then you get to recover. To be clear, I could go ahead and build all of this right now but I would not be allowed to recover the costs from the ratepayers here in Tasmania.

Mr DUIGAN - It's important to understand that what we are looking at here is contingent on Marinus One reaching FID. If that occurs sometime in the future, next year, then this rolls in. Again, it's about building what is required.

CHAIR - The CEO said, 'We could do it all but not be able to recover the costs'. So, we don't do that, because we want to be able to recover the costs. How is Marinus not a

'build it and they will come' approach, then? At this stage, that's how I see it - a 'build it and they will come' approach. Mr McGoldrick said, 'We don't do that'.

Mr DUIGAN - What we will do, and have committed to doing, is a whole-of-state business case for Marinus. I will ask Mr McGoldrick to comment from a TasNetworks perspective; but the Government is committed to a whole-of-state business case, so we understand what the benefits will be to Tasmania - this year, next year, and 30 years down the track. Only then will Project Marinus reach that final investment decision. That will be public, the business case. You'll be able to scrutinise it, and you'll be able to decide for yourself whether you think it stacks up; and that's the point.

CHAIR - I don't think [inaudible] would say yes or no, but anyway, thanks for the opportunity.

Mr DUIGAN - The other point I make is that the market operator has identified it, I think, as the number one priority in the network. So, it's not just us saying that it's a good idea; but I will pass to Mr McGoldrick.

Mr McGOLDRICK - Thank you minister, and indeed you're correct. The Australian Energy Market Operator (AEMO), one of its duties is to do an integrated system plan every two years, with an annual update. That integrated system plan looks out into the future, and it looks across Australia in the national electricity market on the east coast, and it checks what the necessary development of the power system is: what projects it believes would represent the optimal path towards development of the network of the future.

For the last several iterations of that plan, Marinus Link and Project Marinus, properly said, that includes Marinus Link in the North West TD has been the number one actionable projects, so the project is not only in their overall plan, in their optimal development path, it is an actionable project, which is a higher status, again, and that gives it a certain regulatory impetus, so it is assuredly not a case of, 'build it and they will come,' it is shown to be beneficial for the overall network, the national electricity market in all jurisdictions, especially including Tasmania and Victoria.

CHAIR - With Marinus, the budget for Marinus Link was stated as being \$244 million to reach the FID, as I understand it. Can you outline how much has been spent and what it's been spent on to date? I am interested in the work that's actually been done with that money. You could build half a stadium with that money.

Mr DUIGAN - While we are seeking that information, I do have the revised proposed contingent projects from the AER that you did ask for, so I will table those.

CHAIR - There's six of them, is that right?

Mr DUIGAN - Yes. I believe that is correct. I will pass to the TasNetworks team to give you some more details shortly, but in terms of how much has Tasmania contributed to date, and I know you have given some figures there, both Tasmania and the Commonwealth contributed grants to Marinus Link to deliver early works, Tasmania's contribution to this is planned to be \$93.5 million, with the Commonwealth covering the remainder.

As at the end of June 2023, Tasmania had contributed \$57.1 million, which will form part of our equity contribution, and our equity contribution is 17.7 per cent, as part of the newly negotiated ownership arrangement, with Victoria having 33 per cent and the Commonwealth, 49 per cent, so that 17 per cent equity allocation is estimated to be around \$115 million in total. As to what that money has been spent to at this point in the design and approvals process, I will throw to the TasNetworks team.

Mr McGOLDRICK - I will take a first crack at this, but then I'll pass onto Michael. The total funding commitment for Project Marinus, which includes MLPL and the North West TD for this developmental approval phase is, as you have said, Chair, \$244 million. Of that, \$190.5 million has been allocated to Marinus Link and the remaining \$53.5 million has been allocated to North West TD. In terms of the funding received, so that's for the entire development and approval phase, that goes up until FID, which is at the end of next calendar year, so far MLPL has received \$128 million, so just MLPL has received \$128 million of the \$190.5 million.

As the minister said, of course there's equity contributions in various portions by the individual governments, but to give you a flavour of what has been spent, so at the moment there are 83 active contracts helping to deliver the MLPL design and approvals phase. The collective contract value at the moment is in the order of \$98.5 million across a range of project areas, including many highly specialised services. So, that's a lot of work on land, a lot of testing, a lot of environmental studies, a lot of efforts to make sure that the route is correct, that the easements are correct. There is work -

CHAIR - This is including NWTG as well?

Mr McGOLDRICK - So, no, I'm at the moment talking just on Marinus.

CHAIR - Just on Marinus. Okay. Sure.

Mr McGOLDRICK - Because Marinus has a small portion on land here in Tasmania. It has significant sub-sea and then it has a cable on land, 90-plus kilometres of cable on land in Victoria. So, that requires a lot of work both sub-sea and on land, on the beach making sure that we have the right engineering, the right specification in our tendering contracts. So, a lot of this work is to get the necessary information to put into tender specifications so that companies can then bid. That is the preparatory, that's the development piece.

The approvals piece is to do with securing environmental and other approvals with a number of highly specialist firms who work in that area. Similarly, for the North West TD, we currently have 24 active contracts helping to deliver the design and approvals phase and the collective contract value at the moment, total contract value, is \$33.4 million. Again, that's across a range of land, geotech engineering and environmental activities in order to ensure that we get the right specification in our tender documents and we get the right product at the end of the day. Michael, I'd like to hand over to you.

Mr WESTERNBERG - I think Seán has covered most of it. I think for any project or mega project like Marinus, as you work towards FID, you need to have every part of that component ready to make a very informed decision to move forward. So, in addition to the work such as the design of the environmental approvals, there's a large component around

engaging the contractors. That is building your request for proposals and the information that is required to make those decisions. There are also other costs such as acquisition of small components of land for converter stations, those sorts of things, which have been made where strategically they should, you know, they're required. I think along with the costs that Seán mentioned, they're the types of costs that we look at.

CHAIR - In terms of the use of consultants, I understand that this \$ 3.3 million has been spent on consultants for Marinus Link. Can you give us some detail of what sort of consultancies have been - that make up that \$ 3.3 million?

Mr DUIGAN - I will throw to the TasNetworks team to provide that detail, noting that it's a pretty specialised area and accessing experts in that field is -

Mr WESTERNBERG - Certainly. So, the types of consultants you would expect to see would be people doing the surveying of the undersea bed and the geotech services, so that's understanding what the ground situation is like both over the land and also under the sea. Consultants and contractors around modelling, so as you can imagine, the questions that are being asked around the benefits.

There's a large amount of work to do economic modelling to understand, to ensure that those benefits are understood and known before any FID decision is made. You've got general consulting for accounting, legal - as you can imagine, going through the approval processes making sure that all of that is overseen correctly, engineering support and another couple would be land and access management services. As you can imagine, TasNetworks has engaged heavily with the landowners in the local communities. That requires a large, coordinated approach and ensuring that is done in an appropriate way. I think they're the key types.

Mr McGOLDRICK - Likewise, for the North West Transmission Developments, you have environmental approval consultants who've been working diligently to make sure we are doing the right thing environmentally and can secure the correct approvals. There are geotechnical consultants, legal advice. We have -

CHAIR - Can you provide a breakdown of all of these? I know you've got the notes on your sheet that you're reading from, but are you able to provide a list of the contracts, not necessarily the value, just who the contractors are?

Mr WESTENBERG - It's in the annual report. All over \$50 000.

Mr McGOLDRICK - Yes, everything over \$50 000 is in the annual report.

CHAIR - Are they broken up for Marinus? I didn't think they were.

Mr WESTENBERG - I would have to check that.

CHAIR - We can move on and come back. I thought they were just a collective. There's consultancies on pages 58 and 59, but to me it doesn't - oh, there are some on Project Marinus.

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Mr WESTENBERG - Yes, we've separated them out.

We do use the definition provided by the requirements as to what a consultant is versus bringing in people who undertake work, as opposed to providing consultancy services. That is the definition we use in providing that information.

CHAIR - In terms of your PR -

Mr DUIGAN - Can I just check that you are content with that list that has been provided?

CHAIR - Yes, that is fine. There are obviously smaller ones, which might be where my next question is. In terms of your PR and marketing, I presume from looking at these lists that they are not included in that because they are probably not of that value. One would hope they're not, to be frank. How much have you spent annually on PR and promotion of these projects?

Mr McGOLDRICK - I spend a lot of personal time going around talking to communities and making sure they -

CHAIR - That's why you get paid the big bucks. I'm talking about consultants.

Mr McGOLDRICK - Just to make the point that there is a significant effort from TasNetworks, as the owner of Marinus, to convince people that this is the right thing and it is often at the local community level. With respect to other work that we get specialist advice for, it's less PR as such, it's more with stakeholder engagement, monitoring of media and consumer sentiment surveys that we need the help. As I said, I am very happy and confident to promote the benefits of this project. I look to TasNetworks people and Marinus Link people to do that, but for very specialist services like engaging stakeholders in that structured fashion, monitoring media both on and off island, and carrying out independent surveys of consumer sentiment, we look to the private sector to assist us in doing that.

CHAIR - Can you provide a breakdown of the organisations and the cost of those services for those particular matters? The monitoring of media, the stakeholder engagement and the independent surveys of community sentiment.

Mr WESTENBERG - We don't have that here broken down by type.

CHAIR - Type and the company you engage.

Mr WESTENBERG - We don't have -

CHAIR - I didn't expect to find it there. One would hope it's less than \$50 000. Well, it depends, if there is one company you are engaging to do all of it, maybe it would fit, but if it's a one-off community sentiment survey, I don't know, maybe they do cost that much.

Mr McGOLDRICK - It's typically not one-off, what we do is a sequence of these over years.

CHAIR - Where would they appear, then? Where would the cost of these appear?

Mr WESTENBERG - Again, it depends on the definition of whether they are consultants or contractors. A consultant is someone who comes in and provides advice to us, whereas contractors are someone you are bringing in to actually undertake the work. That's not in here. We would need to have a look at those numbers and see whether that's something that would be able to be broken down by the type of work that they do.

CHAIR - If you are unable to provide it by the end of the day, we will send a question on notice regarding that.

Mr DUIGAN - We are happy to take that one on notice, but we will endeavour to get it to you before the end of the day. To that point, I would say that these are large, significant projects for Tasmania, and it is very important that we do seek to keep the community informed and engaged. I think having a good public facing look at these projects -

CHAIR - What about writing opinion pieces for major industry bodies?

Mr DUIGAN - I won't comment there. What I will do at this point is offer the Chair the opportunity - I know you have been patiently watching over us, Chair. Maybe not to that particular question, but if there is anything you'd like to add at this stage that has piqued your interest?

Mr GILL - Thank you, minister. It is interesting listening to the discussions. In relation to the contingent projects, the value of the North West development, the regulatory framework in which we operate is there and has been developed over a number of years in order to provide value for the community. We spend a lot of time planning our way ahead.

The question of whether we build it and they will come, or otherwise, the reason we've got Marinus in place is so that we find ways to enhance the growth of the Tasmanian power sector and the grid that can deliver it, in a very long-term bit of thinking. That's the role that TasNetworks plays.

When it actually comes down to who pays for it, when it gets done, there is a very transparent regulatory process in place which enables the community to be confident that we are spending the money at the right time and on the right things to enable costs to be appropriately shared around. I think that is a really important point.

In relation to Marinus, at \$5.5 billion, this is a mega project. The degree of analysis and assessment, the understanding of the seabed, the connection with customers and stakeholders has to be done at a great level so, that by the time we get to FID, our confidence level in the number that we are assuming on a cost side and the benefits that come out from it, is really rigorous. You would expect nothing less from us.

That requires a lot of specialist services that would never ever exist within TasNetworks. Therefore, we search for them both nationally and where ever we can, we get them within Tasmania. We are very pleased that this project is progressing on a path that is unfortunate that we're not going to be able to go cable 1 and cable 2 at the same time, but there lies the cost increases that we've seen at a global level in these large projects. I can

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assure you that a huge amount of effort is going into being as considered and value for money for the Tasmanian community, as could possibly be done.

CHAIR - Can I clarify from the Chair's comment. The current cost estimate for the one cable is \$5.5 billion, is that right? What is the current cost estimate for one cable?

Mr GILL - It is \$3 billion to \$3.3 billion. When I take \$5.5 billion, we are progressing on laying out where the overall project will go. So, by assessing the seabed, that of course assesses for where two cables will lay, by getting those easements that will facilitate the future potential for a second cable. We've put forward a regulatory investment test which looked at the two-cable solution. What we are doing is staging it. We will do stage 1, and depending on the outcomes of that, depending on where the market goes, we'll be ready to be able to move towards stage 2.

That also applies to North West Transmission Developments. Whilst we are doing it in a staged process, we are still looking very carefully at the full development, so that we understand what the implications of that are.

CHAIR - If the \$5.5 billion number relates to both, can we assume then it will be \$2.2 billion for the second cable?

Mr DUIGAN - We would be very carefully assuming anything in the current market we are in.

CHAIR - Well, true, yes, assuming they can build at a similar time.

Mr DUIGAN - We've got to be so careful about numbers, to get the numbers right.

CHAIR - But this is what matters to people.

Mr DUIGAN - Of course it does.

CHAIR - The overall figure given was \$5.5 billion, that's correct? Yes, \$3.3 billion for one cable?

Mr GILL - I will just add the minister is quite right, we really do have to be careful about the numbers, because we are in the pre-financial investment decision phase. We are in the process of understanding and uncovering what confidence we will have in the numbers. By the time we get to the end of 2024, we'd be at the point where the numbers are the confident numbers. What we have at the moment is an estimate to \$5.5 billion, increased confidence over the stage one, because that's what we've tendered for. The \$3 - \$3.3 we have increasing confidence on.

When I talk about the scale of a project, which is where I was using the \$5.5 as an indicative number, that is to represent the mega-nature of the project going ahead here in Tasmania.

CHAIR - Minister, who actually made the decision to go back to one cable?

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Mr DUIGAN - My understanding is that was a decision that was taken - I will just seek some advice.

CHAIR - It's a pretty significant decision. One would think we would know who made that decision.

Mr DUIGAN - Yes, I do understand that, but I do not want to misrepresent. It was a decision made jointly between the State of Tasmania and the Commonwealth Government.

CHAIR - At ministerial level? Who made the decision? The Commonwealth level and the Tasmanian state level are pretty big entities. These guys sit in the Tasmanian -

Mr DUIGAN - My understanding is it was made at a high level.

CHAIR - So, who made the decision? Someone must make a decision, that says okay, now we're going to go with one.

Mr DUIGAN - My understanding is the Premier, Jeremy Rockliff, the Energy minister at the time, Guy Barnett, and minister Bowen, the federal minister for Energy.

CHAIR - What date was that decision made?

Mr DUIGAN - I don't know what date the decision was made. The decision was announced on 3 September.

CHAIR - You don't know when it was made though? Meetings must have occurred for a decision to be made. It was a joint, three-way decision, yes? Yes.

Mr EDMUNDS - What date did you become minister? Google isn't helping me on that front.

Mr DUIGAN - An excellent question: 26 September.

CHAIR - What day was the decision announced, did you say?

Mr DUIGAN - The decision was announced on 3 September and I became minister on 26 September. Luke, yes, the 26 is etched into my memory.

Mr EDMUNDS - It will be now. On page 47 of the annual report it outlines that Samantha Hogg left the organisation, having been the chair of Marinus Link. What was the reason for Ms Hogg's departure?

Mr DUIGAN - This is probably a matter for the Chair.

Mr GILL - As we moved into this area, we realised it was a very close relationship between TasNetworks and the operations of Marinus Link and it was deemed appropriate, as a result, I step in and take over both spots. Thinking about how we've progressed since June, I started on 21 June, it's been very useful to be able to have that closer connection between the two of us as we move forward to this next stage.

Notwithstanding that, Samantha Hogg has done an excellent job bringing it to that point. But like all projects, they move through various stages. This later stage where we're also transitioning this business into the triparty ownership of Victorian, Tasmania and Commonwealth governments, it's been really good to have a more close-knit control within the TasNetworks group.

Mr EDMUNDS - It wasn't a resignation?

Mr GILL - She ultimately did resign and I took over.

Mr EDMUNDS - Was there a termination payment and if so, what was it?

Mr GILL - That's not how chairs - directors work on directors' fees and they operate for months and months, we are not any long-term contract.

Mr EDMUNDS - There wasn't one, okay, thank you. Who made the decision and you alluded to this, that Ms Hogg should no longer be in that role?

Mr GILL - It was a decision between the shareholder ministers and I was asked to take on the role.

Mr EDMUNDS - Who was Ms Hogg actually reporting to? Was it the Chair of TasNetworks, the Treasurer or the Energy minister?

Mr GILL - The way we set it up as a subsidiary, go back a phase, in 2022 it was expected we would separate Marinus Link out onto its own in around March 2023. However, for a number of reasons it was taking much longer than that. In that period, she was reporting to the minister for energy and the Treasurer. Now, by bringing it in with a smaller group and work directions of Marinus Link in line with the new triparty arrangements.

Mr EDMUNDS - Had ministers Ferguson or Barnett raised any concerns about the performance of the previous chair?

Mr GILL - No, not with me.

Ms LOVELL - Is the minister aware of any concerns that were raised?

Mr DUIGAN - No, certainly not.

Mr EDMUNDS - Are you aware if the previous minister had asked for her to be removed from that position or given any reasons?

Mr DUIGAN - Can I just quickly correct the record and I will answer that question; 3 October was the date, I should have backed myself. Sworn in as the minister on 3 October. The question was, had anything been raised with me. No.

Mr EDMUNDS - You are not aware of any requests of either of the ministers to have Ms Hogg removed from that position? Or any reasons.

Mr DUIGAN - No, I'm not.

Mr EDMUNDS - In previous years and going over the *Hansard*, when we've had guests from TasNetworks at the table, we've also had the GM or CEO such as Ms Clark last time at the table. I just wondered, is there a reason why the CEO of Marinus Link isn't here today?

Mr DUIGAN - Because we have the Chair of the board of Marinus Link and another director, we felt that was a reasonable position to be in. There are probably a number of TasNetworks subsidiaries where the CEOs aren't represented.

CHAIR - Ours is probably the really significant one, minister.

Mr EDMUNDS - I guess that's my question. We are fortunate with GBEs pending the disorganisation of the lower House, but the upper House's date is set in stone 12 months ago. We have TasNetworks here exclusively talking about Marinus Link this morning and why the CEO of Marinus Link has something else on other than government scrutiny.

Mr DUIGAN - It wasn't a request from my office. I haven't decided who's here at the table from TasNetworks. I will throw to the Chair to answer that question.

Mr GILL - We are comfortable that with the CEO, Seán, and me, both of whom are directors of Marinus Link, and with Michael who has oversight of all the finances of the group, we feel very comfortable that we can answer all the questions you need, and I hope we can.

Mr EDMUNDS - I am happy to take this on notice. Do you have a number of FTEs working on Marinus and their total wage?

Mr McGOLDRICK - We certainly have the FTEs. Michael, correct me if I am wrong, but I believe it's a 104 FTEs that work directly on Marinus.

Mr DUIGAN - In terms of payroll?

Mr WESTENBERG - That's correct, 104.

CHAIR - Do you have an organisational structure of Marinus Link there so we can - in terms of who fills what positions in the senior level in that? As a whole subsidiary that has its own structure.

Mr McGOLDRICK - Yes.

CHAIR - Have you got a copy of that structure?

Mr McGOLDRICK - I don't have a copy of that here, but we're happy to provide that, but just to confirm it's a 104 FTEs that are working on Marinus, ably assisted of course by - as we have already talked to - a range of different consultants, because it is a very significant endeavour.

Mr GILL - I'd also add that TasNetworks itself provides a number of support services. The value at the moment of having Marinus inside the TasNetworks group is that we are able to provide a charter services, financial reporting services, auditing services, so there is great benefit. Because we're in this process where we are getting towards FID, we are in the development stage, we're not in an execution stage, and so it may well transpire that issues arise and this project doesn't go ahead. So, we have to keep the cost down as much as possible so that's supported in the TasNetworks Group overall.

Mr EDMUNDS - Just on that, was there a number for the total wage or can we put that on notice?

Mr McGOLDRICK - We can certainly endeavour to provide before the end of today.

Mr EDMUNDS - Thank you.

CHAIR - So, just while we are on staffing matters, I do commend - as I have in previous years - TasNetworks addressing the gender pay gap, in terms of naming it up, big tick, no one else in the world scrutinising has even gotten anywhere near that, some of them don't even talk about what the gender makeup of their workforce is. I would like a bit more detail around that and the breakup between Marinus Link and the employers there for the gender mix and the gender pay gap that may exist in those two entities. So, in terms of understanding more about the gender pay gap, are you able to provide a breakdown of the senior staffing positions by gender?

Mr McGOLDRICK - I am happy to do it for the executive team. Marinus Link, the CEO is Caroline Wykamp, so that face is female. On our executive team we have Renee Anderson, who identifies as female, and she is our People and Culture Executive.

CHAIR - How many on that level?

Mr McGOLDRICK - There are six on that level.

Ms LOVELL - Is that TasNetworks? Not Marinus.

Mr McGOLDRICK - Not including Marinus, if you include Marinus it would be seven overall.

CHAIR - Are you able to provide a breakdown of that? This is the only way we keep a check on this, it is the only way we hold people to account.

Mr McGOLDRICK - So at the executive level, as I have said of the seven executives, two are female, or in TasNetworks pure regulated business sense, six executives, one of which is female.

CHAIR - So if you go down to the next level, like senior manager roles, who can you provide that level as well?

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Mr McGOLDRICK - The head of function level in our business which I think has 19 or 20 people, the majority are actually female. I believe over 10 are female.

CHAIR - Can you provide this to the committee? It's much easier if we are able to see it. I am not disputing that you are obviously making inroads in this, whereas many other companies aren't even looking at it let alone trying to address it.

Mr McGOLDRICK - I am happy to do that at executive and head function level, so happy to do that.

CHAIR - Yes. About time.

Mr GILL - I am very pleased to indicate that on the board of TasNetworks, we have a 50/50 -

CHAIR - Yes. I noticed that as well.

Mr GILL - Three excellent female directors.

CHAIR - No one's doubting anyone's capacity here, I'm just making that point. I'd really appreciate the breakdown as far as it's relatively straightforward to go, acknowledging that a lot of the technical skills are very male-dominated industries, absolutely acknowledge that when you get down to the linesmen levels and that sort of thing and, you know, the majority of people that you see out on the road fixing down power lines are male, obviously.

Mr McGOLDRICK - That is changing and we have some really excellent female engineer graduates.

CHAIR - It would be good to see this right down to the levels. -

Mr McGOLDRICK - We will endeavour to provide an overall breakdown.

CHAIR - Sure. That would be helpful.

Mr McGOLDRICK - We can certainly provide the detailed one down to head of function, but just indicate recruitment of graduates, recruitment of apprentices, we actively seek female participants in our recruitment. We are progressively introducing more females into the frontline services, many of whom I meet regularly, who are very supportive of each other. It's a case, as you well understand, of getting a mass together here and working so we reach -

CHAIR - Then I will be able to stop talking about it and I won't ask you again. Okay? It's a pretty good incentive, I would have thought.

Mr McGOLDRICK - Happy to talk.

CHAIR - Luke, did you have something else on that?

Mr EDMUNDS - Yes, sort of back where I was.

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CHAIR - Sorry. You go back and I'll come to other, I think, matters of diversity.

Mr EDMUNDS - No, if you want to keep going, that's fine.

CHAIR - I notice that you are doing some other diversity and inclusion work which is really great to see this reported in your annual report too. Sadly, it's lacking in some others, but in terms of your diversity in equity and inclusion framework that you're rolling out, you're doing respectful workplace programs and Call it Out workshops. Can you tell us who's actually running those and do all employees have to participate in that?

Mr McGOLDRICK - So, we are very determined as a business to be as inclusive as possible. I've always felt strongly that a good utility is a mirror for the society it's serving. That is a personal passion of mine, having worked in a number of war-torn areas bringing utilities back where that was a key in ensuring that a utility worked to heal a society. So, I strongly feel and I'm - great to be supported by our board in this regard - that we need to have as diverse a workforce as the community we serve.

There are many different aspects of that. The first is you have to recruit for that, so we actively do that, but also you have to celebrate the service of those people who were inside your business from diverse communities. One of the things we do is we have a diversity and inclusion calendar and we celebrate a range of different festivals across the spectrum. I particularly enjoy doing that, but it makes our employees feel welcomed and we've started doing this in the last two years.

A number of the festivals that we did for the very first time were notable moments in the career of many of the employees, so they were very kind to express their happiness with that. This is about attracting skills from a diverse base. It's about retaining skills from that diverse base. So, the first and most important thing we do is we show board and executive committee an executive commitment to this.

Recently, for example, we celebrated Diwali, the festival of light, and our board and the executive team participated in the festivities. We spent a very good hour and a half, I believe, making somewhat of a mess of an agenda, but we enjoyed it thoroughly because our board was on that day. There's an aspect here of commitment from the senior levels to ensure people understand that.

CHAIR - I appreciate that, and those things are all part of it. I'm interested in the framework and who is conducting the workshops?

Mr WESTENBERG - Yes, certainly. Minister, if I could add to that -

CHAIR - And is it compulsory?

Mr WESTENBERG - Yes, it is. We've used what we call a 'train the trainer approach'. We did initial work with building the framework, but the training has actually been led by our own team of people. We have our internal people going out and leading those sessions. They are managing and we've had over 1000 of our 1100 employees attend, so the participation rate has been absolutely fantastic. Then for leaders, as leaders, we're actually required to

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undertake additional call-it-out training. We're a firm believer that any of this sort of work starts with leaders. It is our responsibility to set a culture where people feel psychologically safe and are in a position where they can, as we say, call out behaviour or inappropriate behaviour or potential concerns to their leaders.

CHAIR - This additional training you're talking about, who actually provides that training? I'm interested in who provides the training.

Mr WESTENBERG - We do. We take -

CHAIR - No, but you said the managers, the leaders, have to do additional training?

Mr WESTENBERG - Yes, so that is undertaken by our own internal teams of either volunteers, generally people from People and Culture. Our People and Culture business partners, but there has been a number of people in the organisation that have put their hand up and said, 'I would really like to participate in this, and I am prepared to undertake' -

CHAIR - So these people who undertake the training have had the appropriate level of training themselves?

Mr WESTENBERG - Yes.

Ms LOVELL - Can I just ask a clarifying question on that?

CHAIR - Sure.

Ms LOVELL - I noticed the use of the word now - and in the annual report - you've just used it now as well, 'voluntary'. I'm presuming that means people have volunteered to undergo the training but they are paid for that time that they are being trained, are they? And also, when they're training others?

Mr WESTENBERG - Yes, absolutely.

Ms LOVELL - It's not training they do out of work hours?

Mr WESTENBERG - No, definitely not. This is part of their roles or they do it in their work time, but we've provided the space for them, given the importance of the program and ensuring that we do create an environment where people feel they can call something out. They can talk to their leader, they can talk to someone in People and Culture, or appear, and really setting the expectations around what is acceptable behaviour, what is non-acceptable behaviour. And if they see that, what is their role as a bystander?

CHAIR - I'll just ask one and I'll come back to Sarah. This includes safe and effective bystander training -

Mr WESTENBERG - Use of assets. Yes, absolutely.

CHAIR - Yes, right. To Sarah.

Ms LOVELL - I have a couple of questions on this. You spoke about the festivals and other days of inclusion that you're celebrating, which is all commendable. Can you outline a bit what you're doing in flexible work arrangements, or other tangible practices within the workplace that help to accommodate people with cultural differences and different backgrounds?

Mr McGOLDRICK - We grew a lot of engagement with communities that are represented in our workforce. We came to realise that perhaps the approach we'd taken to annual leave at certain parts of the year, and certain holidays, didn't quite meet the needs. Interestingly, this was not something that people complained about, but when we talked to them, they raised this. And that was an easy fix for us, because we were able to allow people to flexibly change particular might I say, Christian holidays for other religious holidays, or different festivals at different times of year. We were very happy to work around that and to flexibly allocate time appropriately. That's one aspect.

Of course, this is part of a general philosophy of flexible service that we have. We also have very good terms and conditions with respect to paternity leave, maternity leave. We make sure that people can take care of elderly parents, and carers leave. There is an appropriate consideration for the fact that we all have lives, and that we have to cope with life. We do work as well, but our family, our community is hugely important.

Might I say, the vast majority of people in TasNetworks are very community oriented, very committed to the community. One of the things we have, as well, is a very active volunteering program, where you can take a number of days of company time to volunteer in your community for a range of different causes. Each of the festivals that we talked about as well, we fundraise, each of the calendar events, we fundraise.

We had a gloriously Pink Day in TasNetworks recently, where we were campaigning for funds for breast cancer and breast cancer research. Again, that was something that somebody in the business organically came to us and said can you please include this. We raised significant funds - significant in our terms - and were able to donate that. A range of different things like that.

Flexible arrangements where people value being in the company, because we are approachable in that regard, we listen and, where we can, we try to accommodate their lives so that they can commit to us. I have to say, the payback we get is tremendous. It's just wonderful. For a flexible attitude and a sensible approach, we aren't handing out blank cheques or anything, not giving people extra leave, but just by being flexible, it has definitely been a retention strategy that is very successful.

Mr WESTENBERG - If I could add in a couple of additional pieces. First of all, this week we also released our, what we call a neurodiverse space in our building. We are aware that some people have different work requirements relating to the amount of noise. We have quite an open office environment, so we had a small section that wasn't being utilised as well as it could and we just opened that up this week. That provides people with a really quiet area that they can go to and work with different requirements.

The other item is we do have a hybrid way of working as far as for some roles, where we can facilitate the need for people to work from home. We are very mindful of managing

that with people who are also required to work in all conditions, so that is something that we work through.

Ms LOVELL - These are all good initiatives. The celebrating different days and things is great, but unless you are going to make a tangible difference to people's ability to work it can be seen as a bit tokenistic. I am pleased to hear that is happening.

CHAIR - That neurodiverse workplace is a really positive thing. Not many others would be doing that.

Ms LOVELL - Minister, you are probably aware that there are new workplace health and safety regulations involving managing psychosocial risks and hazards in the workplace. I understand that TasNetworks has undertaken a psychosocial risk survey of staff. Are you able to share with the committee what that survey showed?

Mr DUIGAN - Thank you, I will pass to the CEO to talk to that one.

Mr McGOLDRICK - Earlier this year, we engaged a consultant to conduct a survey and a series of focus groups and workshops to assess and discuss psychosocial hazards and to consult with staff about workplace mental health issues more generally. Very new territory for us, I have to say. It was a proactive initiative by the business to improve the understanding of how psychosocial hazards - even the phrase was new to our business - fit with the risk profile of the business and the extent to which the TasNetworks workforce is coping with the impact of these hazards. We received the results at the end of October and some of the results indicated the presence of psychosocial hazards that are of a very high level of concern.

The broad sweep of the report indicated the majority of people were in a reasonably good space. Some people were not travelling at all well and that caused a high level of concern to us, as an executive and board when we reviewed the results. We're committed to developing an evidence-informed workplace mental health and wellbeing action plan. That work is ongoing and will be an area of significant focus for the business over the coming months.

When we got the results, I took some time to reflect. It's not so much the power of the statistics but the power of the comments that were in the survey really struck me. At stages, I was thinking, 'Is this really the workplace that I'm in charge of here; what is happening and why is this happening?' You're in a bit of shock first of all and then you go, 'What can we do about it?'

We've enlisted the help of our head of function group, which is the direct reports to executives. We've shared the results with them and we've come up with a workplan. They're currently holding sessions with the individual areas they're responsible with sharing the information. It's anonymous, so we're not trying to call people out or try to identify where it is. We're trying to understand where this is, what it is and, more importantly, what we can do about it. That work is ongoing now -

CHAIR - Who's leading? Are the people and culture people leading that work?

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Mr McGOLDRICK - No, it's the head of function. Each functional area has a leader - including People and Culture as well. For example, Michael, you would have many heads of functions reporting to you -

Mr WESTENBERG - Yes, I have four. That's allowed me to run those sessions with the help of our People and Culture team.

Mr DUIGAN - I'm interested to know, Chair, whether you might have something to say more broadly on this one?

Mr GILL - The board's put a huge amount of effort into the safety side of our business. Since I've been on the board, we've seen significant improvements in our safety performance and now we're extending that into this wellbeing area. As Sean said, this psychosocial assessment material is new ground in Australia. It's happening around the world and we're very keen to be at the forefront of understanding these issues. It's reflective of societal concerns and questions. When you have 1000 people in your business, we need to be aware of this, and the board's very supportive of the work that management's doing in this regard.

Ms LOVELL - You mentioned before that the survey results showed that people broadly were travelling okay but there were some people who indicated high levels of concern or indicated things that gave you high levels of concern. Do you have any data on what the numbers show - like what proportion of staff or anything quantifiable - that you can share with us?

Mr McGOLDRICK - Given that this is emotional and how sensitive it is, I would not like to share this at this point in time. To give you a flavour of it, as I said, we've over 2000 comments so that will tell you that people -

CHAIR - Some positive or mostly negative?

Mr McGOLDRICK - Mostly people who commented, commented about areas of concern; and, of course, we had multiple comments from individuals. It has allowed us to dig into this. The areas of concern are - we were trying to determine, as you might imagine, things like: what was driving it; was it a particular bad egg in a particular place that was causing this.

That is a work in progress and we're trying to still find a way through this.

Ms LOVELL - Were the areas of concern consistent? Were there lots of areas of concern? Can you share with us what some of those areas were?

Mr McGOLDRICK - Some of the areas of concern are: bullying; assault; sexual assault. These were things that were raised in the survey and were extremely worrying. We're not talking at the minor end of the scale; we're talking small numbers but -

Ms LOVELL - Very serious.

Mr McGOLDRICK - at the very serious end. That's what has given us pause to think that we need to address this completely and thoroughly.

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It was a confidential survey. It was carried out most professionally by the on-island consultant that we hired to do it, Pracademia, who did an excellent job collating it. We've been analysing and absorbing it and now we are in motion, to first of all, share the results with our people. That is why I don't want to share it with this committee right now, because we are layering it through the business, giving them the respect to share it with them first, and then come up with a response for how we deal with it.

Ms LOVELL - There are some matters that you've identified that potentially are criminal offences.

Mr McGOLDRICK - Agreed.

Ms LOVELL - I appreciate the survey's confidential, and I also appreciate that people who have been subject to those behaviours might not want to make reports. Have you looked into any liability issues for TasNetworks as an employer?

Mr McGOLDRICK - Honestly, I am not concerned about that aspect at all. I am more concerned about the health and wellbeing of our people. What was particularly confronting for me was there were no recorded reports of those very serious issues.

Ms LOVELL - That is my point. What is TasNetworks doing to ensure people are feeling that they can report those things?

Mr McGOLDRICK - That is job number one. That raised a huge level of concern. Our people are suffering and they're not even confident to report to us so we can formally take action. That is our challenge, to change that.

CHAIR - When did the 'Call it Out' workshop start?

Mr McGOLDRICK - They started this year about four months ago.

CHAIR - After the survey or before the survey?

Mr McGOLDRICK - Before the survey.

Mr WESTENBERG - If I could add a couple of things. Getting our team members comfortable with escalating concerns is definitely part of 'Call it Out'. As part of that, and not taking away from the serious nature of the findings of the survey, is education about what might be poor behaviour versus bullying. Really being clear on what that is, is part of it.

The other difference in what we are doing this time is, as Sean said, we are focused on communication. The board and the executive haven't gone out and said, 'This is our plan to address it'. We are going out to communicate to our team members and ask them those very questions about - what is it that you feel needs to be done to address these concerns? Because we do have other policies that should support, such as Confidential Whistleblower Policy et cetera that is used and has been used in the past, but not for the sort of items that Sean flagged previously. Again, it is about talking to our people about what else do we need to do to ensure that they feel comfortable to call out any of these behaviours.

The last point I make, sometimes we see concerning incidents raised in our safety report which we get every day. Some of the interactions that people may be talking about may be direct interactions with customers. Again, the survey is confidential, so we cannot make any assumptions, we can't go back to people to clarify. But, we do sometimes get people in situations with aggressive dogs, aggressive customers, that they may have added into that survey, which is something that we need to work through.

Ms LOVELL - To clarify, I appreciate that the psychosocial side of things is fairly new in the workplace health and safety space for a lot of businesses. Some of the things you've talked about are not really psychosocial, they are physical safety issues. Bullying - that's been on the radar for a long time. Has TasNetworks undertaken any kind of employee satisfaction survey in the past or anything that might have indicated some issues, particularly in relation to those reporting structures and dispute resolution and reporting mechanisms that are in place that might have led to things getting to this point; which looks like it is pretty bad.

Mr McGOLDRICK - We do all of those things. We do them diligently and frequently. But, this survey was a very different and very skilful survey in a whole new area. I am grateful that we did it because it has ripped the bandaid off and we can now address the issue.

A lot of those more traditional things which we do - like all good businesses - didn't quite hit the mark for what this was and what it needed to be. You get good, rich data out of those more traditional things, and we do implement things as a result of that, and it does help us. But, this was a whole different end of the spectrum. As you said, it's new, we're grappling with, it is great that we've made a start, but, we do need to make some progress.

Somebody once said to me:

Culture in an organisation is what you feel in your gut when you walk in the door on a Monday morning, or you're worrying about it on a Sunday night.

What struck me about this was, I have a small number of important people, who are feeling really terrible and dreading coming into work. That is what we have to address. A general participation in a survey that talks about whether you're meeting your career goals is very different. We are on a journey, we've some good advice, good specialists who are going to help us. We're going to roll up our sleeves and make it a much better place to work so nobody comes in feeling this dreadful I can't do this anymore.

CHAIR - Maybe you need to rejig your annual staff satisfaction survey.

Mr McGOLDRICK - We certainly will, but this is a separate, almost specialism, that we certainly do need as well.

Ms LOVELL - Are you engaging with the union on this?

Mr McGOLDRICK - Yes, I did mean to say that. Not only with our leaders and our team members, but we have consulted with the unions at a high level. Through the coming months, we need their assistance in this because we understand, from analysis of the detailed

comments, it's not merely or only or exclusively leader-to-staff-member, it is also between staff members. We absolutely need the help of the unions to also address that.

Mr EDMUNDS - Thank you for your candour about the survey, that's really commendable. Sitting here as a member of parliament, as a Tasmanian, it is a Government-owned business and really concerning to hear you're getting reports of assault, bullying, sexual assault, and for you to actually use a sentence 'our people are suffering.' I really appreciate the comment, but it is very alarming for me, as a parliamentarian.

Minister, my question is were you aware of this report before this morning?

Mr DUIGAN - No, I haven't seen any of the detail that has been discussed here. What has been outlined in the last few minutes is concerning and you've heard the organisation is very committed to addressing those issues. This is the first time I've heard details of concerns at the high level that have just been articulated.

Mr EDMUNDS - I don't disagree on that; based off the answer from the CEO, we could have no doubt about how seriously he is taking the issue. As you are literally the shareholder minister of this Government business, what's the next steps for you as the shareholder minister?

Mr DUIGAN - This is a matter for the board of this organisation to be absolutely addressing. As we've heard, that is clearly their intention to deal with this, to look at and work through it.

Mr EDMUNDS - Can you commit to taking a hands-on role and seeing how this goes over the next 12 months. Not to overdramatise, but this is really serious stuff we've just been told about. We get to sit here once a year, you can get out to Maria Street every day of the week if you wish, what are you going to do? Are you prepared to leave it to TasNetworks to completely see this through or what role will you take, as the shareholder minister. The Treasurer is the other person that could be asked this question, to deal with this? Because this is really alarming stuff.

Mr DUIGAN - I have full confidence in the board of TasNetworks. They ought to be commended for the work they have done in facing these types of issues, about being proactive in this area. As you would expect, as shareholder minister, have frequent contact with the board, with the senior management. This will be an area of interest for me and my other shareholder minister, the Treasurer, to keep on top of. What I would say is that I have confidence in the board.

CHAIR - Would you expect the board to report this to you? As Sarah said, there is potentially criminal activity in terms of sexual assault and -

Mr DUIGAN - Yes, I would expect that. Yes, and potentially I would ask the chair to give his thoughts here about what he feels the board ought to share with its shareholders.

Mr GILL - This material is very fresh. We are looking to get to the bottom of it so that we can then provide good advice to our shareholders because (a) how we are dealing with it, and (b) do we actually have matters that require other methods of escalation? We are not into

the answers of all that yet. The CEO has shared with you some of his concerns about this matter. The board also is taking it very seriously.

As we said a moment ago, we have taken the bold step to surveying and understanding matters inside the company we felt were important to understand. It will be interesting to see as these sorts of things occur both in other businesses around the country, just what evolves and how many others businesses will be facing dealing with these sorts of issues.

CHAIR - We don't want to hear about other businesses. We want to hear about - you asked the questions yourself, minister, with all due respect, what was the board's view on this matter in terms of reporting it to the minister? That is what the question is.

Mr GILL - This matter is very fresh. We are in the process of making sure we understand it and we will be keeping our minister fully informed of how we are addressing it.

Mr EDMUNDS - That is where my questioning to the minister comes from, is that this is a very serious issue raised with us. The next time the people on this side of the table potentially get to seek an update on this is in 12 months' time. What we want to know is where is the accountability measures going to be, if we have effectively a minister who said he is happy for TasNetworks to run their own show on this?

Mr DUIGAN - I think you're putting words in my mouth there.

Mr EDMUNDS - I have asked you how you are going to be hands-on about it.

Mr DUIGAN - I am saying I will be asking the board to report to me and to my shareholder minister on this particular issue.

Mr EDMUNDS - Okay. That wasn't the first answer, but I think that is a better answer. Thank you. On that front, can I ask, excluding this week how many meetings have you had with the TasNetworks CEO, since taking the job of minister?

Mr DUIGAN - I would need to seek some advice on that, but suspect it would be in the order of four.

Mr EDMUNDS - Okay, and with the board?

Mr DUIGAN - With the Chair, a similar number.

Mr EDMUNDS - Thank you.

Mr Mc GOLDRICK - If I could just have one comment. Culture in a business is my responsibility. The first and foremost group we actually shared this with was the people who participated in the survey. We will be briefing the minister on a regular basis about this, but our first job was to get out to the people who trusted us with this information. As I've said, it is very fresh, we only got the results on 13 October. We have been working through that since. We are happy to report for the minister about the steps we're going to take, when we have formulated the steps. That is likely to be a number of months away by the time we

ripple it down and formulate the appropriate plan. But I'll be happy to make sure the minister is regularly briefed about this.

Mr DUIGAN - Through those conversations we have had, I had been made aware a survey had been done. As I say, the results of the survey I was not aware of some of the details have been raised today.

Mr EDMUNDS - Again, I reiterate I appreciate the candour of the answer, but it is concerning when it comes to accountability, there might have been more knowledge about it on this side of the table than in the minister's office.

CHAIR - If we can wrap up the people questions by 11.00 and have our break.

Ms LOVELL - Moving on from this particular area we've been talking about, I understand the CEPU ran a survey over a year ago on mental health and culture in the workplace and they found some concerning results and those results were shared with the organisation. Can you talk through what those results showed and what steps have been taken to address those issues?

Mr McGOLDRICK - So, what I would say is perhaps the background to that is useful. We have been going through a very significant and, indeed, successful transformation program, including a big reorganization of our structure, redundancies, people leaving the business. It was in that broad context that the survey was carried out and I was glad that the CEPU shared those results with us. It formed part of a background where we have also carried out similar surveys and it had informed our approach to how we dealt with our organisation restructuring, how we communicated, how we worked through, what assistance we offered both individuals who going through significant change, the organisation going through a change, some people having their roles been redundant and how we cope. So that was the background to that and it certainly informed our approach.

Change is difficult for many people and it's a time of great uncertainties. We have focused, as a result, on making sure that people had options, that they were communicated to themselves first. Part of peoples' frustration was, in previous reorganisations, they were sometimes the last people to find out about. So, we made a very determined during this reorganisation to make sure that we consulted first with the affected people and then communicated outwards from there.

We made sure that there was a full suite of options available for people during the reorganisation, including no forced redundancies, including an ability to swap with somebody whose role wasn't redundant but perhaps needed a redundancy, including reallocation to other areas of business, other business where there were growth and there were opportunities. If somebody decided to leave the business, they left with their full entitlements, but also our best wishes and assistance in terms of finding further work.

Mr WESTENBERG - That also fed into the Call it Out workshops, and that was a really key point, because the common thread is building an environment where people feel safe to raise these issues within the organisation and giving them mechanisms to do that, so it took some time to build that framework and to build the Call it Out training. That was a key component of it.

Ms LOVELL - If I can go to the restructure and where you're at with that, so last year in the house assembly hearings, I understand that Mr McGoldrick told the hearing that the positions will be cut from the workforce of around 1150 by 250. Can we get an update on the progress of that? So how many people have departed the business, how many redundancies there were, or have been so far and how many people have been redeployed to other positions?

Mr McGOLDRICK - I will take first stab at this and I'm sure Michael will come in behind me. It's important to understand that roles are made redundant, sometimes those are vacancies, so we don't necessarily need to make the person redundant, and it was a broad sweep of reorganisation. As I recall, we started with 1233 roles or so and we've now reached - and again in round numbers - down to 1128, but not all of those would have been people who directly left the business, some were reallocated to other areas, some were vacancies that we just decided we don't need those vacancies anymore.

Ms LOVELL - To clarify, 1233 was not necessarily 1233 people, those roles might not have been all filled at the time, is that correct?

Mr McGOLDRICK - Correct.

Ms LOVELL - Now we're down to 1128 roles, are all of those roles filled currently?

Mr McGOLDRICK - No, we have certain vacancy, but they've been affirmed as being in need of filling.

Ms LOVELL - Do you know what the vacancy rate is?

Mr McGOLDRICK - It's about -

Ms LOVELL - Or how many roles are vacant?

Mr WESTERNBERG - Off the top of my head, no, generally around 80 to 90 roles that are vacant at any one time. It has been quite consistent.

Ms LOVELL - 80 to 90 roles?

Mr McGOLDRICK - We are continuing through that journey of transformation, what we'd be talking about there is one specific initiative in transformation, which is the strategic organisation redesign. In December of this year we will be calling a halt to that initiative, it will have done its job, there will still be people leaving the business and we will deal with that under the same principles that we've adopted up until the end of 2024, but I envisage that we will reach about 1 050 roles in the business by the end of next calendar year.

CHAIR - Does that include Marinus staff?

Mr McGOLDRICK - As I'm aware, it does not include Marinus. Marinus are treated as a separate entity because they've an independent board and ultimately, there's a sales process going on at the moment.

Mr WESTERNBERG - If I add a couple of points to that initial part of your question about redundancies, as Seán said, we've gone through this process insuring we've had no forced redundancies, as of today, we've had 107 redundancies where people have taken those up. The numbers don't add up directly because we haven't stopped recruiting as we move towards recruiting different types of roles, but one of the good news stories is we've had over 56 people redeployed as part of that process, so I think that's a really good sign that people are taking up the offer to say, 'Look, your role is redundant, not you as a person, we value what you are doing but we're shifting the type of workload that we do or the positions that we need and are they capable of doing those positions'.

Mr DUIGAN - I think it's potentially important here just to bring the chair in to talk about the transformation plans from a strategic point of view just to provide some context to that.

Ms LOVELL - Can I ask more questions before we do that? Around redeployment, I understand there's a redeployment pool, essentially where people can nominate to be part of that. Can you talk through how that works, what happens to people when they decide they might want to take up the offer to be redeployed?

Mr McGOLDRICK - It starts with somebody making the decision that they want to stay with the business as opposed to leave the business. If they want to stay with the business, sometimes we can immediately allocate them to a role where they have suitable skills, it doesn't need to be an identical match, 70 -80 per cent match will put them into the new role or a role that needs somebody, take them out of the role that has been made redundant and retrain them as necessary.

If we can't do that immediately, people go into a redeployment pool and their terms and conditions are the same, but they might be doing shorter term pieces of work, a special project or something that needs to be addressed and they might do a number of those over time. After a period in the redeployment pool, some people do secure, either internally in TasNetworks or externally, different roles or decide that they want to take up redundancy. There's a mixture of people and we've seen lots of people go in and out of that pool over several months now.

Ms LOVELL - In terms of the number of people that have gone in and out, do you have a breakdown of that, the number of people who have elected to go into that pool and then those that have been redeployed versus those that have taken a redundancy?

Mr McGOLDRICK - We do know how many were redeployed.

Mr WESTERNBERG - Fifty-six.

Ms LOVELL - Minister, could I get that breakdown, would you take that on notice? The number of people who have gone into that pool and then the number of people that have - we've got the redeployed number - exited the business?

Mr McGOLDRICK - Or been redeployed inside the business.

Ms LOVELL - And also those remaining in that pool?

Mr WESTERNBERG - There's only one remaining in the pool at the moment.

Ms LOVELL - Okay, right.

Mr McGOLDRICK - That does change, it might be different next week, but right now there's only one.

Mr WESTERNBERG - I did have an update, data, in relation to the gender split within the organisation. By level now - this is just for TasNetworks, so we're aware - our Chair talked about the great balance we've got on the board, the Executive was also -

CHAIR - Is this in a table form you could perhaps table with the Committee?

Mr WESTENBERG - Yes, can do. But yes, I was going to say it's 64 per cent of the next level down is female, so I think that's really -

CHAIR - And further down?

Mr WESTENBERG - It is 28 per cent for what we might call our 'mid-leaders', and then down to 22 per cent for the general team member population.

CHAIR - If you could table the table in it, just -

Ms LOVELL - I have one last question on that, sorry - oh, do you have another one on that?

CHAIR - Yes, when you look at the employee expenses across TasNetworks, it hasn't gone down. You've cut, or you've reduced your staff, significantly. When do we expect - and I'm sure there are payouts, long service leave that is paid out that impacts on this. When do you expect it to be more normalised? Because it's still significant. It has gone up, rather than down.

Mr McGOLDRICK - In terms of the savings overall, this year is part of the broad transformation program, including a strategic reorganisation. We've hit over \$30 million, and that was in excess of what we had forecast. We're well on track to hit \$200 million over a five-year period in overall savings.

CHAIR - It's not just staff savings?

Mr McGOLDRICK - No. A range of different things. But one of the most significant initiatives is the strategic organisation redesign. There are costs attendant to any transformation program, but I'm happy to report that again, our costs for implementing the transformation program, including the strategic organisation redesign, are well below what we had estimated. Again, I'm very comfortable to report that. It's already beginning to show efficiencies in financial savings, but also in how we do business and the ease with which -

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CHAIR - So when do we expect to see a decline, where in 2024's figures show a decline in the employee expenses?

Mr WESTENBERG - We would expect to see that gradually coming down for this year. The impact would have been, as you're aware, as you said, there would be termination payments and redundancies included in our overall expenses this year, which we would expect to see as we end that part of the organisational design, those to come off and the expenses to -

Mr McGOLDRICK - To give a further level of detail here, because of the nature of the accounting rules in which we must report, until the end of June. If we, as an organisation, have had a conversation with somebody about them being made redundant in October or November of this year, we had to accrue for that at that point. There's about \$5 million worth -

CHAIR - Okay, so there's a bit of a lumpy bit.

Mr WESTENBERG - That is correct.

Mr McGOLDRICK - Yes.

CHAIR - We just need to wrap up this, if we can -

Ms LOVELL - Yes, I just had two questions.

Minister, do you have a number - and it might have been given, but I've got a bit lost in all the numbers - do you have a single number of how many roles have actually been made redundant through this process?

Mr DUIGAN - It is 107.

Ms LOVELL - That's the 107? Thank you.

My last question is, we talked about the CEPU survey and the fact that it referenced that change processes like this can have an impact on morale, and that there was some work done to inform your processes. Has there been any checking in with staff who have left the business perhaps, but also those who are still going through this process, about how those changes you've made have either made it better or not?

Mr McGOLDRICK - Yes, we frequently do that. I personally do it with people I have had to make redundant and catch up with them. It's part of our overall philosophy. I'm happy to report that many of the people who've left the business have been able to secure excellent employment in what is a very buoyant industry, much of it on-island as well. We hear good new stories about that almost every day of the week. Those people are going with great experience and good wishes and good grace and good references from us as a business.

We do carry out Pulse Surveys in various areas as well to check in with people. In the main, people have valued the experience in terms of a respectful experience, they felt informed and communicated with. I have had zero complaints to me about how these things

have been handled. Of course, people are disappointed when their role becomes vacant and it can be a time of stress for people but we have been working hard to give them time and space to work through that, respectfully dealing with them first with that important news.

We have also boosted our EAP so that they and their family members can reach out to professionals in this area to assist. That is a confidential service but we understand that it is being used very well and we get broad statistics from that. The provider is happy to report that their people are accessing the right sort of services at the right time. We have also given people career assistance and advice on how to - we have people in the business who have 30, 40, 45-years of service. If they have been made redundant, the last time that they will have gone through a recruitment process has been quite some time ago. We give people specific training on how to address that and what to do and how you would approach it in the modern sense.

Mr WESTENBERG - The only other thing that I would add is we do have an exit survey for all of our team members which we then analyse through the People and Culture team. If that points out anything specific that is then worked through.

Ms LOVELL - Given the fact that you have been surveying your staff annually for some time and you have had the other survey we were talking about more recently that you have accepted - I take from what you have said you are accepting and you said it was done skilfully and done by consultants. It has thrown up some very different results to the other surveys that you have been conducting. Do you have confidence in the checking in that you are doing on this process that that is giving you the information you need?

Mr McGOLDRICK - On this aspect, the aspect of redundancies and people leaving the business, I am fairly confident about that. The bigger question I have is on the other matters we spoke about. Why weren't our well-known and well-advertised routes of reporting utilised? That is part of what we have to find out. Maybe -

Ms LOVELL - Surely it raises the question about whether people feel confident through those processes that you are undertaking to be upfront and honest?

Mr McGOLDRICK - My judgment from this would be that they feel confident reporting certain things. Other things they do not feel confident about. We have to pick that apart. Issues associated with leaving the business, our people are fairly vocal about that and we have had some good feedback. Where things have not been good, we have managed to adjust things. There have been great suggestions.

Ms LOVELL - And for the people who remain with the business? I imagine it is much easier to be honest about those things when you have left.

Mr McGOLDRICK - What I worry about more is people who are still in the business and they have had good colleagues who they have been working with for many years. Indeed, I put out a company-wide communication just yesterday talking about that and how you need to reach out if you have problems or issues. It has been a time of change. It has been a time where people have looked at their roles and what they might do. That is coming to a close now and we have managed to navigate it very well. I likened it to rebuilding an aeroplane when you are in flight. We have managed to accomplish some excellent things in

the middle of all of that. We now need to make sure that our people are solid and reassess. That is going to be the focus going forward.

CHAIR - I would not have been able to be on that flight so I am going to call it off now. If you are rebuilding it while you are flying, I am not on that plane. Not a plane, not in the air, jeez. We will have a 15-minute break -

Mr GILL - The minister asked me to make a couple of comments. That is just before we break -

CHAIR - We might do that when we come back. I think we need to have a break. We will come back to the Chair after the break to talk about that. Then we will move on to some other matters.

The Committee suspended from 11.09 a.m. until 11.25 a.m.

CHAIR - Welcome back, minister. The Chair wanted to make some comments if, or do you want any other comment before we start?

Mr DUIGAN - Yes, to provide some context around the transition and the strategic direction.

Mr GILL - TasNetworks' board had set an objective over the next five years of producing its costs by, in total, \$200 million, but in doing so we recognise that we had to manage the business to ensure no impact on reliability, no impact on safety and certainly, no reduction in customer service. In other words, to Seán's point of flying the plane, we needed a going business in those matters. Therefore, we had taken the view that this needed to be done steadily and very diligently. Part of the reason you're not seeing those numbers drop into the accounts at the moment is we've taken that time to analyse the business, understand the business and decide where we should make changes and where we should not make changes.

At the same time, we have been monitoring on a monthly basis those benefits that we have been looking to achieve. Many of these big transformation processes occur, they start out with an expectation of a lot of benefits but they do not monitor the benefits as you go along. In this case, we are monitoring them very carefully. As these scrutiny hearings continue over the next few years we will be able to bring to you the outcomes of those benefits because benefits realisation is a key focus for a board.

We've seen most of the changes occur, not at the frontline because it's frontline that has been delivering the customer service reliability and safety on a day to day basis. We have made choices about what not to do. At the forefront in our minds is reducing and keeping control on prices for our customers. I want to give you that sort of strategic framework upon which that previous discussion had been held.

CHAIR - I might go to the borrowings of TasNetworks, which have significant borrowings and the Treasurer has just extended the facility. Can you explain, with regard to your borrowings, how you apply the Treasury Management Policy regarding your borrowings? Particularly as we've got significant capital works in the pipeline, but also in the

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contingent projects that are being assessed right now? I am interested in how this will be managed and could we see any restrictions on borrowings in the future, because it's already at pretty high levels?

Mr DUIGAN - I am happy for that one either to go to the Chair or the CEO to talk around borrowings. Chair?

Mr GILL - I am happy to pass directly to the team to run you through that.

Mr McGOLDRICK - Just before Michael gives his chapter. First of all, to say that as we stand we are in a very healthy position with respect to our debt equity ratio of about 62 per cent. That is a good place for us to be as a utility. I want to draw distinction between borrowings we will make and should make for our regulated ventures and businesses and what we're approved to do by the Australian Energy Regulator and then borrowings we might need for our unregulated business. Two slightly different things. It's all in that one borrowing limit. We have only one lender that we can go to, it's TASCORP and we have a very good relationship with them. We get great support and meet with them on a regular basis.

Our existing debt limit of \$ 2.5 billion is sufficient for our existing operations. If we get the North West Transmission Developments approved through the contingent project application to the regulator and we have then the right to recover that money, once the asset is built, we may need to adjust that limit. That is a conversation we're already engaged in -

CHAIR - Further adjusted about the 2.5?

Mr McGOLDRICK - Yes, that is a conversation we're already engaged with TASCORP. That is a regulated stream of income we're getting and the issue is one of financability where we essentially expend the money very much upfront and then we recover it over 40 years. Balancing that is the job of an executive finance in a utility.

CHAIR - I will come back to a point you made earlier that was one option, that Hampshire link in terms of building a regulated link, the other option was an unregulated link.

Mr Mc GOLDRICK - Unregulated. Yes. So, unregulated link, we would have to make sure we have the stream of income from the proponents we're building it for. Typically, we would build, own, operate that link. Again, that would be an annuity style payment they would make every year to us. We would expend the money upfront and then recover it over a period somewhat less than 40 years, usually about 20 years in the unregulated area.

Again, it would necessarily be a conversation with our lender, TASCORP to demonstrate there is a good business case for that. If we can demonstrate there is a good business case and a good rate of return, they would increase the borrowing limit for as long as it's required. It's a very normal conversation between our banker and ourselves as a business, but we're in good shape at the moment because of that very reasonable debt equity ratio. That is just my overall comments.

CHAIR - With the risk assessment associated with that, you would need a fairly high degree of confidence the funder of an unregulated link is not going to go belly-up.

Mr Mc GOLDRICK - Absolutely. There would be all sorts of credit checks, warranties, all sorts of stuff we would put in place through the normal financial processes that would ensure if the entity disappears for whatever reason, we can fully recover the money we've invested.

CHAIR - You are looking at roughly \$ 174 million for that project.

Mr McGOLDRICK - For example.

CHAIR - According to you, that's your contingency project estimated costs, right?

Mr McGOLDRICK - If I could hand over to Michael now for more detail.

Mr WESTERNBERG - Certainly. It's important to split the regulated and unregulated components. Talking about the regulated components first, we meet with TASCORP on a regular basis at an executive and officer level. Part of that process is an annual review of our debt limit and that assessment is made every year, based on our corporate plan projections and our latest financial results. Yes, this year on 26 June, we received an increase in our debt limit to \$ 2.5 billion. As Sean said, each year we'll consider what our requirements are.

In the regulated component, there are a number of factors TASCORP would take into account, such as each year our regulatory asset base which is in the vicinity of \$ 3.7 billion, increases with CPI. The gearing levels or the debt-to-equity ratios people talk about and Sean mentioned debt-to-equity, there are lots of different ways to measure that. We have a measure either gearing ratio or net debt to our regulatory asset base.

CHAIR - What did you say your RAB was?

Mr WESTENBERG - About 3.7.

Mr McGOLDRICK - That's covering both transmission and distribution.

Mr WESTENBERG - As that increases, your ability to borrow also increases. The other component that TASCORP was very open about when we had our discussions this year was we had regulatory determination coming up, which they see as a risk as part of their due diligence and risk assessment they undertake.

They have seen in the past jurisdictions have large cuts in the capital or operating expenditure which impact their profit. In this case, we've had a draft submission and about to put our submission in.

CHAIR - To AER?

Mr WESTENBERG - To AER. That is something TASCORP would consider in the future, that they would then consider once our revenue is locked in for the next five years. That's part of the process. As Sean said, for the unregulated component, it is very clear there's very stringent guidelines around the GB investment criteria and investment guidelines. We would need to put a business case forward that would include all the risks, such as you

mentioned and returns etcetera. That would need to go up through the shareholding ministers for approval if that was the case, that we would undertake that.

A couple of other small pieces. If we're talking about the north west and the contingent project, let's not forget, if you're talking about the larger north west component, that funding through the triparty agreement between the three governments has been agreed the Clean Energy Finance Corporation would fund that through concessional debt and at quite a high level of debt-funding for it. That funding probably wouldn't come through TASCORP, although we have had some discussions on the mechanism and whether that money is provided directly from the CEFC to TasNetworks or is provided through TASCORP for the ease of administration. That's only in early stages.

CHAIR - A bit like the Mersey money.

Mr McGOLDRICK - No.

CHAIR - That was part of the TASCORP so it wasn't counted all in one year, because it was apportioned over 10 or so.

Mr McGOLDRICK - It's a very significant and good deal for Tasmania to get this concessional data. It's 84 per cent, a very good rate, a very good amount, it ensures the consumers an excellent deal out of this and are charged less than they would be otherwise so it's very good.

Mr DUIGAN - Chair, while we are on this topic, TASCORP were asked to reflect on this in their hearing yesterday.

CHAIR - Not that I will take any notice of that yesterday.

Mr DUIGAN - I know you wouldn't. I would seek to put some comments made by Tony Ferrall regarding TasNetworks debt. He said TasNetworks is a very strong business. TasNetworks has a canvased current limit of \$2.5 billion, a current exposure of \$2206 million and; 'as far as TASCORP go, we are comfortable it has the capacity to service the debt it has and future projects will increase its revenues.' Another point is; 'we're comfortable with the level of borrowing they have' and importantly as it applies to north west is we haven't expressed concern about them taking on debt for that, that being the North West Transmission Developments project.

CHAIR - Can I clarify then, you said the debt to equity ratio is 62 per cent at the moment. Is that your debt to RAB?

Mr WESTENBERG - Yes, or gearing levels. There's a couple of different ways of providing that.

To put some context, one of the things we've done in engaging with TASCORP this year in our debt orient, we undertook some long-term forecasting and building a model. Given all of the uncertainty we've been talking about here today, that gives us a much longer outlook of what some of those scenarios would be. As part of that, we also benchmarked ourselves against other network providers across Australia. Not forgetting the gearing ratio,

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the AER work on for our revenue is a 60:40 split with one tenth of debt being refinanced each year. We're very much in line with that.

Some of our peers are much higher geared than we are but, again, we're comfortable with the current gearing and our approach to the debt.

CHAIR - The level of borrowings is taken into consideration by the AER in their determination.

Mr WESTENBERG - Yes, it is, in the way they calculated the proposed returns.

Mr DUIGAN - While there is a brief pause, we have TasNetworks workforce statistics to table, which was asked for before the break.

Mr MCGOLDRICK - We also have some other information that needs to be read into record.

Mr WESTENBERG - Yes.

CHAIR - Alright.

Mr WESTENBERG - I believe they need to be read into the record. There were two items. First of all, Marinus Link FTE and wage bill: 96.86 FTEs or 104 headcount. Some of those are part-timers. The wage bill for the year 2023, including contractors, was \$16.4 million. Secondly, in relation to Marinus you asked us about our contractor/consultant spend in relation to stakeholder management and those sorts of things: that spend for our major contractor - and it is a contractor, not a consultant - \$345 895, and they provide a large amount of services to us across that range-

CHAIR - Who is the contractor?

Mr WESTENBERG - The contractor is 89 Degrees East. [CHECKED]

CHAIR - We can talk about consultants and contractors until the cows come home; but the reality is that a significant amount of money is being paid to a contractor. Why isn't this in your annual report?

Mr WESTENBERG - Again, following the guidelines that we need to follow in relation to the definition of a consultant versus a contractor-

CHAIR - I understand all that. Maybe we should change the guidelines, minister. Do you have a view on changing the guidelines? This is \$345 000 paid to a contractor to spruik a matter that is of great public interest and completely hidden from public view.

Mr DUIGAN - My view is that we should be as open and transparent as we're able to be.

CHAIR - Will you look at the guidelines and review those to perhaps progress that sort of openness and transparency that you support?

Mr DUIGAN - I would certainly not rule that out, I would need to have a more detailed understanding of my role in those guidelines; but I am very much behind having the numbers out there. The more we embrace the numbers, the stronger our cases can be.

CHAIR - Okay.

Mr DUIGAN - Yes, something else to provide - the Marinus Link workforce statistics.

Mr EDMUNDS - Regarding that wage bill, is it possible to get that without contractors?

Mr WESTENBERG - I don't have that in front of me but we can check and get back.

CHAIR - Any other questions on the debt matter? In terms of risk management, we've seen some pretty serious risks play out with people like Optus, [in DP world? Unclear 11.43.26] in terms of cyber, as well as network failure.

I don't need all the details of the plans, but I understand high level plans are in place for managing significant outage, either by some sort of cyber attack or a massive storm event. Have they been tested - particularly the cyber ones. They've had a few tests of storms but I'm more interested in the cyber attack and what sort of risk management plans you've got there and the testing of those plans?

Mr McGOLDRICK - We continue to grow our cyber specialist capability, to minimise and mitigate any current cyber risks and to maintain pace with the increasing risk landscape. This is not a stationary space; it's changing every week.

We have certainly legislated requirements relating to cyber hazards, and we've identified the additional controls that will be implemented across the business. The delivery and rollout of defined initiatives over the past 12 months have included an established data loss prevention capability business-wide, as well as the introduction of vulnerability and track-management operations across key functional areas.

A significant uplift in cyber awareness has been delivered through online training, phishing campaigns, roadshow events and promotional material. The cyber operations team have also advanced the security logging and monitoring capability for critical functions, to establish consolidated log data storage and optimise alerting and reporting.

Cyber security has contended with a large number of potential vulnerabilities specifically related to data breach attacks on third parties. TasNetworks has not seen a major direct impact as a result of any of these attacks over the last 12 months, however, the volume of these attacks is increasing.

The federal government has passed into legislature a number of security requirement obligations from the Security of Critical Infrastructure Act 2021. We continue to highlight the importance of the work at hand across the affected areas of the business to ensure that those obligations are met. Recruitment and retention of cyber security skills is very challenging, with the ongoing global skills shortage and increased market rates.

In terms of our current status, I'm happy to say that work continues to focus on improving the treatment of, and reducing the consequences of, cyber security risk whilst imbedding good cyber security behaviour and culture across the business. The planning for the delivery of the outcomes through the cyber program of work and optimisation of our operational capability is vitally important to the successful achievement of our target future state, as defined within our R24regulatory submission which contains significant elements of cyber.

TasNetworks is continuing to work with industry peers in Government on co-design of regulatory changes to uplift cyber security for critical infrastructure as part of the Security of Critical Infrastructure Act. The introduction of additional, specialised capability and specialised resources for cyber security resilience is essential to our business as we take a more proactive approach to minimising and mitigating cyber risk.

Tas Networks is required to uplift security requirements across a number of standards and key processes that relate to our highest areas of vulnerability. This is dependent upon the business actively responding to necessary changes of operation and to prioritise the need to harden certain key security controls, including physical security controls. Recent measurable data has identified that the TasNetworks collective workforce, which remains the greatest cyber risk for our business - and any business - have advanced their awareness and response to cyber threats. This confirms that our methods of cyber training and awareness are working to better protect our business. This also highlights the dependence that we have on the need to deliver continued and regular awareness. That is a key focus.

CHAIR - A cyber risk plan that you've tested?

Mr WESTENBERG - That was an area that I used to look after. We monitor the risk and we have tested a number of elements of that, including real life scenarios including the board and the CEO and executives. From a risk perspective, we have a high risk in our operational technology as opposed to our IT. Without going into the details, one of the key risks that we mitigate is our ability to separate those two. We have done a live test of our ability to do that and manage the network without connectivity between the IT and OT systems.

Mr GILL - This is a very high priority for the board. We have an audit and risk and compliance committee that also is very focused on this. We have regular monthly reporting on our cyber exposures and, as Michael just indicated, testing and running scenarios where we put ourselves through a penetration risk have been done. Great learnings from that. I also reiterate this point between information technology and operational technology; they are fundamental issues. The operational systems - the ones that switch power lights on and off - are key in keeping them separated from the emails that come through is important monitoring. The Security of Critical Infrastructure Act 2021 puts huge regulatory obligations on us but it comes from within us. We really work on this.

CHAIR - In terms of risk, I notice your insurance costs are up; not hugely, but they are still up. What accounts for that increase? Do you have any uninsured risks?

Mr McGOLDRICK - The increase is mostly as a result of a number of providers withdrawing from the Australian market. Like many utilities, we get our insurance with a local broker here but we get an insurance from a number of reinsurance companies in a square mile in London. We regularly go over there once a year and we demonstrate our business and how safe it is, and what we do. Unfortunately, particularly because of bushfire risk in other jurisdictions, notably Europe and North America and the west of North America, a number of significant providers some who are writing for us, are withdrawing from the market. That and the lessening of the supply in to the market did drive the prices up for us. We worked very hard to minimise that increase but that is the principal cause behind, just simply withdrawing of services.

CHAIR - Uninsured risks?

Mr McGOLDRICK - We carry a number of different tranches of insurance. We do self-insure for things. For example, if a steel tower collapses we don't have insurance for steel towers. We just go and repair that steel tower and put it in as part of operational expenditure and sometimes capital expenditure. If a storm comes through and takes out part of our network, again we do not have insurance for that but what we go fix this. We take careful accounting and put in a CapEx and OpEx split. CapEx goes into our replacement asset value (RAV), the OpEx we flow through our books. We do not insure for the network itself but things like bushfire or public liability and so on, we do insure.

CHAIR - A cyber risk? Are you insured for that?

Mr McGOLDRICK - Yes, we are.

Mr WESTENBERG - If I may, the increases that we had seen are in areas such as bushfire risk and cyber risk, they are increasing. Again, you will see as part of our regulatory proposal, for the two areas you have spoken about - being insurance and cyber - are the only areas that we have provided for additional operating expenses that we feel we cannot maintain within a normal operating level.

Mr EDMUNDS - On page 137 of the annual report, it talks about the termination payments of Mike Paine being \$371 000 and Bess Clark being \$220 000. The footnote says, and that is on page 139, termination benefits include all forms of benefits paid or accrued as a consequence of termination, including leave entitlements paid out on termination. Are we able to get a breakdown of how that all fits into that dollar figure, even if it is on notice?

Mr WESTENBERG - Are you talking about Mike Paine or -

Mr EDMUNDS - Both.

Mr DUIGAN - I will handle that one. Typically, these sorts of termination governance ones are handled in your space but I understand, Michael, you might have some more detail if that's the nature of the question?

Mr GILL - We very much report, as we did in the annual report, for our executives who are subject to contracts and those have that have become public, I will pass it back to Sean as to what we are able to provide.

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Mr McGOLDRICK - Happy to talk about the various categories that such payments include. For example, annual leave is paid out, there is long service leave, there are aspects associated with perhaps a vehicle, the FBT taxable value, but there are a number of different categories in that. I will hand now to Michael to give us a break down.

Mr WESTENBERG - Out of Mike Paine's payout of \$371 000 that represents two components. First is a termination component which is \$261 000 and his long service leave and all the entitlements that he would take is the remainder of that, \$110 000. For Bess Clark, the \$221 000, a termination payment of \$85 000 and long service leave and leave components of \$135 000.

Mr EDMUNDS - Have any other executives left in this financial year?

CHAIR - In what we are in now or the one before?

Mr EDMUNDS - Yes, the one we are in now. Since the annual report have any other executives left?

Mr McGOLDRICK - Yes, there have been. We will be reporting on those in the annual report next year.

Mr EDMUNDS - Did those executives resign?

Mr McGOLDRICK - Again, just like every other level in the business, we have been restructuring and a number of people were made redundant.

Mr EDMUNDS - So those executives were made redundant?

Mr McGOLDRICK - Yes, and I have also had a resignation in that time period, I believe.

Mr EDMUNDS - Going back to Mr Paine and Ms Clark, were they redundancies or were they resignations?

Mr McGOLDRICK - Again, Michael, correct me if I am wrong, but I believe that Mr Paine was a redundancy. I am not a 100 per cent on Ms Clark. We will keep that one on notice.

Mr EDMUNDS - It is on a press release on the Marinus website. It says -

Mr McGOLDRICK - We will take it on notice, we will have an answer in the next short period.

Mr DUIGAN - It is my understanding that Ms Clark resigned.

Mr EDMUNDS - That is what it says here, 'announced her resignation'.

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Mr WESTENBERG - Just a question that you provided that was asked before in relation to the Marinus wage bill. Without contractors it is \$10.5 million.

Ms LOVELL - You mentioned some executives have left the business since the end of this financial year that the annual report relates to. How many have there been?

Mr McGOLDRICK - Two have left via redundancy and one resigned.

Mr EDMUNDS - I have worked for Ms Clark. She is very well respected in the energy sector. Was she asked to resign?

Mr DUIGAN - That is one for the board or for the senior executive.

Mr GILL - This was done under the previous Marinus chair's period. Bess had done a fabulous job at getting the Marinus Link project from shovel-ready to accepted as a critical piece of infrastructure for the country. It was then, you move that project from that significant tick, it has gone from regulatory space then into a very commercial space. At that point, like all businesses, there are times when changes of personnel are suitable. It was deemed that a change of personnel made sense at that point.

We then moved across to Caroline Wykamp who comes with enormously strong commercial arrangements. As you have seen clearly, the issues that we have confronted in the last 12 months have been about the commercial viability of the project. Caroline has effectively monitored us through. So that is where the transition had occurred.

Mr EDMUNDS - The deputy CEO, Ms McGregor also left the organisation after a short period of time after coming from, I believe the Premier's office. Did she receive a termination payment?

Mr McGOLDRICK - That is not something we are reporting on in this period so I don't have any facts or figures about that at the moment.

CHAIR - Thank you minister, is there any closing comment you wish to make or any other information that -?

Mr DUIGAN - I think we are pretty good for our information, I would simply like to -

CHAIR - The redeployment pool was the other one I think, wasn't it? There was some information related to that.

Mr DUIGAN - It is still outstanding? We will work on that.

CHAIR - I think that's the only one from memory. You gave us -

Ms LOVELL - The organisational structure.

CHAIR - The organisational structure for Marinus Link. You gave us the headline figure for the PR, the question on notice.

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Ms LOVELL - The wages bill?

Mr EDMUNDS - Yes, I got that.

CHAIR - We will check. I think we got most of those. In that 345 000, I think it was, for the contractor, I did mention breaking that down to monitoring of media and stakeholder engagement and independent surveys.

Mr WESTERNBERG - No, we wouldn't break that down in our system.

Mr McGOLDRICK - That is just the generality of the services they provide.

CHAIR - Okay.

Mr DUIGAN - In closing, I would like to take this opportunity to say thank you to the 1500 - or thereabouts - Tasmanians who keep our lights on and keep our poles and wires standing and deliver an outstanding service.

CHAIR - And turn up in the terrible weather.

Mr DUIGAN - Turn up in the terrible weather, turn up in storms, do the job. TasNetworks and the people, thank you so much for doing what you do.

CHAIR - Thanks, minister. We will let you go somewhere else.

The witnesses withdrew.

The Committee suspended from 12.01 p.m. to 12.10 p.m.



PARLIAMENT OF TASMANIA

TRANSCRIPT

LEGISLATIVE COUNCIL

GOVERNMENT BUSINESS SCRUTINY COMMITTEE A

Tasmanian Ports Corporation Pty Ltd

Thursday 23 November 2023

MEMBERS

Hon Luke Edmunds MLC;
Hon Ruth Forrest MLC (Chair);
Hon Mike Gaffney MLC;
Hon Dean Harriss MLC; and
Hon Sarah Lovell MLC

WITNESSES IN ATTENDANCE

Hon Michael Ferguson MP, Deputy Premier, Treasurer, Minister for Infrastructure and Transport and Minister for Planning

Mr Stephen Bradford Chair

Mr Anthony Donald Chief Executive Officer

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The committee met at 12.10 p.m.

CHAIR - Thank you for appearing before the Legislative Council Scrutiny Committee for TasPorts. I invite you to introduce the members of your team and for you to make an opening statement if you wish and hand to your chair, whoever wishes to make a statement.

Mr FERGUSON - Thank you, Chair, and good afternoon to your committee.

I introduce you to hopefully well-known faces. To my right, the Chair of TasPorts, Mr Stephen Bradford, and the CEO, Mr Anthony Donald, and I have a short opening statement as well.

As an island state, TasPorts plays a really important role in keeping Tasmania's communities and our economy moving. In the past year, the company was committed to ensuring the highest standards of maritime safety and facilitating vital trade for the benefit of our island state.

TasPorts once again reported a strong financial result for the 2023 financial year with improved profits reflected alongside ongoing investment into organisational and infrastructure resilience. I'm pleased to advise the committee that TasPorts delivered its best financial performance in more than a decade with a net profit after tax of \$14.2 million. This pleasing performance was driven by a range of factors, including the welcome return of cruise ships to Tasmania in late 2022 with more than 120 vessel visits to our ports and the cessation and then renegotiation of outdated commercial contracts.

In addition, following the recommencement of business and tourist travel, TasPorts oversaw a 134 per cent increase in commercial flights at Devonport. In parallel, the business noted a record 611 901 twenty-foot equivalent units (TEUs) transiting the organisation's multi-port system during the year with total freight volumes remaining steady, a throughput of 14.5 million tonnes during the period, on par with recent years' volumes. Importantly, this strong result has enabled TasPorts to reinvest in infrastructure and assets around the state.

To strengthen the state's vital multi-port network, TasPorts undertook significant work, including more than \$20 million on remediation and renewal of existing port and marine infrastructure and a further \$41.9 million on new infrastructure. This includes investment as part of Quaylink at Devonport, the largest investment in port infrastructure in Tasmania in more than a quarter of a century. This \$241 million infrastructure project incorporates leading edge port technology and will deliver the capacity Tasmania needs for the future.

Along with planning for major redevelopments at Bell Bay, Hobart and Burnie, these projects and initiatives are transforming the port landscape in Tasmania, responding to both community and global demand.

The company's commitment to the King Island community continued following the 2022 restructure of the Bass Island Line shipping service into a weekly return service from Devonport to the Port of Grassy. This move to a renewed schedule has proven its worth. I am pleased to advise the committee that Bass Island Line has returned its most favourable financial year results since incorporation and, at the same time, an increase of almost 1500 TEU carried by the *John Duigan* during the financial year.

Over the year, 2626 recorded vessel visits were safely managed across the State, a real demonstration of the way that the TasPorts business is keeping Tasmania's communities and economy moving. I close by thanking the chair and the board, together with the CEO and the executive team for their efforts, and we're here to answer your questions.

CHAIR - The Chair didn't want to make an opening statement? No.

Mr BRADFORD - No. Happy to go straight to your question.

CHAIR - I will go to the QuayLink being the major capital expenditure undertaking. Just in terms of that, I understand that - according to your annual report - there's a \$286 million loan facility. This project alone costs \$240 million, and we know that costs are rising and interest rates are going up as well - there has been a recent increase again - could you talk us through the project in terms of the breakdown of costs in terms of consultant costs associated with it, the actual material costs and how you see the costs being contained in this project?

Mr FERGUSON - Thanks. I'm sure you won't be surprised on operational questions I will ask the team to answer from the Chair or the CEO.

Mr BRADFORD - The \$240 million budget is within our capabilities to repay in the strength of the balance sheet and is currently trending on budget, it's on budget and we think it will continue that way. Of concern to me is the national economy, full employment, rising interest rates, that doesn't affect our project as much as others but costs of constructions going up, but we're on target.

Mr DONALD - Certainly in terms of schedule and final out term costs, we have absolutely no concerns.

CHAIR - Can we have a breakdown of these?

Mr DONALD - I might have to take some advice in relation to whether or not we can provide a breakdown. There's multiple packages of work, so what we've done is we've broken the project, the physical infrastructural project into multiple parts and we did that to optimise local content opportunities and in doing so, TasPorts is taking what's described to be almost like a managing contractor and responsibility over multiple packages of work.

The first package of work is associated with Terminal 3. Terminal 3 is for TT-Line, that's nearing completion, and we've completed our dredging work and the fifty-first and last pile is being driven today for the new wharf for TT-Line. You can imagine the project budget is split between the multiple work packages for infrastructure costs. That's informed by Quantity Surveyors who are skilled in understanding material costs, labour costs and methodologies used to construct. There's some allowances in our risk and contingency for variations, in a cost escalation which is ultimately tested through competitive procurement processes. At this point in time our project budget remains intact and we don't see any material risks that will be exceeding the budget.

CHAIR - Minister, how many packages of work did the CEO say there is?

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Mr FERGUSON - Chair, can I just offer the point right up front, I don't see the reason why you can't just go and ask any of these people direct questions and I'm happy just to release that, unless I feel the need otherwise, please just feel free.

CHAIR - Thank you.

Mr DONALD - I think we've broken the work down into five main parcels of work, and again, that was to optimise local content.

CHAIR - Can you list those five parcels of work?

Mr DONALD - Yes, I'll get the team just to clarify for me what they are.

CHAIR - That would be helpful.

Mr BRADFORD - The level of work that we did preparing the budget was quite extensive. Mr Donald is a civil engineer by training, and so construction business is his key forte, and if it makes sense to the committee, the contingency is to P90 level of accuracy, which is very high. I can give you an example, the reason Commonwealth Games in Victoria when they did the first budget might have been a P10.

CHAIR - That's why it's not happening?

Mr BRADFORD - Yes.

Mr DONALD - P90 refers to what we call a Monte Carlo risk assessment, which is undertaken to test the resilience of the budget, so we then determine a probability of success and that's reflective of the P90, which is a high degree of confidence. In determining the Monte Carlo assessment, one of the inputs is a detailed risk assessment and that's used as a statistical input to derive and to quantify what a risk allocation or a contingency in terms of budget provision might be. Then our budget team as part of their role is to make sure they mitigate against those risks.

Mr BRADFORD - We don't work based on government funding, our funding comes from the people that use what we build. So, if you don't understand your construction costs and delivery costs, working out in advance two major tenancy agreements for 30 years is fraught with danger. That's why we spend so much time on the budget, so to say we are on budget now -

CHAIR - I am not questioning you, I'm just trying to understand.

Mr BRADFORD - For me, I'm not surprised we are on budget, that's where I'm expecting to be.

Mr FERGUSON - So you've asked Chair for the five parcels of work, I'm sure we can have that to you during the session and we'll get it soon as we can and the CEO did indicate -

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CHAIR - We will come back to this matter then, because my questions flow from some of those. Any other questions on Qube? We don't require that.

Mr GAFFNEY - You talk about market volatility and I am interested in how you look at that over 30-year period? You talk about you have your ducks in a row and that sort of thing. And then market volatility is interesting with the use of different products, whether it is mining or forestry or whatever. I was surprised with the term 'Monte Carlo' because I think that is bit of a gamble; a bit of word association there. How do you do that or how you work that out? Do you see what I mean?

Mr BRADFORD - The tenancy contracts with TT-Line and SeaRoad - I won't disclose their contents - but they are basically underpinned by a rent per square metre - so, the amount of land they use, they pay so much per annum rent. They typically pay based on throughput across the wharf. We make a projection on Tasmania's coastal growth going forward 30 years. They would do the same. So, if we got our forecast wrong we will fall short of revenue - or the opposite - but as it balances out over 30 years it usually is pretty close. We might find the project life would be paid for effectively in 27 years or 34 years. Project costs are a factor but also trade fluctuations.

Mr DONALD - And the resilience in that comes from multiple commodities - that provides appropriate protection and greater comfort over that longer period of time. Ports are long-term infrastructure assets. We make daily decisions from an operational perspective but we make long-term infrastructure asset decisions.

Mr GAFFNEY - Okay, for example - and stay with me here. There was a decrease in the wood chips by about 2 per cent, so that obviously impacts on where you store the material, I suppose. If that goes down by another 2 per cent because of the movement away from woodchips, when do you make a decision to say, 'Okay, we need to do something here because we need the area or we do not need to have as much room' - those sorts of things? When does it become a determining factor about what is going to happen in the next 20 years over a downfall in certain product, whether it be mining or forestry or whatever?

Mr BRADFORD - Those commodities which take wharf space typically sign a long-term agreement; and those are on short-term. I believe in loyalty. Those who are with us now, we keep supporting because things change and their businesses change. We make annual adjustments to price, and then we consider the future development of the wharf. What is going to happen to that product?

Mr GAFFNEY - Say, for example, mining. They take a certain space and they pay for that, and then they realise that they don't need that space now so they don't want to have to pay for x amount of space. How do they negotiate, or what do they do to inform you, that they want to have a reassessment of what they are 'renting' - for want of a better term.

Mr DONALD - That particular example we would facilitate through common user facility arrangements. There would be an agreed rate per tonne. It would not necessarily be via a tenancy agreement where they have a committed footprint of land; although we are open to that, commercially. If we go down a path that looks at those sorts of arrangements, then we would expect a minimum volume commitment that then flows through to the monthly payments to us for a defined period of time.

To answer the question more broadly, our team has direct relationships with our customers and part of that engagement is to understand the next month, next three months and next twelve months of projected freight volumes. We have very good open dialogue with our customers and they provide us with that input, which is very important to us because that helps us to monitor our cashflow and our financial projections. We also monitor and assess our confidence and success in those relationships by the predictability of what is being communicated to us and that gives us confidence. If we have an engagement with a customer 'abc', they tell us that over the next 12 months our freight volumes are going to go from 'x to y', and generally they do. It is helpful for us to know that, and that continues to build confidence and trust.

Our customers are not all that dissimilar to us in that they have large infrastructure costs; labour costs; they are exposed to the value of the Australian dollar - particularly if it is in international exports more so than us; and global tensions, as we have seen in the past, can have an impact on volume movements, particularly in the forestry sector.

CHAIR - In terms of freight, pages 22 and 23 of your annual report talk about the top 20 commodities by tonnage and the top 20 commodities by TEU. Is there any crossover in these? I know that some things shift both in TEUs and in bulk. Is page 22 just bulk, or are we capturing some of the TEU freight?.

Mr DONALD - Yes, there would be crossover.

CHAIR - I found it a little bit hard to figure out what was going on in some of it. Can you tell which of the factors in the TEU also appear in the commodities?

Mr DONALD - Logs would be one example. Historically, we have seen examples of logs being moved in TEUs - in containers - but also in bulk shipments, certainly out of Hobart.

Ms FORREST - Just with logs, 1544 TEUs would appear in the tonnage for logs. Is that right?

Mr DONALD - Yes.

CHAIR - Where things are only shipped in TEUs, do you they appear in the tonnage overall anywhere?

Mr DONALD - Yes.

Mr BRADFORD - Logs are unique. Their export method is determined by the current overseas imbalance of containers. If the imbalance is coming down and the freight rates are going up, they go bulk. When the opposite happens, the shipowners want to move empties out of the capital city ports and put logs in them.

Mr DONALD - It also might be the ultimate destination of the logs. There are parts in Asia where they have a preference for logs in containers because they come straight off the

ship, straight on a truck and straight to the factory or warehouse where they will be converted into furniture.

CHAIR - As opposed to being loaded onto a truck and then shifted as logs rather than as a container.

Mr GAFFNEY - It was a significant 27 per cent decrease in the 2022 volumes of the logs bulk container. If that happened again, next year, how does that impact you?

Mr DONALD - The short answer is it does impact us, and it our job to be monitor all of those fluctuations and make decisions based on all of the data around all of the commodities. Again, it is long-term decisions that we make. Probably one of the best examples I can give, the forestry one is a good one but the cessation of cruises for a period of time during COVID-19, that was material in terms of commercial impact.

Mr GAFFNEY - Is there any responsibility on TasPorts about the chain of command of forestry products? I am thinking of native logs. Whatever comes in a container, do you have to identify that, write it down and that sort of thing?

Mr DONALD - We have a joint responsibility in Hobart with our joint venture (JV) partner Qube, under the Southern Export Terminal Arrangement. Part of that arrangement is that Qube undertakes the grading, stamping and photographing of the logs, and the registering of them. I am not an expert in that detail; Qube does that on behalf of the JV. Other than that we do not have a role in it.

Mr BRADFORD - An example of what you were asking about earlier, how do you handle fluctuating demands? When forest products returned to Hobart, each individual producer wanted the wharf. That would have meant two would have missed out totally, so we formed a joint venture company and run it common user. All users can use it and it works quite successfully.

Mr GAFFNEY - Is that Southern Exports? Yes. You're 50 per cent shareholders of Southern Exports with Qube?

Mr BRADFORD - Yes.

Mr GAFFNEY - It was 2016 that came into existence. Why was Qube chosen? Did you go out to the market for that? How do you evaluate that relationship?

Mr BRADFORD - We would have, but you needed an expert at the front of the Australian waterfront and Qube immediately come to mind, because they operate in other Tasmanian ports. We could have gone to others. I don't know if we did.

Mr DONALD - I don't believe it was a competitive process. It was just based on the presence and capability understood in Qube. There was a requirement to put something in place pretty quickly. Qube had a presence and within the State of Tasmania, they had the expertise. There were some concerns from TasPorts about the confidence in the freight volumes being proposed. Initially, we were advised we needed to provide a terminal with capacity for somewhere between 500 000 and 1 million tonnes per hour, which is a significant

volume. With Qube, we designed a terminal on a footprint of around 18 000 square metres. As the chairman indicated, it was a common use facility put in place with low capital investment from both parties.

Qube already had infrastructure and labour available in Tasmania. We bought the land and the wharf and then we both created the joint venture company. We both took a little bit of risk. We didn't have to invest in much capital to get the operation up and running. Whilst I remain optimistic and hopefully, one day we get to freight volumes that were forecast, the highest volume per annum is around 220 000 tonnes per annum, which demonstrates the decisions we made early on a low capital cost start-up were the right ones.

Mr BRADFORD - You've also brought to us two important things, a quality CEO and board who has a strong focus on OH&S, the safety of the workforce and the protection of the environment and being a publicly listed company where that was a mantra, that was the selling point.

Mr GAFFNEY - If you have a 50 per cent shareholding with Qube in Southern Exports, it's imperative or good for you guys to have an inflow of product coming through there to keep it up and therefore -

CHAIR - Value.

Mr GAFFNEY - the value of, yes, therefore is there a relationship between TasPorts and the state Government with supply of forestry logs and whatever? How does that work? Do you get any funding at all from state and federal government?

Mr DONALD - No, it's an independent commercial joint venture.

Mr GAFFNEY - You're comfortable with the relationship you have with Qube and Southern Exports?

Mr DONALD - Yes.

Mr GAFFNEY - And that is going well.

Mr BRADFORD - I wish there was more volume, but -

Mr DONALD - Yes, love to see more volume.

CHAIR - You have led right to where I wanted to go next. Within the safety and culture pages 16 and 17 of the annual report, you talk about your culture and safety is on the opposite page talking about physical but also psychological safety. Before I go to those notes, I would like to say it is really disappointing while you have workforce statistics, there is no gender breakdown. There is no acknowledgement of the workforce in terms of gender or a gender pay gap. We just had TasNetworks here report both the gender breakdown of their workforce and the gender pay gap. Can you provide a gender workforce table to us right from top to bottom?

Mr DONALD - Yes. Sure can.

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CHAIR - Now?

Mr DONALD - If we can take that on notice and we'll get that data shortly.

CHAIR - Okay. We will come back to that, then. Do you calculate the gender pay gap across the business?

Mr DONALD - That hasn't been assessed and in the process of being assessed.

CHAIR - You're just starting to do that work?

Mr DONALD - Yes.

CHAIR - Will that be reported in next year's annual report?

Mr BRADFORD - Probably. People on the enterprise agreement are paid according to the -

CHAIR - No, I'm not talking about that. I'm talking about what the gender pay gap is. Do you understand how that works across the business?

Mr BRADFORD - Yes, for the executive contracts understand, yes.

CHAIR - That's why I need the breakdown across the workforce.

Mr DONALD - I am happy to provide it. In the ports and marine area, it's something all ports and marine businesses across the country are conscious of improving the percentage of female employees in the workforce.

Mr BRADFORD - Port towage workers, pilotage workers, are heavily biased towards men and we work with others to bring women into the industry but it's a problem at recruitment - that's the difficult point. In our project work, it is straightforward but pilotage and towage is difficult.

CHAIR - I understand the challenges. Let's talk about in terms of senior management, what's your breakdown across senior manager, how many senior managers do you have?

Mr DONALD - We have six executive team members and the gender split is 50/50. At the board level we have five directors - three directors are female -

CHAIR - That's reported, your gender breakdown.

Mr DONALD - and as we move through the organisation, percentages drop off.

CHAIR - I understand pilots and people like that are very highly paid because of the nature of the work they do - I am not criticising that - they are male dominated, this is why it's important to understand the gender pay gap in the business. I hope we will see the

breakdown and gender pay gap reported next year. It is pretty much standard across so many organisations these days.

To safety, you have a three-year health and safety strategic plan launched during this period, which I assume is this reporting period. Four critical objectives to prevent fatalities. I would have hoped it would prevent injuries and fatalities in the workplace, not just fatalities - that is pretty much the end of the line.

Mr DONALD - There is a focus on fatalities but it is all safety related.

CHAIR - Sure.

Lead safe outcomes create a psychologically healthy and safe workplace.

How was that being assessed and what have you done in that regard?

Mr DONALD - Sorry, how was what being assessed?

CHAIR - You said you created a 'psychologically healthy and safe workplace' and further down you have -

In line with this and the implement of ISO 45003 standard psychological health and safety at work guidelines for managing psychosocial risks, TasPorts has partnered with Menzies Institute to conduct a 12-month program where they have been providing a gap analysis ...

and on it goes, so can you tell us where that is at and what is happening?

Mr DONALD - That work is nearing completion which is really positive and something where we continue to be proactive in this area. It's certainly an issue and a concern, not just in our business, but more broadly. We continue to see evidence of increasing psychosocial challenges and issues in the workplace. As an employer, we need to get better and we need to continue to work hard to understand how we can support our people through some of those challenging periods, some of which are triggered and a result of external influences to business, but nonetheless we always demonstrate care. We have rolled out mental first aid training across our organisation and continue to do so. We're looking forward to the completion of the work with the Menzies Institute.

Ms LOVELL - When you say, 'the completion of the work with the Menzies Institute', what exactly are they doing? Is that a survey? Is it a program?

Mr DONALD - That is a program we're working collaboratively with them on.

Ms LOVELL - To do what? What is the program?

Mr DONALD - Essentially, it will provide us with guidance on what are the valuable activities we can continue to do within the workplace that provide appropriate levels of protection, care and support proactively, but also in a response to the demonstration of ill-health.

Ms LOVELL - As part of that program, has there been an assessment of the psychosocial risks in the workplace?

Mr DONALD - Yes.

Ms LOVELL - Also, how was that undertaken?

Mr DONALD - It was a detailed risk assessment.

Ms LOVELL - Was it a survey, was it working groups?

Mr DONALD - It was a combination of surveys and interviews, working groups.

Ms LOVELL - Okay. And when you say it's nearing completion, what time line are you looking at to have the results of that?

Mr DONALD - I'm expecting by Christmas we'll have something.

Ms LOVELL - Okay.

Mr DONALD - One of our executives had a briefing in a meeting with them, I think last week. So, it's nearing completion. I look forward to the end of that work, the end of the work in terms of the report, but it'll be the start of the next evolution of what we need to continue to upskill ourselves in.

Ms LOVELL - That was my next question. Yes.

Mr DONALD - One of the things that we need to continue to demonstrate capability in is assessing when someone needs more help than we can provide. We've certainly had a number of examples over the past few years where we've had staff members who, sadly, need more help than we can provide. That doesn't mean we stop caring for them; it means that we provide them with appropriate care and support. Sometimes that's to delicately and professionally help them to leave TasPorts in a really dignified manner, and sometimes those individuals come to their own conclusion in that regard. Sometimes they need help and support and it's a challenging activity that we need to confront.

Ms LOVELL - Sorry, help and support in regard to making the decision to leave the organisation?

Mr DONALD - Sometimes, yes.

Ms LOVELL - What about people who don't want to leave the organisation, who might wish to stay? I'm assuming you have Employee Assistance Programs and things in place.

Mr DONALD - Yes, we have a very successful Employee Assistance Program that is very well-used. Over the last three years, clearly, it's all confidential so we certainly don't get to see names, but we get to see the hours that are spent and the invoices, and the cost

continues to grow. Is that a concern from a financial perspective? Absolutely not. Is it a concern because people are out there in our business, but across the community are needing more and more help? Sometimes that's perhaps because of the working environment; I'd say that sometimes that's a contributing factor, but it's often because of a prior or external influence that they're under.

CHAIR - How do you make that assessment that it's because of a prior or external influence? You had a lot of staff turnover, that's been widely documented. There's been increasing access to your EAP, and no-one knows - and rightly shouldn't - who accesses that. How do you make the statement you just did that it's more related to external matters than?

Mr DONALD - I didn't say more. I said it can be more associated. We're not talking about a large number of people within the organisation. We're talking about a small number of people. But -

CHAIR - A small number of people who seek EAP, or leave the business? What are we talking about?

Mr DONALD - No, I don't want to speculate in terms of numbers. But to answer your question, how do we know whether or not it's triggered by a workplace matter or through an external influence? Well, the first source of that data is the person and what they believe to be the trigger. More often than not, we get honesty in that regard. We treat all of those matters confidentially. I know that you're not suggesting otherwise, but -

CHAIR - No I'm not, no.

Mr DONALD - But it can be devastating, isn't it? Sad.

CHAIR - Yes, if it's something that's in the - TasPorts has absolutely zero control of what happens in a person's life outside of work, other than if they're so stressed at work they're taking it home and creating problems for themselves in their home or in the community, more broadly. But if you're seeing an increasing access of EAP, you're seeing a high staff turnover, isn't there a need for you to look more closely at that?

Mr DONALD - I think that's probably some of the work that'll come out of the Menzies Institute work, from a detailed perspective-

CHAIR - Tell me how that -

Mr DONALD - The high turnover is not necessarily associated with mental wellbeing.

CHAIR - No, I'm not suggesting it is. I'm saying that these things together warrant further investigation, one would think. The Menzies Institute is doing some work. I think Sarah asked for some more detail on the work they're doing -

Mr DONALD - The Menzies Institute is doing some work for us, but we're equally doing work in this space. Part of our briefing to our board this week was on this issue. We are bringing back further information to our board about the next steps. What is the current status? What are the actions that we are taking?

Ms LOVELL - Can you talk us through that?

Mr DONALD - It's about understanding the current status but also our objective as to adopt and I will talk from a risk management perspective. I don't mean to sound insincere about it but there are two different types of approaches with respect to risk management. There is the traditional Australian standard approach, which forces or challenges people to think about the 'as low as reasonably practicable approach'. With respect to mental wellness and safety more generally at TasPorts, our approach is to adopt the 'so far as is reasonably practicable approach', which is very different. It's what more can we do in this space to protect and support our people so that they can be the best that they can be for the benefit of TasPorts.

Ms LOVELL - What are some of those things that you are doing?

Mr DONALD - We have a very active health and wellbeing committee. We support briefings with respect to mental wellness; a lot of it is about information. There's the healthy eating program, exercise programs, gym memberships. We had a briefing from St Lukes Health in our board room and yesterday in Launceston from Mr Alastair Lynch, a former AFL Brisbane Lions player talking about wellbeing. There is a range of activities, from sunspot checks to coaching and support, but there's more and more that can be done in this space.

Whether you describe it as a developing industry or an area of developing capability, it is certainly an area of developing capability in our organisation. We don't profess to be experts in the space at all, but we want to learn from others about how to approach it appropriately and professionally. One of our values is care and we always demonstrate care for our people but we also need to demonstrate care for TasPorts.

Ms LOVELL - Can I go back to before you were talking about staff who had made the decision to leave. That was in relation to this conversation we are having about psychosocial risks and health and wellbeing. You said some staff make that decision themselves and other staff are helped to make that decision. How many staff have made that decision in the past 12 months, to leave TasPorts because of a health and wellbeing issue or psychosocial issues and risks?

Mr DONALD - I would ask Iona to clarify for me but I can think of one.

Ms LOVELL - You said that some make the decisions themselves and some are helped to make that decision. That would indicate that there is more than one.

Mr DONALD - Yes, over a longer period of time there would be more.

Ms LOVELL - Okay, so over the last three years?

Mr DONALD - After three years, again, I would be happy for the team to provide me with statistics. I would say three.

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Ms LOVELL - Do you conduct regular staff satisfaction surveys or health and wellbeing surveys or anything along those lines?

Mr DONALD - We have done that in two different ways. We have done organisational and cultural index surveys. So OCI using human synergistics models, and more recently we have been taking engagement surveys which are more like Pulse surveys for our staff. The most recent one closed last Friday. We are yet to see the results and we have been doing that every six months.

Ms LOVELL - So you do a Pulse survey. The OCI surveys you talked about, how frequently do you do those?

Mr DONALD - Every two to three years.

Ms LOVELL - When was the last one done?

Mr DONALD - Two years ago.

Ms LOVELL - What did the results of that show you?

Mr DONALD - Positive improvement from the prior one.

Ms LOVELL - In terms of satisfaction levels or a rating?

Mr DONALD - You don't end up with the one numerical score.

Ms LOVELL - No, but my question is were employees overall satisfied with the workplace or were there levels of concern or is there an improvement from the previous year? That doesn't mean that they are happy either, so where would you sit on a scale?

Mr DONALD - Generally, I would like to think that there is a happy workforce at TasPorts. There are always some who may say otherwise. Certainly, in terms of the survey results from the OCI, the last one demonstrated quite a significant improvement in a number of different areas. I think that the quadrants, there are 12 different categories that are categorised.

Ms LOVELL - You said you would like to think that there is a happy workforce generally. Is that what your surveys and pulse checks are showing? Do you have data to support that?

Mr DONALD - Yes. I also test that with my own interactions. I spend a lot of time out there talking to staff directly, I provide briefings on a quarterly basis around the state and there's a two-way engagement at those briefings where I get to see and hear feedback from individuals.

Ms LOVELL - It might not be the easiest way for staff to give feedback face-to-face to the CEO.

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Mr DONALD - That comes down to the relationship and trust too, doesn't it? In the last 12 months, this calendar year from Christmas last year until now, and I don't plan to stop, every new staff member at TasPorts I meet with for 15 minutes to half-an-hour, face to face, so I get to talk to them about myself, I ask them about themselves and they will choose to share how much they're prepared to tell me. Some of them share a lot, some of them are probably a little bit more guarded and I respect that, I don't pry. It's an opportunity for me to reinforce two messages in particular.

One of them is around safety, and empowerment around safety and I let them know that they've got my full support to stop work, to challenge, to ask questions, to take responsibility and the same applies to culture.

CHAIR - If I can go back to the Menzies work, is part of that work to assess the psychosocial safety in your workplace?

Mr DONALD - I'm happy to provide you in writing or if we can, by the end of the session today, with the detailed scope.

CHAIR - Okay, that would be helpful to have that. It doesn't sound to me as though TasPorts has undertaken a specific assessment of the psychosocial safety in the workplace. You've done a lot of other stuff, but it's a very nuanced sort of thing which can inform future practice, like reporting frameworks, people can report safely, bystander behaviours and things like that. That's not on the radar right now, it might be after this Menzies work is completed. That sort of training is not happening, you're talking about a broader, more community driven, broad focused program delivered broadly in the community.

Mr DONALD - I think you'll find that it's quite detailed and specific.

CHAIR - I am talking about what TasPorts actually deliver. You might get more guidance from the Menzies work, but have you done a real in-depth assessment of those matters?

Mr DONALD - Yes we have.

CHAIR - When did you do that?

Mr DONALD - I haven't got the specific date, it's probably - I'm guessing - six to nine months ago.

CHAIR - You've got the result of that survey the work that was done?

Mr DONALD - It's a risk assessment.

CHAIR - Can you describe to me what you were saying about what a risk assessment is, what does it look like from your perspective?

Mr DONALD - It's a risk assessment that identifies all the psychosocial risks and development of an action plan.

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Ms LOVELL - How was that done? How was that risk assessment done?

Mr DONALD - As I indicated earlier, collaboratively, with a series of workshops and interviews.

CHAIR - Who did the interviews?

Mr DONALD - I will ask the team to provide me with -

Ms LOVELL - I thought that was the Menzies work that you were talking about?

CHAIR - Yes, I'm a bit confused about -

Ms LOVELL - So the risk assessment was done by TasPorts, not the Menzies Institute separately?

Mr DONALD - Yes.

Ms LOVELL - That was done in a series of workshops with staff?

Mr DONALD - Yes.

Ms LOVELL - And interviews one-on-one with staff?

Mr DONALD - I believe so, I'll ask the team to provide it.

Ms LOVELL - Okay, that's the bit that we're after more information on and then what was identified out of that risk assessment? What are the psychosocial risks that have been identified as part of the work at TasPorts? I'd be really interested to hear what's being done to address those risks that have been identified through that process.

CHAIR - When can we expect to get this information?

Mr DONALD - I will ask the team to try to get it before the session closes today.

CHAIR - Is it possible to get it when we come back from lunch, so we've still got some time to actually ask questions about it?

Mr DONALD - Sure.

CHAIR - Otherwise it's a bit pointless. It's two years before you're back in front us.

Mr FERGUSON - We're happy to do that and I've listened very carefully to the answers as well, because as a government we're always encouraging our businesses to have a close regard for health and wellbeing, including mental health and wellbeing. I'm pleased with the establishment of the health and wellbeing staff committee to help inform these efforts but this is a journey of improvement. Very happy to undertake to get that information to the committee as soon as we possibly can. We will aim for 1.45 p.m. so we can give you some more information on that.

CHAIR - We only have a couple of minutes before 1 p.m. but have other people got people related questions?

Mr EDMUNDS - Obviously, as shareholder minister, that's something you would be taking a great interest in, I'm sure?

Mr FERGUSON - It really is. Often, when I have meetings with our team board, I don't meet with the board, I meet with the Chair and the CEO and a number of executives on a regular basis. The team is very good at bringing to me issues that they have of concern, including, at times, things that are of a really sensitive nature. They don't ask me to be involved in managing those situations, but they like to keep me aware of areas of their activities and how they are responding to known issues and risks as they emerge. Health and wellbeing is just so important to us, not as a Government but as a community, as a state.

As a Government and Opposition together in the parliament, we want to look after our people. I know that there were some good questions there about, in small number of cases, how people have been assisted to leave the business with dignity. I am all for that where that's appropriate. The evidence is that the greater number of good and care that is being provided is about helping people to stay, to help them through whatever their needs may be on that confidential basis. Whether it's low level, or whether it's workplace related or externally related to try to assist people to continue to do a good job as a valued employee.

To answer your question, Mr Edmunds, yes, I am satisfied with it but, no doubt, as we continue to generate awareness and encourage people to reach out for help at an early stage, it's clearly the best way that we can look out for each other and provide support before something becomes more difficult to manage or more difficult for a person to stay and continue to do their work in the business.

I am sure as we continue to learn more in this space, particularly the work that Menzies are being asked to do - which in my notes was about proactive engagement with Menzies so as to embed a psychological health and safety model. Clearly, this is about helping to inform the business about something that hasn't traditionally been part of its core business and to embed that health and safety model into everything that we do. Not just at the management level but across the business.

Ms LOVELL - Have you been briefed on the psychosocial risk assessment that has been undertaken?

Mr FERGUSON - I have not.

CHAIR - You said there was one person that you could recall that was helped out of employment with TasPorts in the last reporting period?

Mr DONALD - The one person that has left with mental wellness issues wasn't helped out. I think I said that there was one within a three-year period that was provided with assistance to depart TasPorts.

CHAIR - Because of their mental health and wellbeing?

Mr DONALD - Yes.

CHAIR - In the last 12 months, have there been any positions that have been terminated?

Mr DONALD - In the last 12 months, yes.

CHAIR - How many?

Mr DONALD - I will have to take advice on that, I think there's probably two or three.

Mr FERGUSON - Chair, in the last 12 months or in the last financial year?

CHAIR - Sorry, the last reporting period.

Mr DONALD - I will ask the team to give me the data.

Mr FERGUSON - We will have that for you at 1.45 p.m. if it is not immediately able to be answered.

Mr BRADFORD - One I am aware of related to issues you were raising 10 minutes ago.

CHAIR - I am sorry?

Mr BRADFORD - One of the dismissals related to issues you were talking about 10 minutes ago about protection of people in the workforce and inappropriate behaviour between one person to another.

CHAIR - You are aware of that?

Mr BRADFORD - Yes.

CHAIR - Obviously, that behaviour that led to that termination, when did that termination occur? It was obviously during the last financial year.

Mr BRADFORD - I think it falls within the reporting period.

Mr DONALD - If it is not it might be just in the year before.

CHAIR - It is a little while ago from today's date?

Mr BRADFORD - The reason I mentioned it is because it would have taken a degree of courage for the person who was offended to raise it.

CHAIR - I appreciate you raising that. When did the CEO become aware of that behaviour initially? How long ago before the person was terminated? Through someone

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raising it with the organisation? It may not have been raised directly with the CEO, it might have been raised somewhere else and then elevated to the CEO.

Mr DONALD - I would have thought it's a relatively short period of time. It might be four to six weeks in duration that was undertaken between the advice that it had occurred and the completion of the HR-related process.

CHAIR - The question is, when was the CEO first made aware of this issue?

Mr DONALD - Do you want the date or -

CHAIR - Yes.

Mr DONALD - Well, okay. I'll provide that. We're talking about a year-and-a-half ago.

CHAIR - Okay. So, it's a while ago. I'm trying to establish how long an incident like this has occurred in the business, and when did you undertake the psychological safety work that you've just done yourselves that we're going to get some information about shortly?

Mr DONALD - Okay.

CHAIR - When did that work start?

Mr DONALD - We'll get those dates shortly.

CHAIR - Right. We will come back to that after lunch.

Mr FERGUSON - Chair, I have to say that if we're going to be providing specific dates and timeframes, I don't want us to accidentally lead ourselves down a path where we're identifying people. After the information is provided and we all have a quick look at it, I may ask you just to take that into the committee.

CHAIR - Sure. I will allow that consideration to be requested, minister, but what I'm trying to understand is the timeframes.

Mr FERGUSON - Well, we won't provide it if it identifies people.

CHAIR - No. I'm not asking to identify - we don't want people identified. Absolutely not.

Mr FERGUSON - We will be very responsible about it and seek your guidance as well as to how to best do that when the information is with us.

Mr DONALD - Just a clarification on the earlier question with respect to the number of terminations during the review period 2022-23: there were two.

CHAIR - Thanks, minister. We will break and come back at a quarter to 2.00.

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The Committee suspended from 1.02 p.m. till 1.45 p.m.

CHAIR - Welcome back minister and your team, you have some information to provide to the committee.

Mr DONALD - The psychosocial risk assessment was undertaken in June 2023. The risk assessment is done in response to the new legislation on the ISO standard. The risk assessment was done by cross sectional teams across the business. The work included survey questions in small work groups to consult and identify champions within the business and was largely designed to identify gaps against the new ISO standard. We expect to receive a report to the executive on the actions required to close the gaps in early December, I believe it's on the 4 December.

Ms LOVELL - You said it was cross sectional teams across the business, what does that mean? How big were the teams? Can you talk a bit more about what that looks like?

Mr DONALD - It includes representation from across the work groups, across the state, representation from the safety team, people and cultural team, operational team, operational land side teams, marine teams and also corporate services office-based staff. A broad cross section of our workforce.

Ms LOVELL - What percentage of the workforce was involved in it?

Mr DONALD - I don't have that detail, I have to get those numbers.

Ms LOVELL - Was there any full staff survey or just this cross section?

Mr DONALD - Just the cross section.

Ms LOVELL - You say there is piece of work you are expecting to be briefed on in December on meeting the gaps. Have you been briefed on the results of the survey?

Mr DONALD - No.

Ms LOVELL - Would that be part of what you are briefed on in December?

Mr DONALD - Yes.

Ms LOVELL - But that was done in June.

Mr DONALD - Yes, the risk assessment activity.

Ms LOVELL - It was completed in June, but you haven't been briefed on risks that were identified?

Mr DONALD - Briefed in relation to the gaps we have in relation to the ISO standard in relation to the fact there is a large piece of work to do.

Ms LOVELL - Can you tell us about what the survey found?

Mr DONALD - I don't have that detail, but I can provide it separately.

Ms LOVELL - Can you provide it in this hearing today?

Mr DONALD - No I don't believe so.

Ms LOVELL - Can you tell us what you recall from the briefing?

Mr DONALD - The briefing indicated to me there was a large amount of work to do.

Ms LOVELL - On what areas?

Mr DONALD - On all areas in relation to compliance against the ISO standard. That's an intent and objective of the work. It provides us with an action plan to close the gaps.

Ms LOVELL - It's hard to say whether your action plan will close the gaps, if we don't know what the gaps are.

Mr DONALD - That's the role of the executive, isn't it?

Ms LOVELL - That's what we are asking you about now: what are the gaps that have been identified?

Mr DONALD - I haven't received the full report.

Ms LOVELL - You said you have been briefed on what the risk assessment found in terms of what the gaps are?

Mr DONALD - In terms of there is a large gap and there is a large amount of work to be done.

Ms LOVELL - That is a very general term. Can you provide more detail on what are the gaps? What are the areas identified as needing work?

Mr DONALD - More than happy to do that after the executive review and understand the report.

Ms LOVELL - But you have been briefed on that already you said.

Mr DONALD - In terms of the magnitude. There's a large amount of work to be done. I understand that is a general briefing.

Ms LOVELL - You haven't been briefed on what areas have been identified. Six months ago, coming up to six months before you find out where the gaps are that need to be addressed.

Mr DONALD - Yes, possibly.

Ms LOVELL - Do you think that's satisfactory?

Mr DONALD - There's a whole range of different activities that have been undertaken this year, including leading from that period of time. I can provide details in terms of the 12 modules of work, the six meetings that have been undertaken, it's quite detailed.

Ms LOVELL - I'd be really pleased to receive any more detail you can provide.

I will direct my next question to the minister. A large piece of work has been done five or six months ago. It will be six months before you're briefed essentially on the gaps. What your CEO is telling us is that he has been told there is huge amount of work to be done in these areas but he can't tell us what the areas are where the work needs to be done and what work needs to be done. Do you think that's satisfactory in workplace management and maintaining a workforce and a safe workplace?

Mr FERGUSON - It is satisfactory in that this is an initiative of the business and the executive team, and with a desire to be fully compliant with the ISO standard which I am not familiar with. I accept and understand where you are coming from. I listened carefully to your questions that it may seem to you a long time from June to December when I'm hearing that the executive will have a deeper brief on those gaps. I have to take them on trust as well as you do that this is an area of keen interest for TasPorts. I want to see it happen as much as you do but it is an initiative of the business. They should really be commended for initiating this plus getting the expert support of Menzies.

CHAIR - They are legally required to do it, minister.

Mr FERGUSON - They are not required to get the support of Menzies at all. They've done that as part of their own initiative. This is something because we want to look after our people. I am sensitive to your question. I'm aware of the reason that you would want to see maximum effort as well as a sense of accelerating towards the task that is clearly ahead of the business, and I support that. I'm not aware of a reason why a person might think it is too long from when the June work has been done until December, because December is about implementing.

Ms LOVELL - I find it deeply concerning that a piece of work has been done that has 'identified the huge amounts of work', in the CEO's words, which need to be done in ensuring that it's a safe workplace with regard to psychosocial matters. Yet it seems there were no further questions asked about what those matters are. What are the huge amounts of work and what are the concerns?

I would expect as a CEO, and as a minister, that you would want to know what those issues are. Do you not agree with that?

Mr FERGUSON - I do agree with that.

Ms LOVELL - Will you undertake to find out what those gaps are?

Mr FERGUSON - Yes, I will, but, Ms Lovell, that information's not before me. I am hearing that it's coming to fruition in December. I am happy to listen to any argument that it's

taken too long. I'm not sure that that's established at all. It's a body of work that the business needs to do, wants to do, is doing and in a small number of weeks it will be coming to fruition.

Obviously, that is not in time for you for this scrutiny hearing. I respect and appreciate that and I'd be perfectly happy and would like to take on notice and provide back to the committee any further information I'm able to before you provide your report. I invite the CEO or Chair if you can fill in any gaps because, clearly, here at the committee there is a view that June to December is too long. I'm happy to pose the same question as Ms Lovell.

Ms LOVELL - If I can clarify that point, without knowing what the issues are, six months might be a reasonable time frame to come up with an action plan to address those issues. It might not be if those issues are particularly significant and severe, and we've heard from other workplaces that there are some significant issues.

My concern around the time frame is that a piece of work was done five months ago and nobody at the table seems to be able to tell us what that work found, other than that there is a huge amount of work to do. That to me is concerning so it's not necessarily about the implementation of a plan -

CHAIR - Can I pose this question slightly differently.

Ms LOVELL - Go for it.

CHAIR - From a risk management perspective, there is the psychological safety of workers. We care about that; all of us care about that. If there was a significant number of matters raised that require significant amounts of work, then how is the risk associated with the staff wellbeing being managed between when the factors were identified - which carry a number of risks, you would have to accept - and when we get to December when a plan is formulated to deal with those risks?

Mr FERGUSON - And mitigate them.

CHAIR - Yes.

Mr FERGUSON - I'm not assuming - as I don't have the subject depth of knowledge - but 'risks' does not mean that it's actually occurring. It means it's a risk -

CHAIR - It sounds like it could be.

Mr FERGUSON - and then you need to mitigate the risk and reverse it and address it as much as you can, moving towards eliminating risk. I have to look to the CEO to respond.

Mr DONALD - It's risk against the new standard. I'm happy to provide a detailed list of the activities that have been undertaken with the whole program, including the activities that have been undertaken subsequent to the risk assessment.

CHAIR - What activities? I mean, you can provide a list, but surely you can tell us now what some of those things are that you've done since?

Mr FERGUSON - We will be as open as we can be, Chair, Ms Lovell.

Mr DONALD - The first activity was introduction to psychological health and safety. This is all very general. Milestone two: understanding the organisation and its contexts - including external factors. Milestone two and meeting number three: understanding the organisation and its contexts - including internal factors. Milestone two, meeting number four: understanding the organisation and its context - needs and expectations of workers. Milestone three, meeting number five: ensuring management support and leadership commitment to psychological health and safety. Meeting number three -

CHAIR - Can I just stop there. You said that there were things that had been done in response to it. This is outlining the steps undertaken to deliver the work that was done in June, isn't it? This is the frame that guided it.

Mr DONALD - This is part of it. Yes.

CHAIR - Then you went on and said that you've done a number of things to address the gaps and the risks that were identified through that work.

Mr DONALD - No, that's part of our ongoing program for supporting mental wellbeing in our health and wellbeing committee. We have had a long-standing program called The Care Factor Program that we've implemented, I think, successfully over the last five to six years within the organisation. A lot of that is around behavioural safety elements. There is commonality in language used, principles and practices. As I said earlier, we're not an expert in this; we plan to become a lot better than we've been previously, but equally, we're not flat-footed.

Ms LOVELL - Can I just clarify? The Chair had asked for a list of actions or things that had happened and you are reading from something that said - you were talking about milestones and meetings.

Mr DONALD - Yes.

Ms LOVELL - So, this are a series of meetings that have taken place? Is that what you are -

Mr DONALD. Yes, and milestones, so it includes -

Ms LOVELL - When you say milestones, what do you mean by milestone? That's a, like, a ticking, something to say that you've reached this -

Mr DONALD - Yes. From what I understand it's a staged process of -

Ms LOVELL - What did you do to get to that milestone, is the question.

Mr DONALD - Which milestone are you referring to?

Ms LOVELL - Well, all of them. You've read milestone -

Mr DONALD - Well, allow me to talk and I was explaining - I was attempting to explain. So, milestone number three: review of OH&S policy, roles, responsibilities, authorities and worker consultation. Milestone number four: psychological hazard identification as part of the risk assessment. Milestone number four, part eight: psychological risk assessment and opportunity analysis.

Ms LOVELL - So, you conducted a risk assessment. That is what that milestone is? Right.

Mr DONALD - Yes; which was in June 2023.

Ms LOVELL - Are you willing to provide the committee with that list?

Mr DONALD - Yes, more than happy to provide a detailed list of all of this that gives you clarity around the program that we've conducted with Menzies.

Ms LOVELL - Okay. When you are talking about meetings, who were in those meetings?

Mr DONALD - With the cross-functional work group, including representation from the whole organisation.

Ms LOVELL - And you're coming back to us with a percentage of how many?

Mr DONALD - Yes.

Ms LOVELL - It doesn't sound so far like there's been much in terms of pieces of work that have been delivered to the workforce to address.

Mr DONALD - In terms of the analysis against the ISO standard, that is the work that we will understand on 4 December, but in terms of what we have done historically, I would say that we do a lot as part of our Care Factor Program and our health and wellbeing committee.

CHAIR - How do you assess the impact of the Care Factor Program?

Mr DONALD - Well, there are probably a number of ways. One way would be through our surveys of staff; through an examination of our OH&S statistics, both leading and lagging indicators.

CHAIR - Your staff satisfaction survey, or other survey?

Mr DONALD - Yes, and engagement surveys.

CHAIR - Are they the one thing - staff satisfaction and engagement - or are they two different things?

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Mr DONALD - One of them, as I said earlier, is an OCI, which is a detailed assessment. The other one is a staff engagement survey, which is more of a temperature check.

CHAIR - Like a Pulse survey?

Mr DONALD - Yes.

CHAIR - When were they last done?

Mr DONALD - As I said earlier, the OCI was done two-and-a-half years ago and the Pulse surveys have been occurring every six months.

CHAIR - The last time being in October - is that right?

Mr DONALD - Yes; the last one closing last week.

Ms LOVELL - Earlier, when you were talking about this, you weren't able to provide us with any data from those surveys. Is that something you can come back to us on?

Mr DONALD - No - I said that I wasn't able to provide you with data in relation to the most recent survey because I hadn't received the outcome of the survey yet.

Ms LOVELL - We did have a discussion about this earlier and you said that the Pulse check surveys were showing that staff were generally happy and that there had been an improvement on a number of metrics but you weren't able to tell me where on a scale any of those things sat.

Mr DONALD - I said that in relation to the OCI surveys because they are more detailed, and that demonstrated a significant improvement in the culture of the organisation.

Ms LOVELL - My point to you then was that a significant improvement doesn't necessarily mean that the result is what you might consider to be satisfactory or good. You could have a significant improvement from a terrible result and still be bad. Or, you could have a significant improvement from a good result and great. Telling us you've had a significant improvement doesn't really give us any information about where you're sitting on any of those metrics now, or where you have been. My question to you is, can you tell us what those results showed in terms of satisfaction of your staff?

Mr BRADFORD - The major issue in the survey - back one, not the current one; the current one is unseen - the one before that, showed a major improvement that I remember clearly in decision-making. The staff had a view in the earlier survey that decision-making in the organisation was poor. That's not just decision-making from the person at the top, it was at all levels, it was very low and that impacted the survey. You can see it clearly. The board asked for some action on that because we want to empower people, and the next survey showed a major improvement.

Ms LOVELL - With respect, again, telling us there's been a major improvement doesn't tell us anything about where that sits currently in terms of people's level of satisfaction.

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Mr BRADFORD - Their satisfaction in the level of decision-making, at the highest level was just below what you would expect. Given the size of the organisation, I'd expected a bit higher than that, but if you're talking about a 2000 people organisation, you would expect it to be a bit lower.

Ms LOVELL - Again, using terms like 'what people would expect', that's not a measurable, quantifiable metric. You haven't been able to give us anything at the table to point to and say, 'We conducted this survey two years ago'.

Mr BRADFORD - Would you like the survey of two years ago sent to Council?

Ms LOVELL - Yes please; that's what we're asking for is results of the survey.

Mr FERGUSON - We will take the two points in time and provide the committee with some quantitative measure of those indicators.

CHAIR - Thank you, that would be very helpful.

Mr FERGUSON - Please don't assume, either, that it's something we've got at the table but we just don't want to give you. I don't even believe that I have seen that. Happy to explore this and I don't know if there's reasons why some of that may need to be confidential. If we can provide that, we should provide it and we will; possibly not today but we will certainly do it as soon as we can, if our team can action that and if you would put it on notice.

CHAIR - And the detailed survey that was done two years ago.

Mr FERGUSON - Plus the recent Pulse, which was five or six months ago.

Ms LOVELL - Yes, that would be very good, thank you.

CHAIR - There was other information you were going to provide?

Mr DONALD - The five packages of work. The first package of work relates to marine remediation - Terminal 1 is currently where TT-Line berths their vessel. Package two is in relation to Terminal 2, which is where the new SeaRoad vessel will ultimately be, but slightly relocated; and that's early works, so that involved -

CHAIR - What sort of works?

Mr DONALD - That involved fender upgrades, some strengthening of the wharf structure for the Liekut vessel essentially. That's complete. Package number three also relates to terminal two which is the landside construction and marine construction for SeaRoad and package number four, which we're in at the moment, relates to marine and dredge construction and landside construction activities.

CHAIR - Marine and dredge, did you say?

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Mr DONALD - Yes. The marine and dredge construction activities, dredging is complete and, as I indicated earlier, the last pile for the wharf has been driven today which then enables the placement of the headstocks, which essentially is the structure that holds the deck up. There will be decking planks and it is all precast concrete decking planks put into place and then concrete poured over the top. The final package of work is marine improvements.

CHAIR - Which means?

Mr DONALD - Which is essentially completion of any maintenance, dredging, navigation aids, any rock revetment, scour protection activities along the river.

CHAIR - Do you have an indicative budget for each of those five?

Mr DONALD - We have, certainly, but I don't have that here today and I'm not sure from a commercial perspective that I'd want to provide that because that would provide indication to future tenderers of our budget. All of our activities is encompassed in our \$241 million project budget.

CHAIR - How many different contractors are involved with each stage?

Mr DONALD - At the moment, the terminal -

CHAIR - Not contractors, contracts.

Mr DONALD - package number four relates to the main works package we have and that's with Hazell Brady Joint Venture. That's the main contract that we have with. We have some consultants with contracts but not a large number working for us on the project. The activities around the early works completion was one contractor and that's been completed. We'll be out to tender in the new year for SeaRoad activities.

CHAIR - Which is part of three or two?

Mr DONALD - Terminal two.

CHAIR - One principal contractor there?

Mr DONALD - Yes.

CHAIR - What about three?

Mr DONALD - For terminal three or package three?

CHAIR - No, terminal two, the third parcel of work.

Mr DONALD - That will be one contractor for the SeaRoad landside construction because the marine early works was complete and there's marine construction as well, which will incorporate a little bit of dredging activity around the berth -

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CHAIR - What level of contingency have you got built into each of these stages?

Mr DONALD - I'm not going to provide that information.

CHAIR - I'm not asking the amount. I'm asking what percentage contingency.

Mr DONALD - As indicated earlier, we have a P90. What does that mean? P90 and a Monte Carlo assessment doesn't -

CHAIR - We've talked about that. I'm interested in -

Mr DONALD - I'm happy to answer the question.

CHAIR - Okay. When you prepare for a Public Works Committee or something like that, you do have to talk about the contingency. The Public Accounts Committee calls in public works projects - we review those things.

Mr BRADFORD - And we're talking about the recent project.

CHAIR - No.

Mr DONALD - The P90 and Monte Carlo assessment is very different. An alternative approach would be to say that there's a 10 per cent contingency applied to each work package. We don't do that. What we do is a risk assessment in relation to the delivery of each work package and then there's a statistical assessment, called a Monte Carlo assessment, which is then undertaken to quantify in a dollar sense what a 90 per cent probability of successful delivery within the forecast final cost. That basically results in an output of a dollar sum. It's never going to be an exact 10 per cent or 15 per cent.

Mr BRADFORD - It's highly sophisticated because ports try very hard to get a very accurate assessment of the capital costs they are going to incur.

CHAIR - We talked about that earlier.

Mr BRADFORD - Yes, it's a major issue. Mr Donald would be one of Australia's leading experts on the topic.

Mr GAFFNEY - I am interested in the Devonport East Redevelopment. It says in the report that it will be completed before the *Spirits*, which is fine now that they have been delayed. If the arrival of the *Spirits* has been delayed, do you still try to complete exactly on the same time schedule or do you move some of that to some of the other project developments that you may have somewhere else? Or do you finish off that project first?

Mr DONALD - We have a contract with the joint venture company, Hazell Brady. As part of that contract they have a commitment to deliver the work within a contracted time frame. That's their obligation and their commitment and our expectation that they will deliver.

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Mr GAFFNEY - Are you confident that will come in under budget even though there has been an increase in materials, labour? Are you comfortable with that?

Mr DONALD - Yes.

Mr GAFFNEY - When do you think that will be completed by?

Mr DONALD - The package of work for - ?

Mr GAFFNEY - The Devonport East Redevelopment.

Mr DONALD - The whole lot? In 2027, the completion date.

Mr BRADFORD - It won't all be complete by the arrival of the first *Spirit*. That's a milestone to make the berth available for that vessel and then the whole process has to be reversed for SeaRoad. It has years to run. It is very complex, particularly because both of the tenants are operating vessels every night. If they weren't there, we would be home and free. Life is not like that.

CHAIR - It's like building a plane mid-air. I don't want to be on that plane.

I want to go to cyber security. We have seen some pretty serious incidents just recently with DP World, operating the same space as you are and it was the Optus. I would like you to inform the committee about your cyber security. We don't want you to divulge things that might put you at risk. What risk management plans have you got for cyber security? Have you got a crisis and a recovery plan and has it been tested?

Mr DONALD - We recognised a need for a data and systems and infrastructure across all of our port, assets and operations, the airport, shipping assets. We want to be as resilient as possible in the face of increasing cyber security threats. We have a very capable and active team in this space. TasPorts has adopted the Australian Cyber Security Centre tactical approach to cyber resilience and we have implemented practicable risk-based controls to govern, protect and detect and respond to cybersecurity threats and incidents. Our response times to notification of threats is proven to be very quick. Particularly in much recent -

CHAIR - In terms of cyber attack threat?

Mr DONALD - In terms of the recent example that you mentioned with DP World, upon notification, we acted within hours and mitigated those risks for the benefit of our organisation and our customers. Through strategic initiatives that align with our cybersecurity strategy and information security framework, we continue to focus on preventing and mitigating all cyber threats. During the reporting period we had 13 IT security incidents which were identified and successfully managed. They were all considered to be low risk and resolved internally by TasPorts. In terms of our crisis management plan, we have a crisis management plan and a business continuity plan. Every quarter, we implement exercises in relation to that and we have implemented one in relation to a cyber incident.

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Mr BRADFORD - Other members may not recall but at our meeting a couple of years ago we -

CHAIR - You were with a different committee then so these members would not recall.

Mr BRADFORD - We were hacked in accounts payable and some money was taken and there was an attack on payroll. We are not inexperienced with the topic and that has alerted all the workforce to the risks. Even yesterday, the chairman had to upgrade again to another two-factor identification on board papers.

Mr DONALD - We routinely test all staff on phishing - that's the phishing - and we roll out and simulate 12 to 13 different scenarios and hits on individual's inboxes where everyone is tested. The percentage is reported through to the executive. Initially, when we commenced the program - I cannot recall the statistics - we have a high degree of performance currently with the respect of identification of unusual email correspondence.

Mr BRADFORD - But not complacent.

Mr DONALD - No, that is one of the biggest risks.

Mr BRADFORD - I feel sorry for what Optus and DP World are going through it. It is horrendous.

CHAIR - With regard to other risks, there are the safety risks associated with the ports with vessels visiting from a range of places around the country and the world. How do you manage the security of those vessels coming in?

Mr DONALD - We have a maritime security program and a maritime security plan in accordance with the federal regulator. It is regularly audited. We have port secure zones that are perimeter controlled. They are monitored with electronic access control and CCTV. We have a range of controls in place, including anyone and everyone who accesses a port secure zone with an MSIC as part of their induction program, is trained on what to do to identify unusual activity.

Mr BRADFORD - It is heavily regulated nationally and we comply entirely and are actively audited, as are all other participants.

CHAIR - When are you required to do underwater sweeps of vessels coming in?

Mr DONALD - Depending on the vessel, but before they come to berth.

CHAIR - Obviously it is before they come to berth, it is a bit late then. The question was which vessels do you need to do them on then? Is it all the vessels that come from where? Or is it all vessels?

Mr DONALD - It is not domestic vessels. It is all international vessels, but I might take that on notice and ask the team to provide me with specific details in that regard.

PUBLIC

CHAIR - Assuming there is a category of vessel that needs to have an underwater sweep before it can enter into a port, are you confident all underwater sweeps on those vessels have been undertaken?

Mr DONALD - I am aware of one occasion where it wasn't. The requirement for under wharf sweeps is a relatively new requirement, that was incorporated into our maritime security plan. Perhaps, upon reflection, wasn't communicated as well as it should have or could have been to our operational staff so they had no knowledge of the requirement. Therefore, there was one that was missed which was then reported through to the regulator and the board.

CHAIR - The one that was missed which port was that at?

Mr DONALD - I believe it was the Port of Hobart.

CHAIR - Had there been vessels coming in that had been swept before that?

Mr DONALD - I don't know. I imagine they would have been.

CHAIR - Was it a new employee who didn't? You said that if it was already being done it would have been a known this is what you do.

Mr DONALD - It wasn't completely well known, understood and implemented with all of our operational staff was part of the root cause identified.

CHAIR - Who did the root cause analysis?

Mr DONALD - The root cause was undertaken by our internal management security team.

CHAIR - What was AMSE's response? You said it was reported to AMSE.

Mr DONALD - No, I don't think it was reported to AMSE. I think it was through to the security regulator. I do not think it was AMSE.

CHAIR - It was reported to a regulator. What was the outcome of that though?

Mr DONALD - I know we demonstrated we had then trained and implemented the practice across our operational workforce and that was some time ago.

CHAIR - When was that?

Mr DONALD - Some time ago. I don't know, I have not got the specific day.

CHAIR - Days, weeks, years?

Mr DONALD - Months and months. I would say nine to 12 months ago.

CHAIR - In this last reporting period?

Mr DONALD - Yes.

CHAIR - We go into other safety matters. You have Devonport Airport, obviously a lot of the civil aviation stuff is managed through CASA. Have you had any interactions with CASA?

Mr DONALD - Yes, all the time.

CHAIR - Has there been any incidents that have occurred at Devonport Airport that are warranted the intervention of CASA?

Mr DONALD - No.

CHAIR - We see it when you and fly from these little regional airports someone has to buzz the runway, up and down check, make sure there's no dead wallabies and other things on it, or cattle perhaps, even though they're fenced. Does that happen regularly before every flight?

Mr DONALD - Does what happen?

CHAIR - The sweep of the runway, someone driving up and down it. I don't mean getting out with a broom. I mean driving up and down it.

Mr DONALD. Yes, it does.

CHAIR - Has it happened on every occasion?

Mr DONALD - It happens every day.

CHAIR - Any times when it hasn't occurred?

Mr DONALD - No.

CHAIR - Interesting. Okay.

Mr EDMUNDS - Let's talk about Macquarie Wharf upgrades. Can you talk me through the importance of the upgrade of Mac 6 for the *Nuyina*?

Mr DONALD - Sure can. The asset is at the end of its life. I think it was constructed in the 1970s. Upon reflection, the quality and the standards of construction were incredibly high for it to last as long as it has. It has a restriction on its deck loading capacity of 5 kPa, which means that you essentially can't drive a ute on it. It's pedestrian loading only. It's a lay-up berth, which means that we allow the vessel to come in and tie up and for pedestrians, or for passengers and crew to get on and off using a gangway. Any time they want to load and/or unload materials and equipment from the vessel, they need to move it further down the berth. There is a regular condition inspection that is undertaken to satisfy us that it's still safe and AAD are acutely aware of its condition. The importance of the upgrade, it's vital.

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Mr EDMUNDS - Yes, and is there a time frame on the upgrade?

Mr BRADFORD - We would hope early in the new year, without setting a specific date, that we would present to the minister a major proposal for the development of 4, 5, 6 Macquarie Wharf. Berths 6, 4, a dedicated berth for 30 years as a tenant for AAD, 4, 5 for the international cruise industry, visiting navies, other Antarctic nations. It will be the biggest development in Hobart in 50 to 80 years and we are currently negotiating with AAD and we're pretty confident that they will be agreed in the near future. So, it's a very exciting development.

Mr EDMUNDS - Yes. So, you're working on the designs and specifications at the moment?

Mr BRADFORD. Absolutely. Well advanced.

Mr EDMUNDS - Do you know how long it will be?

Mr BRADFORD - We hope early in the new year.

Mr EDMUNDS - As in physically long?

Mr DONALD - Two hundred and sixty metres for that one.

Mr EDMUNDS - So, would that be just for AAD or other uses as well?

Mr DONALD - It will be dedicated for them.

Mr EDMUNDS - Thank you. Do you have the latest cost estimate?

Mr BRADFORD - The whole project is yet to be through the P90 stage, but 4, 5 and 6, depending what is in and out is, broad order of magnitude, \$ 200 million to \$300 million.

Mr EDMUNDS - Yes. No worries.

Mr FERGUSON - Chair, you might just speak to the point about when you say what is in or out, I think what you need to convey to the committee is we meet the customers' requests on that. So, I just ask you to outline those requests.

Mr BRADFORD - Why the cost varies is the timing of the project, when we start, and with the major tenant, the anchor tenant, AAD, their specific requirements. Some they could do themselves, some they want us to do, some are in discussion. The big one is shore-based power. A great asset for Hobart, if we can deliver that, it's what we want to deliver and that affects the total cost.

Mr EDMUNDS - In terms of funding, how will that sort of work, state -

Mr BRADFORD - Nothing from the federal government and the same amount from the Tasmanian Government. The port corporation works on a principle of user pays, so having an anchor tenant with AAD will fund the development of that berth and ongoing

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maintenance and operational work, and the cruise industry and the other users will do the same at 4 and 5. It's not as attractive, commercially, as East Devonport, but you have to be patient in ports, time improves things.

CHAIR - I'd just like to go back to Devonport Airport for a minute. The security screening there too, is that your responsibility?

Mr DONALD - Yes.

CHAIR - Has that been assessed by the national security people?

Mr DONALD - Yes.

CHAIR - Have there been any problems with that?

Mr DONALD - Yes, there have.

CHAIR - Can you inform the committee about what the problems were and how they've been addressed?

Mr DONALD - On two separate occasions the security screening - which is provided by a contractor at Devonport Airport, who is our contractor - has failed an IED test. An IED is essentially a fake bomb. It is part of a national program and part of the response that we've implemented in accordance with CISC is that we are now testing the contractor ourselves. So what does that mean? We have a mock-up IED that we randomly run through the screening, the x-rays, to test that the staff are proactively and positively identifying IEDs.

CHAIR - Do you always use the same one, because mightn't it become a bit apparent what it is?

Mr DONALD - Yes, that's right.

CHAIR - So, you always use the same one?

Mr DONALD - You are correct in your statement. The program with CISC enables us to use randomly-selected and different types of IEDs.

Mr BRADFORD - Around Australia the Regulator regularly tests the airports.

Mr DONALD - I don't want to disclose what they look like.

CHAIR - I understand that.

Mr BRADFORD - They regularly test them, obviously, anonymously with a wide range of threats in various shapes, forms - I don't know what they are but I get the gist of it and if there is a failure, the airport manager is expected to implement procedures to prevent it happening again, so we've done a lot of training.

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CHAIR - In terms of the airport manager, in this occasion, so it's not the person who runs the airport?

Mr BRADFORD - It's us, TasPorts; we manage it.

CHAIR - How did you manage that on the ground then? You are doing your own testing?

Mr BRADFORD - Yes, training, vigilance, training, vigilance.

Mr DONALD - Discussions with the contractor around asking them to demonstrate a retraining program, rebriefing program which was developed, implemented and provided transparently.

CHAIR - Who oversees that training program?

Mr DONALD - The contractor does but we have visibility of that and, ultimately, CISC has seen evidence of all of that training program and have provided positive feedback on the work that's been undertaken in response.

CHAIR - Is that all fed back up to you as CEO?

Mr DONALD - Yes, and the regulator -

Mr BRADFORD - And the board.

Mr DONALD - we have been very transparent with the regulator around the progress and activities from the contractor and also from TasPorts in response.

CHAIR - With respect to wharf infrastructure and referring to the Wharf Structures Condition Assessment Manual a national benchmark for assessing the condition of wharf infrastructure that's run and administered by Ports Australia, can you please provide a list of all the wharfs or components of wharfs and defects list with a defect rating of 5 or higher to the committee?

Mr DONALD - We can take that on notice. I don't have that here today. I'm happy to report that we're very active in condition inspections and we use the Ports Australia WSCAM process.

CHAIR - When you provide the defects list can you provide also the action that's been taken with respect to any of those defects?

Mr DONALD - Sure can.

CHAIR - And what, if any, other work has been identified on wharf assets under this benchmark - additional things that might be needed as a result of the assessments?

Mr DONALD - Yes, I can provide that. That's a significant report.

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CHAIR - Yes, I understand. Does that information you'll provide enable you to also include the costs identified as necessary to address the works needed? It's pretty important, because we don't want the wharf falling down, do we?

Mr DONALD - No.

CHAIR - Does that include the cost?

Mr BRADFORD - Our risk assessment of wharves and their condition is pretty highly tuned, Chair.

CHAIR - I'm not suggesting it's not.

Mr BRADFORD - In Tasmania there's one common factor: lots of wharfs, lots of underutilisation. Anthony and the team prioritise the wharfs they wish to maintain at a higher standard and develop, and others are rarely used, only used under certain conditions, so the condition assessment affects that strategy.

CHAIR - I appreciate that and will take that into consideration when we look at it, but you are committed to providing the list and the actions needed.

Mr FERGUSON - Your committee meets again tomorrow. You would be looking for this I imagine by close tomorrow.

CHAIR - No, we don't have to report until 15 December, but we will need it before that. We will write to you by the end of next week, probably.

Mr FERGUSON - I was conscious of that.

Mr DONALD - There is no way we could provide that within a day.

CHAIR - End of next week will be the likely expectation by the committee. If there has been money already spent on the works being identified, if you could include that also. We will put this to you in writing.

Mr FERGUSON - Yes.

CHAIR - With the *Goliath* matter on page 15. We understand there's a claim before the courts at the moment and we are not asking for all the details on that one, I understand the nature of that. Recently, CSL is the party here who own *Goliath*, have sought to limit their liability. That was a fairly recent thing advertised in the newspaper on 29 September. Does that have any impact on the claim and the likelihood of recovery?

Mr DONALD - That's a matter before the court.

Mr BRADFORD - That's what His Honour will have to determine, how much CSL pays TasPorts. That's the claim.

CHAIR - Are you still hoping to get back the whole claim.

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Mr BRADFORD - We say it's a lot of money and CSL say it's not that much.

CHAIR - You say it's more than \$15 million?

Mr BRADFORD - It's a lot of money. There's more than one claimant against the ship.

CHAIR - They are claiming the \$15 million is the total liability?

Mr BRADFORD - They say that.

CHAIR - The court may or may not accept that.

Mr BRADFORD - It went before the Federal Court and our lawyers doing a very good job. To me, the moral dimension is that the ship reversed when it should have gone forward and destroyed two tugs. How it didn't kill people is amazing. It disrupted the port and the threat to life and property. Now they say they don't want to pay, give me a break. I'm sorry, I've no sympathy for CSL.

CHAIR - I wouldn't expect you to.

Mr BRADFORD - They are trying to limit their liability. It destroyed two tugs. It took the team months to pull them; their hydrocarbon tanks were full.

Mr DONALD - 70 000 litres of hydrocarbons were on board.

Mr BRADFORD - It could have been an environmental disaster. In a beautiful city like Devonport.

CHAIR - Don't go too far.

Mr BRADFORD - I've no sympathy for CSL.

Mr DONALD - You can imagine what 70 000 litres of hydrocarbons - it wouldn't have just been the river, it would be across the beaches, across the north coast.

CHAIR - Yes, I know, it's all outlined here in your report. I know how long is a piece of string, but is there any expectation of when the court is going to -

Mr DONALD - I would be happy for them to pay today.

CHAIR - No, the court has to make a finding first. Do you have any idea of when that's likely to occur?

Mr BRADFORD - The years will evolve.

CHAIR - You think it's still years away before you actually get an outcome on this one.

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Mr DONALD - I don't know. The Federal Court is full of cases and this is on the list. His Honour and the team are doing a good job.

Mr FERGUSON - This is very important to the State of Tasmania. This is first order importance for this business on behalf of the State of Tasmania. I've instructed the team to the extent that my role allows me to instruct. I've guided the team to make sure we maximise the claim on behalf of Tasmania, with the legitimate costs being shared and to exercise all of our options. This was very serious of the immediate impact on Devonport, the environmental risks that's been discussed. The impact on the port led to significant challenges with liquid fuel availability right around the north and north-west of the state, that was a major disruption and it's a business that has the capability to honour the cost that they caused to Tasmania and they should do that.

I don't think I have said anything there that compromises us at court. We are going hard and the business understands that the Tasmanian Government wants the business to go hard. It would be a good outcome if it didn't need a final judgment in the court and that the counter party would settle in an appropriate way, but if they won't, then exercising maximum legal options at court.

Mr DONALD - We shouldn't provide any more comment.

CHAIR - I asked for the time line. That's all I asked for.

Mr BRADFORD - The key time line would be mediation, when His Honour orders that. We are not at that stage yet. We've proven our history in mediation of being able to resolve issues.

CHAIR - Going back to the maintenance program, have you got a natural maintenance program? Can you provide details of that?

Mr DONALD - What sort of details would you like?

CHAIR - What's on the schedule?

Mr DONALD - Yes, if you would like.

CHAIR - Now?

Mr DONALD - No.

CHAIR - I'm unsurprised you don't have this minister, with all due respect to the -

Mr DONALD - Thirty-seven wharfs across 11 ports, maintenance scheduling would include anything from repainting handrails to concrete patching, pothole repair.

CHAIR - Let's go to the major maintenance jobs then. What are the -

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Mr DONALD - We don't have that here today, but its extensive. We have a team of people out there every day, including our day labour workforce, highly skilled trade, and contractors undertaking maintenance -

CHAIR - Let me reaffirm the question, minister, if I might. What major maintenance programs are in place for the wharfs that there is urgent, necessary work to maintain the integrity and security of the wharfs, acknowledging there are 37 of them. You've already said that not all of them are utilised heavily. What are the key maintenance tasks that TasPorts is in the process of doing? Surely, we can talk about that respectfully.

Mr FERGUSON - Let's run around the four major ports.

Mr DONALD - Yes, there is significant amount of work about to be undertaken in relation to one of the wharfs at Bell Bay for concrete remediation. That's the main piece of work in Bell Bay relating to wharfs. In relation to Devonport, there's part of the wharf upgrade on the western side of the river that is currently being assessed for either major maintenance or some rehabilitation. In relation to Hobart, the critical maintenance activities would be around the Macquarie 4, 5, 6 and we're working on those probably every other week to ensure that we're keeping them in service and operation as long as possible. In relation to Burnie, the major maintenance activity would be around the BCET. It's an old, aged asset, it works hard, it's a steel structure in a corrosive environment.

CHAIR - So which one is that?

Mr DONALD - The Burnie chip export terminal and the steel structure and the ship loader.

CHAIR - I thought the loader was being replaced?

Mr BRADFORD - That's the TasRail loader separately.

Mr DONALD - They would be the major maintenance activities.

CHAIR - Looking at Stanley, that now is used quite frequently by SMI Shipping. I understand that there's maintenance that needs to be done there. Where does that fit in the priority list?

Mr DONALD - In terms of prioritisation we have put a proposal to SMI Shipping to upgrade part of the Ro-Ro ramp some time ago, which is probably the higher priority in terms of Stanley. At this point in time they haven't wanted to progress those activities.

CHAIR - What about the other assets like the sea wall that form part of that port area?

Mr DONALD - That comes down to utilisation, and certainly, we're continuing to monitor all of those walls including the sea wall, but that one because of the utilisation is not a high priority.

CHAIR - So, it might not be high priority, but is there an intention to deal with the maintenance issues there?

Mr DONALD - Yes, there certainly is.

CHAIR - What sort of funds have been allocated for that?

Mr DONALD - Nothing at this point in time.

CHAIR - How much has been allocated to each of the other projects on the major ports that you've talked about.

Mr DONALD - We spend broadly around \$20 million, \$21 million per annum across our major ports in terms of maintenance.

CHAIR - Is that outlined here anywhere in the financial reports. I struggle to find -

Mr DONALD - In terms of the spend, I think there's a general description.

CHAIR - Can you show me where that is in the annual report, please?

Mr DONALD - Page 9 there's references to our asset investment, which is, again, a very general high-level discussion around the investment statewide and it's rolled up from a whole-of-asset perspective, so, it doesn't give you the granularity in terms of port locations or berths and wharfs, but I think you'll find that you'll get to see that as part of the condition inspection information that we've provided.

CHAIR - As the minister said, page 29, has this table that relates to maintenance. I assume that the orange one is for the current financial year we're looking at, not the one we are in now.

Mr DONALD - Yes.

CHAIR - Which is \$13 089 000, is that correct?

Mr DONALD - Yes.

CHAIR - So, how much of that has actually been spent?

Mr DONALD - All of it.

CHAIR - That's the total spend of it. Was there more budgeted than that?

Mr DONALD - No.

Mr BRADFORD - The board's reference is that the entire maintenance budget be spent. It's not an area we seek to cut back when times are tough.

Mr DONALD - We plan to continue to spend more and more each year.

CHAIR - It has been dropping away until this most recent year when it has kicked up a bit. So, you're saying next year you'll spend more than \$13 089 000? Is that the case? What's the budget for this year then for maintenance, this year we're in?

Mr DONALD - I can't recall exactly what that this. I might ask someone to give me that detail, but I know it's significantly larger than last year. I think it's around \$1 million more than last year.

Mr FERGUSON - We'll roll that into the questions on notice.

Ms LOVELL - On page 9 you have referenced that \$20.1 million on remediation and renewal of existing port and marine infrastructure, and then on page 29, the table says \$13. something, where's the difference? \$13.089 million on maintenance. Where's the balance that goes to other - sorry, my question is probably not very clear. The 20.1 that talks about, on page 9, I'm presuming that 13.09 is part of that 20.1?

Mr DONALD - Yes.

Ms LOVELL - What else does that include other than this?

Mr DONALD - There's remediation projects including capital projects, and we can provide a detailed list of all that. It also includes dredging.

Ms LOVELL - Remediation is separate to maintenance?

Mr DONALD - Yes, and maintenance sweeping, that we call it, which is not quite dredging. It's the movement of sand within the river, if it's within the river, to remove berth pockets and/or the channels. That's part of our maintenance spend as well, we could provide some detail in that regard. It's particularly important in Devonport, being a river port.

Ms LOVELL - That work would be included in the 20.1, but not included in that 13.09 figure?

Mr DONALD - I think so, yes; and the maintenance sweeping that has been recently undertaken was in Devonport and Burnie. Hobart, being a deep water port, hasn't required any maintenance dredging or sweeping in recent years, however we did undertake some maintenance dredging work around one of the berth pockets at Macquarie Wharf for larger cruise ships about six years ago.

Mr GAFFNEY - It is sort of along the lines of maintenance. In preparation for the next, say, 30 years, when you look at a long-term plan, there is a worldwide strategy or a feeling that we should get away from fossil fuels as an energy source and look for others.

In the Asian market last year, there was about \$14.9 billion-worth of fibre market stuff; and then there's a whole look at biomass. In light of potentially different types of energy or whatever, what do you plan for that sort of thing? What would need to happen if we had a port that was able to contribute to that market, to help out the environment in the next 30 years or so. We are tending to get away from some of the more traditional sources and we are looking for future growth and so, how does TasPorts factor that into its planning?

Mr DONALD - It's a good question; certainly, there's opportunities in the north of the state, around Bell Bay and Burnie in particular, and we are interacting with a number of different proponents around their aspirations in that regard. Some of them are more bullish than others, in terms of their time frames. In terms of the infrastructure, I imagine it is sort of the traditional type of port infrastructure that would be required.

We have low asset utilisation across the state. What does that mean? Well, 27 per cent to 30 per cent of the time we have a ship at a wharf, which means that, broadly speaking, 70 per cent to 73 per cent of the time, it's vacant. So, our objective is to increase the utilisation of our assets, which would reduce the need to continue to invest to service additional customers.

Some of the work, particularly with renewables - around hydrogen and ammonia in particular - needs to be further progressed globally, particularly in relation to safety and environmental considerations; safety probably being the primary one. I am thinking 'what are the offset distances that are required for pipelines and conduits,' particularly if they're adjacent to an already hazardous facility like the fuel farm, as an example. We'll need to take guidance in relation to how appropriate exclusion zones are implemented; what sort of perimeter fencing; whether or not there's concrete encasement of pipes; all of those sorts of things. There's a lot of upside potential and certainly, Bell Bay has a large area of land that's very attractive.

We've recently implemented a market sounding exercise and we've had a large number of Australian and global entities express interest in the port of Bell Bay. The green power is attractive; the port proximity to Bass Strait; the proximity of the vacant land to the port; that is all attractive. If we added up all the area of land that proponents have an interest in, we probably have capacity to deal with one-twentieth, I'd say; probably even less. A lot of those proponents may ultimately choose not to progress their projects. I often talk about the opportunity as being a significant one, but it is a bit like a game of Tetris - we don't really know who's going to land first. We need to make sure that we make good decisions on behalf of the business and on behalf of the state.

Mr GAFFNEY - Yes. I'm hearing that TasPorts has the flexibility and the know-how; if there was something that could be advantageous for Tasmania in the future with its work there, that you could perhaps entertain that conversation with a viable customer.

Mr DONALD - We've got live conversations now, with those proponents. The extension to that is, what does it mean for TasPorts as an infrastructure owner and a service provider? Being a civil engineer, I'd like to think that I'm innovative at times, but I don't plan to be an early adopter of green concrete. I think the life expectancy of green concrete is perhaps a lot less than the traditional forms.

The balance into that equation is how our sustainability plan and decarbonisation targets over time challenge us in our thinking in that regard. We fuel our marine fleet using diesel fuel and we know that by 2040, the world is going to change in that regard. So, is it going to be electric tugs and electric pilot launches, or will it be hydrogen-fuelled or ammonia? We don't know. We don't plan to be an early adopter. We want to be a fast follower in that space.

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Mr GAFFNEY - Something like biomass and whatever would be on the horizon?

Mr DONALD - Yes.

CHAIR - Going back to the performance against statement of corporate intent, page 33. There is some asset management funding here. It says the full year budget was \$12.4 million and that actual full year was \$12.6 million, which in line with budget, but then that doesn't line up with your spend here of \$13 089 million which we just talked about.

I'm unclear as to why these figures don't line up. You can hold that one while we talk about the one above, capital expenditure. I note that the full year budget was \$ 114.9 million; only \$ 50 million was spent and there is a note that is in relation to the realignment of projects around QuayLink. I would imagine that's been a delay not a 'bring forward'. You said that you felt it was going to be on time -

Mr DONALD - A combination, I'd say; more so, good outcomes in procurement.

CHAIR - So, the budget that was set for it, you've managed to achieve below budget components on some of that.

Mr DONALD - Yes. That is why we're running to our budget. We have a high degree of comfort that we'll bring the project in within our budget. Our forecast final cost demonstrates that.

CHAIR - The Capex -

Mr FERGUSON - It's also timing, isn't it? You're not claiming [inaudible] other than a good procurement, but also the element of timing, which ultimately saves the business money as well.

CHAIR - Yes. So, the full year budget was \$ 114.9 million for Capex, which I assume is not just QuayLink. There would be other Capex -

Mr BRADFORD - Yes, but that's the big one.

CHAIR - Clearly. So, what other Capex is included in the \$52.986 million?

Mr DONALD - That we have expended or that we didn't expend?

CHAIR - Yes, expended in this financial year we're looking at. It's nearly \$3 million dollars there, just wondering which Capex that was.

Mr DONALD - Yes. Port of Bell Bay, berth 5 - fender replacement work; berth 6 - wharf remediation.

CHAIR - Isn't that maintenance?

Mr DONALD - It's not always maintenance. Fender replacement is capital. It's not maintenance.

Mr BRADFORD - We're a taxpaying body, so we've got to apply the gains tax.

CHAIR - Right. Well, sometimes it's a bit hard to figure out what is maintenance and what is Capex in some of these things.

Mr BRADFORD - Yes, it is difficult.

CHAIR - Yes; that is why I'm asking you. So, Bell Bay. Is that the only other Capex?

Mr DONALD - Yes, port of Bell Bay. There's seabed levelling in Devonport; Mersey slip environmental rehabilitation -

CHAIR - I thought you said that was maintenance, though.

Mr DONALD - It is; but not always. Sometimes it's maintenance, sometimes it's capital. There is a difference, clearly; but yes, sometimes it's maintenance, operational expenditure, sometimes it's capital. A lot of the work that has recently been completed in Devonport is capital, but we have also undertaken maintenance sweeping as well, which is part of the OpEx budget. There are other wharf maintenance works networks -

CHAIR - I'm asking about the capital expenditure. I just want to focus on the capital expenditure.

Mr DONALD - Yes. I'm just running through the list per port. Port of Hobart: community safety improvements; wharf upgrade works; port tower maintenance works.

CHAIR - But that is not capital expenditure. Maintenance is not capex.

Mr DONALD - It depends on the description of the activities undertaken and whether or not it's rehabilitation or routine maintenance.

Mr BRADFORD - We might call it the Port Tower Maintenance Project which could include 30 per cent of upgrades which are capital in the accounting treatment. We give things code names so you understand them so we don't say the 'Port Tower capital and maintenance upgrade'. I know it sounds confusing.

CHAIR - It would be helpful if we did.

Mr FERGUSON - Chair, what you're looking for is a level of breakdown of the capital program in the last financial year -

CHAIR - Yes.

Mr FERGUSON - which I propose that we will take on notice and give you that. If there's any level of detail that's not at the table at the moment we should do that. We'll take it on notice, Chair, if that's okay.

CHAIR - Okay.

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On that then, the capital expenditure in the budget for this year too, I would appreciate that at the same time, minister, if you can add that to the list, unless you know what it is now?

Mr FERGUSON - Is that something that we would signal because then you may be compromising a procurement? I will ask you for that advice -

Mr DONALD - The overall budget -

Mr FERGUSON - A break down was requested -

CHAIR - No, just the overall budget. That's what I'm asking for on that.

Mr DONALD - I am happy to provide that.

CHAIR - If I look at the capex budget for this year, it was \$114.9 million and only \$50 million was spent so I'm asking what the budget is for this year we're in.

Mr FERGUSON - Got it.

Mr EDMUNDS - Has TasPorts raised any concerns with the Government or Macquarie Point Development Corporation about the proposed plans for a stadium at Macquarie Point? If so, what are they?

Mr DONALD - No, we haven't.

Mr BRADFORD - There is no connection from our point of view between Mac 456 development and current operations and the development of the football stadium. It is totally separate. Both of us have masterplans which work together.

Mr EDMUNDS - On that point, how will freight access the port if the stadium goes ahead?

Mr DONALD - Through road access, either through the current location or through the provision of what we describe as the northern access route.

Mr EDMUNDS - How will trucks enter and exit at the Tasman Highway? Will infrastructure upgrades be needed on the Tasman Highway?

Mr DONALD - That's a matter for State Growth. I'd say the answer to that is, 'yes' and it probably comes down to the size -

CHAIR - There is no road there at the moment.

Mr DONALD - In terms of the northern access route? I think the question is relating to how the northern access route connects back into the highway. Is that correct?

Mr EDMUNDS - Yes, access to the port.

Mr DONALD - There would clearly need to be work undertaken in that regard. I would imagine that the detail and the ultimate cost of that work will be largely informed by the size of the trucks that are enabled or allowed and we are talking about B-doubles, B-triples, any other future requirement.

There is consideration relating to over-gauge or over-size movements as well and we often see large construction components in. Recently, we provided a lot of support for the Bridgewater Bridge Project with the provision of barges and large components coming in. They didn't have the need to move off the port via the land, but as a port operator, we often have to give that consideration. What are the over-dimensional requirements that we might not want to prevent in the future.

Mr EDMUNDS - Is TasPorts expecting to have freight access via Evans Street?

Mr DONALD - It would need to be clearly one or the other.

Mr EDMUNDS - Does TasPorts have any concerns about government plans to build housing so close to a working port?

Mr DONALD - No. We would have some advice with respect to design standards and acoustic treatments, in particular. We already have residents close to the working part of the port in Hobart. We have that in some of our other locations too, particularly in Burnie and Devonport. The Port of Hobart and the Hobart city has been developed around the port and I'd like to think that there's a high degree of ownership from each community around the port.

Social licence is important from our perspective and we don't take that for granted but we need to work in together to make sure that our working port can still operate in conjunction with business and community living.

Mr FERGUSON - Mr Edmonds, I'd like to add to that. This is a really important question. We've been asked questions on a similar theme on numerous occasions, including by enterprises that rely on Hobart being a working port, have traditionally relied upon it to be a working port and have occasionally sought assurances from government that in the future, it will continue to be relied upon as a working port.

Now, ports are semi-industrial areas. They have noise at times, they have dust at times, they have impacts of goods and people being move onto and off vessels. The Government's position is really clearly on it. I want to take this opportunity to back it in again with yourself that the Government's position is that Hobart Port will continue to be a working port. Hobart's a port city and we all understand that we like neighbours to get along and we like coexistence to be something that is well understood, well in advance of future developments.

As the Macquarie Point Precinct Plan is being advanced by the Premier and our government through the Macquarie Point - not just the stadium but the precinct generally - one thing needs to be very clearly understood and I put it on the record whenever I get the opportunity, is that Hobart Port will be supported as a working port. Other future users that might come near to Hobart Port will need to recognise and accommodate that starting principle. I take the opportunity to make that recommitment here today.

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Mr EDMUNDS - I appreciate it.

Mr BRADFORD - We should also say if, Ms Lovell, has made statements outside that TasPorts has a poor culture, I invite her to ask me for examples of poor culture and how we've addressed it. I'll talk about the dog food, I'll talk about the inappropriate treatment of women and what we did. We haven't got a poor culture. We've got a strong leadership group and a very nurturing group of people.

Ms LOVELL - I think we've had a long discussion about culture.

Mr BRADFORD - I take great offence at what you put in a press release. I couldn't be more offended. Sorry, Chair.

Ms LOVELL - I am happy for you to provide us with some evidence contrary to -

CHAIR - Order. I don't think this is the forum -

Mr BRADFORD - These are the people you're defending. The people you're saying - well, you are, the people who have a poor culture. One gentleman gave another employee a can of dog food. On the waterfront that means a very clear message. That's who you're defending. We fired him. Another person was abusive over -

CHAIR - I think we should stop. I'm going to ask you all to -

Mr BRADFORD - I apologise, Chair. I just get so upset when people make unnecessary comments which just aren't true.

Mr FERGUSON - Chair, it wasn't in response to a question but I know that Mr Donald at the right time will have more information on the cultural piece. It's a point that I've made at these scrutiny hearings on more than one occasion and I've stood by management of this business in times where I was aware of these - the dog food is just one. I think that is one of the more tame ones, where poor culture has dogged this business in the past.

Mr Donald inherited a business that had a toxic culture, a poor culture and poor treatment of fellow human beings. I've deliberately ridden the journey with all of the bumps along the way and suffered ridicule because of industrial activists who have wanted to undermine the management as they have been progressing through what needed to be a completely new cultural encouragement program, that's been progressing.

Previously at this hearing, I've given a commitment to come back with information that I would have thought in good faith, I took the question on notice in good faith and I share the sense of offence. This media release, while we are sitting here, says that 'throughout Tas Port's hearings today's there's been a recurring theme of poor culture that has entrenched and permeated through the whole organisation'. It seems to me like I haven't been in the same hearing because that is not what I believe has been a recurring theme through this hearing. I think it is poor form and people are here to defend and answer questions honestly and faithfully but that doesn't feel like good faith to me at all.

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CHAIR - With due respect, minister, we need to wrap this up, but some of the questions the committee has asked, one would have thought they would have been available to the committee to be able to scrutinise the organisation, as and now.

Mr FERGUSON - That's fine and I respect and understand exactly where you are coming from. In the situation where that information was not and I took it on good faith. I gave you freedom to approach all these people with direct questioning without trying to own them all and try to be as open and as transparent as - this is poor.

CHAIR - Which is how the Standing Orders of this committee operates under and enables.

Mr FERGUSON - Again, I offered the courtesy without wanting to try to be too guarded about it. I just feel that is poor form, that in a different committee, which you will have no interest in, I have had these two gentlemen accused of breaking the law. It just has to stop. It is just not fair. You talk about toxic culture. It is the Labor Party members who are doing it in both committees.

CHAIR - Order. I will not allow this. We will call the hearing to a close. It is 3.00 p.m. we finish at, isn't it?

Members - 3.30p.m.

CHAIR - My mistake, I thought it was 3.00 p.m. and I thought we were going over time. My apologies.

Mr FERGUSON - I do not apologise for my comments, I stand by them.

Mr EDMUNDS - I will move things on. This story about the credit cards has come to me. Can I ask you a couple questions about that, please and try to leave the last five minutes behind us? Can you give a breakdown of how much was actually spent on credit cards before the decision was made to stop spending the money?

Mr BRADFORD - I will go back a bit and explain what we dealt with, because it does get to culture as well.

Mr EDMUNDS - I am not interested in raking up old coals here. I want to ask a question specifically about something that is in the public domain.

Mr BRADFORD - The issue of credit cards is a few months ago an anonymous group of employees wrote to each director at their home address. Their letter made a number of allegations about a section of the business. When I read it and I talked to my fellow directors, we gave it to our internal audit externally to review it and do a report. They gave us the report, which largely said the employees' anonymous allegations were correct. They fell into two baskets: the inappropriate use of credit cards; and expenditure on issues that should not have been spent, round-robinning, people circulating who approves what. Secondly, whilst the accounting controls were reasonable, their application was poor.

We asked the CEO to deal with that. One of the outcomes is credit cards have been removed from a large number of people. We are still using credit cards - we pay people quickly - but there are not so many company credit cards. We have dropped from an unbelievable number of 190 to 121, a much smaller number. The amount of money possibly lost through this exercise - I briefed Auditor-General yesterday - I cannot be definitive because there is still work to do, but it is in the range \$7000 to \$10 000. Immaterial in relation to our accounts, but in terms of the nature, giving gifts to people when they are leaving, rewards not going through the appropriate process, and a bit too much alcohol drunk. That goes to culture, which Mr Donald addressed very quickly.

Mr EDMUNDS - Were there any efforts or processes followed or available to you to recoup that money?

Mr BRADFORD - That has occurred and is occurring. That is why I am not specific on the amount, because it has a little way to go.

Mr EDMUNDS - Did you say you had briefed the Auditor-General?

Mr BRADFORD - I previously briefed the Auditor-General about the matter and yesterday I updated him. My original estimate on the losses was \$50 000 and that has dropped. That is an example of poor culture and was addressed very quickly. The people involved were a very small cohort of people, but at the senior end of the business.

Mr EDMUNDS - That has led to policy changes within the organisation?

Mr BRADFORD - Yes.

CHAIR - What policy changes has it led to specifically?

Mr BRADFORD - Specifically, the consumption of alcohol now is not supported unless specifically approved by the CEO. Given the nature of the industry we are working, there is nothing really abnormal about that. Secondly, credit cards are now personal cards where people have to make claims, which we deal with very promptly.

CHAIR - There are no corporate credit cards anymore?

Mr BRADFORD - We are down to about 10. I personally do not support corporate credit cards.

CHAIR - How many were there?

Mr BRADFORD - There were 121. Of those 121 people, over a 105, 110 are not involved in this.

CHAIR - I'm not suggesting that. It is an extraordinary number of corporate credit cards to be in any organisation, even though an organisation spread around the state.

Mr DONALD - Some businesses go the other way though, and they give corporate credit cards to every employee and they have a different set or different culture associated

PUBLIC

with making sure that everything goes on that credit card with 100 per cent accountability. There is different ways to do it, but the approach we have taken is to remove credit cards from our business.

Ms LOVELL - I think you said people use personal credit cards and they are reimbursed. Under what circumstances would people need to do that?

Mr BRADFORD - For any business related to expense. An example would be having coffee with a customer: they buy the coffees, they claim the money back; dinner and accommodation when travelling, lunches with customers, that type of thing.

Ms LOVELL - Are there arrangements in place for people who might not want to or be in a position to use a personal credit card?

Mr BRADFORD - The system that the new CFO is putting in guarantees the payments of those personal credit cards. If there are personal issues because of matters of finance of individuals, we deal with that separately.

CHAIR - Do you have to update your full control measures as a result of this? What other more specific broad control?

Mr BRADFORD - Yes, rather than update, more apply them.

CHAIR - So, they were there, but they weren't being applied, is that what you are saying?

Mr BRADFORD - Yes, one was the issues themselves and the second issue was the finance team should have picked it. He was gone for seven or eight months, it wouldn't have been hard to spot.

CHAIR - So is this part of the reason why the CFO, who'd only been there short time, exited the business?

Mr DONALD - The CFO resigned from his employment.

CHAIR - Was he asked to resign?

Mr DONALD - No, he offered his resignation.

CHAIR - After this was brought to his attention?

Mr DONALD - Yes.

CHAIR - Was he provided with any termination payment of any sort?

Mr DONALD - It was strictly in accordance with his contract.

Mr EDMUNDS - Do we know that number or will that be reported?

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Mr DONALD - Yes, it will be recorded in next year's annual report.

Ms LOVELL - Would he have been entitled to the same payout if his employment had been terminated?

Mr DONALD - That depends on the circumstances of his termination.

Mr BRADFORD - Very distressing incident and reflected poorly on too many people who weren't involved. Mud sticks, as Mr Edmunds' raised. People have talked about it. A vast majority of people wouldn't even think of doing.

Mr FERGUSON - Just letting you know we have extra answers when you're ready.

CHAIR - With regard to the new CFO appointed, what process was taken to appoint a new CFO?

Mr BRADFORD - Ms McDonald is here today. That was done a different way because of the urgency. Our director head had ordered an immediate search to find someone quickly, like, in days to bring into the business and the new CFO started on Melbourne Cup Day.

CHAIR - So you didn't consider putting in an interim appointment?

Mr BRADFORD - We did for short period of time, but the head of the finance and audit committee, a very well rounded, experienced finance person herself, felt it needed - colloquially - a heavy hitter specifically in financial controls and assistance. Can't say I disagree. It has been an excellent choice.

CHAIR - I'm not questioning the choice. I'm just asking about the process. It's not about the person. It's never about the person here.

Mr BRADFORD - The process was very truncated because time was of the essence. In the new year, we will go to market for a permanency.

CHAIR - It's not a permanent CFO then?

Mr BRADFORD - No, it's contract.

CHAIR - That was the point I was making.

Mr BRADFORD - Sorry, I misunderstood that. When time is of the essence, I like to move very quickly.

Mr DONALD - Yes, I've got a further response on the underwater sweeps, where they're undertaken each visit for patrolling tankers, cruise vessels, and any vessel deemed by CISC - who is the regulator - to be high risk or mid-level risk. In the reporting period we had two non-conformances.

CHAIR - That's a correction of the record, because you said one?

PUBLIC

Mr DONALD - Yes. In December 2022 we had an incorrect security signage on the sweep vessel.

CHAIR - What does that mean?

Mr DONALD - Well, there must be a sign on the vessel that indicates what it's doing, I'd imagine.

CHAIR - What it's doing?

Mr DONALD - Yes, in terms of the sweep and the inspection.

Mr FERGUSON - Mr Donald, I think, and I don't want to put words in your mouth, are you saying that it was swept, but it didn't have the correct signage?

Mr DONALD - Yes.

CHAIR - Right, and where was that?

Mr DONALD - That was in Hobart in December 2022 and the second one occurred in April 2023, performed outside of the specific time window. The sweep was performed, but it was outside of the specific time window.

CHAIR - And where was that?

Mr DONALD - That's Hobart as well, I understand.

CHAIR - When did the additional training and that start, or updates for staff about the importance of this work?

Mr DONALD - My understanding is that occurred after April 2023. In response, TasPorts now has updated all processes and now has a defined surface-level agreement for the activity. I think it's a breakdown in changed management, so the requirement for the sweep was included in the maritime security plan and not effectively changed.

CHAIR - That was a change, when it was included in the security plan?

Mr DONALD - Yes.

CHAIR - So, is this a new thing, that the sweeps have got to be-

Mr DONALD - I don't know whether or not it's completely new, but I know that there was a change to the requirement and so our plan was updated to reflect the change, I'm not across the specific detail of the quantum of that change. I do understand that the root cause of the failure was that the change implementation within our operational staff wasn't effective, and that's been corrected.

Mr FERGUSON - Don't you have more information?

Mr DONALD - No, that's it.

Mr FERGUSON - You have some papers to table?

Mr DONALD - We've got a copy of the information in relation to the psychosocial program I'm happy to table and provide. What actions did we take during the project in relation to the Menzies Institute work? We included mental health objectives in our health and safety and environmental policy, number two, we create a psychologically healthy and safe workplace, was words added as one of the four critical objectives in the 2023-25 Health and Safety Strategy.

We drafted the new TasPorts Safety Management Systems Manual to reflect activities in the ISO standard, that we will receive further detailed advice on 4 December in relation to that. We've increased the amount of mental health first-aiders from 12 in TasPorts, to 62. We've trained 50 workers in mental health first-aid in 2023, we had 12 existing workers who undertook refresher training, so mental health first-aid. 28 of the 62 mental health first-aiders expressed an interest to become mental health first-aid officers, an assessment of their suitability to become an officer has been conducted and additional training and support organised to support them in their role. This is due to be launched in early-2024 and then training is ongoing through to December 2024.

We developed an introduction to ISO 45003 presentation and delivered it to all members of the people and culture team, safety team, legal governance team, health and wellbeing committee and mental health first-aiders with the objective of increasing the awareness of the requirements of the ISO standard and developed mental health first-aid officer networks. We've prepared a draft mental health first-aid officer's guideline with the intent to extract from the purpose and scope sections of the guideline and the objective is to help achieve a psychologically healthy and safe workplace, TasPorts will provide training and support services to be able to support workers in accordance with this guideline to become TasPorts mental health first-aid officers in order to encourage all workers to speak openly about mental health and being able to access early intervention.

The guideline outlines TasPorts' approach to mental health first-aid officers in the workplace to promote and enhance a working environment consistent with TasPorts' values and to develop a strong and positive safety culture that promotes an environment of fairness, openness, and trust.

CHAIR - Just on that, it's great that there's a lot of mental health support and the willingness to create positions where you've mental health support people, but psychosocial health is much broader than mental health or poor mental health. It is about confidence, respect and trust to be able to raise matters. One of the really important parts of training I don't think has even been mentioned is bystander training. Bystanders can make the biggest difference, if they do it safely. To be a safe bystander, you need to know how to do it. This may come out of the work being done, but hope that would be something considered.

Mr DONALD - I can confirm we have rolled out as part of the care factor program for over five years, one of the modules relates to the bystander effect.

PUBLIC

CHAIR - The bystander effect, that's different from bystander training.

Mr DONALD - Yes, we have provided specific training on how to correlate that.

CHAIR - It is specific training, bystander training.

Mr DONALD - We will have a look at that. Thank you.

CHAIR - Yes, if you're going to create a culture where people are safe to report, behaviour safety or other things, they need to do it safely for themselves as well as for the other person.

Mr BRADFORD - That's why we did a little bit of detail today about the anonymous letter, because we can't respond to people anonymously on what action we took. They would see it, yet people made complaints and they were spot on.

CHAIR - Are those two documents you're tabling.

Mr DONALD - Yes

Ms LOVELL - You said at the start that was in response to the work the Menzies Institute did, but you said earlier their risk assessment was done by TasPorts, that wasn't the work that Menzies is doing.

Mr DONALD - Menzies is facilitating a program where TasPorts is participating in that program. The risk assessment was undertaken in June 2023, by TasPorts employees with cross representation across the workforce.

Ms LOVELL - Was Menzies involved in that?

Mr DONALD - Yes.

CHAIR - It's a bit confusing because it appears there is two things going on, one is the one that TasPorts done with the risk assessment.

Mr DONALD - Which is part of the Menzies program.

CHAIR - Right, so that will feed into a Menzies Report?

Mr DONALD - Separately I think, which will be helpful, I'm happy to provide a written explanation of the exact nature, milestones, elements of the Menzies program and our interface with that program, outputs and timeframes.

CHAIR - If I could go to page 81 which talks about your key management personnel disclosures. Minister, on what basis are the short-term incentive payments paid?

Mr FERGUSON - Yes, chair I'm going to ask you to take this one.

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Mr BRADFORD - They come to the board with a recommendation from management, they are primarily from an agreed set of KPIs that the executive: (a) has to perform to be eligible for a bonus; and (b) what he or she has to perform over and above that to be paid a bonus.

That would be the ones you're looking at referring to the bonuses paid in August 2022, not the most recent ones and we thought they were fair and reasonable.

CHAIR - Mr Casey was paid a bonus of \$32 000.

Mr BRADFORD - Yes and he earned it. Yes, deserved it. He was paid a bonus of \$32 000 in August 2022, he left the organisation in September 2023.

CHAIR - Was his position terminated?

Mr DONALD - Yes.

CHAIR - There must have been a significant change in performance.

Mr BRADFORD - No, it wasn't performance related. Culture. The TasPorts salaries compared to the open market for ports in Australia. Often councils look at the bonuses and think they're high, they actually are quite low. The salaries are quite low by the port sector nationally, so we're not adverse to paying bonuses for good performance. We want the executives to perform.

CHAIR - It is a matter of perspective, isn't it?

Mr BRADFORD - Yes, it is, very much so. Later this year, with a very high profit which was part of the key objectives and the success of QuayLink. Yes. They have done well.

CHAIR - There has obviously been one termination in this recent financial year, do you only use internal legal advice on those matters or utilise external legal advice?

Mr BRADFORD - Because of legal cases we've have, we are heavy users of external advice as well as getting advice internally. We are not averse to using -

CHAIR - Can you tell me how much in this financial year we're looking at was spent on legal costs?

Mr BRADFORD - It's there. I could guess, but I won't guess.

Mr DONALD - I don't remember seeing that in there.

Mr BRADFORD - A figure of \$ 2 million comes to mind, but it could be higher.

CHAIR - I would have thought a bit higher than that, in total.

Mr DONALD - Could be.

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Mr BRADFORD - We've a number of cases running, particularly the ones you have mentioned earlier.

CHAIR - That's right.

Mr DONALD - We might have to take that one on notice, but happy to provide it.

CHAIR - I assumed -

Mr DONALD - Other than out of respect for our in-house legal, our objective is to minimise external legal spend. We don't choose to but where it's appropriate, we will absolutely use external legal to defend and take advice on specialist complex matters.

Mr BRADFORD - It's certainly far higher than you would expect.

Mr DONALD - I would probably forecast that will continue for at least while the federal court cases remain open.

CHAIR - Note 3 on page 58 has *Goliath* incident cost. I assume most of those in this would be the costs of recovery and that sort of thing and not legal costs in that?

Mr DONALD - That's correct.

CHAIR - So can you provide a breakdown of -

Mr DONALD - Sorry. I'm not sure whether or not there's a -

CHAIR - There may be some legal in that?

Mr DONALD - May be some legal in that.

CHAIR - What I'm asking for because I couldn't find anything myself reading through. Is the -

Mr BRADFORD - Under the guidelines in the annual report, lawyers are not classed as consultants, which is why they're not separated out, but we will separate the number.

Mr DONALD - We'll obtain the number if we can take it on notice.

CHAIR - Yes. I would like them separated out to your costs associated with *Goliath* incident and other legal costs.

Mr DONALD - I'm not sure whether or not we would provide that. We would probably be happy to provide general legal costs, but I would have to take advice with respect to any details of legal costs on the *Goliath* incident, until the end -

PUBLIC

CHAIR - It would just be helpful to know, we do accept the *Goliath* thing is an expensive legal process. Once you end up in court, it's always going to cost you buckets of money.

Mr BRADFORD - There are some others we would not wish to disclose to -

CHAIR - I'm only asking you to say that and all the others together.

Mr BRADFORD - *Goliath*, there's one figure and everything together.

Mr FERGUSON - Courts show an interest in claims on legal fees and we will definitely need to consider how much we might be able to provide in an answer. We will do our best.

CHAIR - Okay. Any other questions? We are nearly out of time now. Any closing comments, minister?

Mr FERGUSON - No, only thank you to the committee. Everything we have said, we stand by. We have taken the number of questions in good faith on notice. We will do our best to provide them as soon and won't wait until the 15 to answer you. We will do our best to answer them promptly as we are able. I think we are providing those two documents, are we not?

CHAIR - Yes. You can probably pass those. Thank you.

THE WITNESSES WITHDREW.

The Committee suspended from 3.29 p.m. till 3.45 p.m.



PARLIAMENT OF TASMANIA

TRANSCRIPT

LEGISLATIVE COUNCIL

GOVERNMENT BUSINESS SCRUTINY COMMITTEE A

Hydro Tasmania

Thursday 23 November 2023

MEMBERS

Hon Luke Edmunds MLC;
Hon Ruth Forrest MLC (Chair);
Hon Mike Gaffney MLC;
Hon Dean Harriss MLC; and
Hon Sarah Lovell MLC

WITNESSES IN ATTENDANCE

Hon Nick Duigan MLC, Minister for Energy and Renewables, Minister for Heritage,
Minister for Parks, Minister for Small Business

Mr Richard Bolt Chair

Mr Ian Brooksbank Chief Executive Officer

Mr Tim Peters Chief Financial Officer

The Committee recommenced at 3.45 p.m.

CHAIR - This is the scrutiny of Hydro Tasmania. I will invite you introduce the people at the table with you and then invite you and/or the Chair to make an opening statement and then we will move to questions.

I might just introduce my side of the team for the new Chair, if that's all right. Mike Gaffney, member for Mersey, Sarah Lovell, member for Rumney, myself Ruth Forrest, member for Murchison, Luke Edmonds, member for Pembroke and Dean Harriss, member for Huon.

Mr DUIGAN - Thank you, Chair. On my side of the table, to my left is, Mr Richard Bolt, Chairman of the Board, Ian Brooksbank, Chief Executive Officer, and Mr Tim Peters, CFO of Hydro.

It is an absolute pleasure to be here with you all this afternoon, GBE for Hydro 2023 the financial year performance of Hydro Tasmania. Hydro continues to perform a vital role in this Government's commitment to ensure Tasmania has affordable, renewable energy now and into the future. Hydro's pre-profit tax of \$168 million achieved through prudent and careful management of the state's water resources allowed the organisation to return a dividend of \$105 million to the state government. That is \$105 million that's being invested into the services that Tasmanians need, as well as a direct credit on energy bills through our Renewable Energy Dividend.

It was a strong financial result delivered in the face of a volatile energy sector and with an approaching El Nino weather event, Hydro Tasmania has prudently managed water storages. I was very pleased to see the financial year end with water storages at 40.4 per cent, well above the prudent storage level of 29.7 and the high reliability level of 21.7 per cent. Today, I note that figure is 46.6 per cent. I commend the hardworking staff at Hydro. Not only are they delivering the clean energy that powers our state today, but they are also planning for tomorrow. The pioneers who built the Hydro a century ago had a bold vision for the state's energy future and so do we.

Hydro power will continue to be the backbone of our state's power system, working with other renewables like wind and solar and critical transmission infrastructure such as Marinus Link. The redevelopment of the Tarraleah Hydro Power Scheme and New Pumped Hydro project will deliver more clean power, more storage and a more efficient clean energy system for our state.

In closing, I thank the entire Hydro team for a strong year ensuring Tasmania has clean, reliable, affordable renewable energy that has made us the envy of the nation. With those few words I will pass to the Chair for some opening remarks.

Mr BOLT - Thank you minister, thank you, Chair and members of the committee. It is a pleasure to be here. Echoing the minister, it has been a very strong year for Hydro Tasmania. You are well aware of the important role we play in Tasmania and as the minister has indicated, we had a very good financial result, a dividend of \$105 million paid to the benefit of Tasmanians. On top of that, we employ 290 full-time equivalent staff and one of the things that has impressed me in my brief time in this role is just how Hydro Tas touches

the Tasmanian community, economy, environment in many respects and it is very proud of its stewardship role in that regard.

We recorded the lowest ever rate of injury in our workforce, which we are very proud of and is a testament to the uncompromising focus on safety across the business, starting with Ian Brooksbank as the CEO and through the leadership team and the staff of your organisation. Momentum Energy, our retailer, exceeded its target to make a profit of \$12 million and achieved strong customer satisfaction results as well. Our global consulting firm, Entura, is taking Tasmanian expertise to the world and helping communities in various locations transition to low-carbon energy, as well as providing vital services back to the organisation. It has improved its service delivery performance and demonstrated a strong commitment to clients, including back to us.

As the rest of the world transitions away from fossil fuels to renewable energy, Tasmania is a global leader. It has an enviable head start, because as a state we do not need to manage the closure of coal-fired power stations, which is causing a good deal of risk on the mainland. We can focus attention on building more renewable generation transmission and storage - as a state, not specifically Hydro - to meet the needs of the modern economy. Hydro is looking to play a central role by increasing our generation capacity and our efficiency in building more energy storage. I should highlight that it is easy to overlook that the depth of Hydro Tasmania's storage is another major advantage for the state and is unique in Australia, and really critical in a renewable future.

I will not say too much more because I know you wish to get on with questions, but we do plan to support the supply of more clean and firm power to Tasmanians as they electrify their lives and our industries, creating more jobs and more profits flowing back to Tasmanians through their government. We have identified the preferred option to redevelop the Tarraleah Hydro Scheme, and we can talk more about that. It will deliver 30 per cent more energy from the same amount of water and increase our peak capacity by 100 megawatts. We are developing the pumped hydro proposal at Lake Cethana, and that will help us deliver clean, reliable energy, in conjunction with the growth of other renewable sources, such as wind and solar, in the state.

I will finish by joining the minister in commending Hydro Tasmania's excellent staff for their achievements over the 2022-23 financial year. I am very impressed with their dedication, their skill, and their wide understanding of their social and environmental responsibilities beyond the immediacy of providing a firm power supply. We are looking forward to another strong year powering the state's economy, keeping our staff and the public safe, supporting electrification and playing our wider water stewardship role.

CHAIR - I will start by acknowledging the people who work for you. I note that this year's Hydro Tasmania report is much thinner than usual. It may be a decision of the new board? A very minimalist approach taken to the performance information as opposed to the financials, but the financials are very interesting and very complicated. Having said that, there are a few questions I would like to ask about the performance stuff before we get to the financials, if I might.

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Starting with the people, in previous years, I believe Hydro - maybe not as diligently as TasNetworks - has given a gender breakdown of their workforce. Are you able to provide that now? Also, at each level within the organisation, the gender breakdown there.

Mr BOLT - Yes, I will ask Ian to go through the stats but we can give you the breakdown for our leadership team, our senior executive leadership team, and the staff at large. The organisation is very focused on being inclusive, being gender-diverse, and promoting gender equity. There is a strong focus from the board down on that. We rate it as a very high priority.

CHAIR - If you have a table that you could provide, it would be easier for us to look at rather than reading a whole sheet of numbers.

Mr BOLT - That is possible.

Mr BROOKSBANK - We do have a table we can supply, we will get that shortly.

CHAIR - That would be great. The other thing is do you measure the gender pay gap in the organisation?

Mr BOLT - As far as I am aware, the annual report does not talk about the gender pay gap, but we can talk about the gender pay gap.

CHAIR - Do you know what your gender pay gap is?

Mr BOLT - Yes, we do. I will ask Ian to run through the numbers on that measure.

Mr BROOKSBANK - We have recently undertaken a survey of our gender pay gap through an external organisation. We have identified where that gap is. I'll find the exact number, but it's about a per cent under the industry average, but that's still around 21-22 per cent gap. We have recently received that report and are taking a considered approach to the things that we need to do to address that gap. As recently as this week we've had quite a lengthy discussion with our executive leadership team understanding what the gap is, what's driven it and what we think might be the drivers. What we've identified is the national gender pay gap is currently sitting at 22.8 per cent -

CHAIR - In the industry pay gap?

Mr BROOKSBANK - National pay gap, so the whole, across all industries the national pay gap is 22.8 per cent. Hydro Tasmania's group median gender pay gap, using our total remuneration figures as the measure, is 21 per cent. That's based on financial year 2022 payroll data. The reason the data is a year behind the financial year is the commissioning of the report and the time it takes to progress. We are developing a comprehensive gender equality strategy to present to the board in the next coming months. When we've done that, we will release this information, together with the actions we're taking to address the gender pay gap.

It is a fact of our business that we are quite a traditionally heavily male-dominated working environment. Having said that, on our executive leadership team we have more

women than we do men; and in our senior leadership group we are nearly 40 per cent. We have an overall target, or ambition if you like, of 40-40-20 in terms of 40 per cent women, 40 per cent men and 20 per cent either/other, so we are taking this quite seriously. We've got a great deal of data from the report that we've received and need to take some time to consider that carefully, and will report back to the board.

CHAIR - I appreciate the fact that the work is being done, it's really a positive step so tick. We'll tick that one off.

Mr BOLT - The board is also 40 per cent women.

CHAIR - That is reported in your annual report, you can see that. I notice you've done some other things like your workplace behaviour and respectful interactions policy and leave policy, which allows employers to take leave at times that would suit their values and their needs. In terms of the workplace behaviour and respectful interactions policy, how did you develop that? Was there a survey done to acknowledge the new requirements under work psychological safety in workplaces? Sorry, psychosocial safety. Can you talk about whether you're addressing it through this process? Did that drive that, or was it a separate piece of work?

Mr BROOKSBANK - Yes, we've been undertaking a program of work over a number of years now to go through what our safety system should be focussed on and what we should be reporting and inquiring on. We have a system where we think about what is an incident versus what is a near miss, what's a hazard and then a safety interaction. We get a lot of information, as you can imagine; a lot of observations; it's become a focus of our business because interactions are leading indicators. It's becoming a focus of our business, not just getting interactions happening at a leader level, but all the way through the organisation.

We have taken a number of steps in our internal Work Health Safety Plan, which covers the period 2022-25, which is picking up on the broadening of the stream around psychosocial health and safety within our organisation. We have a number of milestones in place that started from mid-November 2022, which was the introduction of psychosocial health and safety within the workplace. We then, through December, January, February, understood what the internal organisational factors and external factors were that drive people's feeling of psychologically and socially safe, understanding the context within which that operates, understanding what the expectations for our workforce are. We do annual engagement surveys as well as entry here. Pulse surveys - through the comments give us some indication and themes of where the focus areas are during the second quarter of last calendar year.

We had a look at our OH&S policies, roles, responsibilities. We have worked through some consultation with our teams. We've conducted risk assessments within our organisation - and the way we do risk management at Hydro is multi-layered. Individual teams will do risk assessments and if they are doing a job right, all the way through to strategic risks. Then, in October, we have gotten into the final of the ISO clauses and identifying the challenges. The milestones ahead include implementation, developing the specific strategies for specific parts of our business, and then finally presenting that first draft implementation plan internally, which is for later this year.

CHAIR - So you have done a survey yourself outside of this work? I am going back to the workplace behaviour and respectful interactions policy. I'm understanding how that policy came into being; was there work that informed that, and how was that done?

Mr BROOKSBANK - Our people and culture team, where the organisational safety groups sit within, have conducted a number of conversations, reviews, within the various parts of the organisation. It will be more a consultation with workforce rather than necessarily a survey. I can get an external firm to ask 100 questions and come up with the results. Things we have done, for example, myself and Lisa Chiba, who is the managing director of Momentum, have joined the Champions of Change program for the industry. We have conducted individual - well, they are work groups; but I will go out with our lead in this area and sit down with the work group of women and just talk for an hour or so around what's showing up for them and how that plays out. That has helped inform some of things we need to do in this space.

CHAIR - Have you provided an anonymous way for people to provide direct feedback? For me to come and sit down with you, as an employee of Hydro - with all due respect, you are a white male CEO, head of the business, I am not likely to tell you what's really going on in my little world back here. Have you provided that sort of avenue for your staff?

Mr BROOKSBANK - That avenue has always existed. We have had a hierarchy of reporting of incidents or near misses throughout our organisation that is both starting with your direct leader all the way through to an external body. They are confidential, so unless the discloser chose to have their identity identified we wouldn't know who it is; but we will get information around what it is that have reported. So, yes, we do have an independent and secure private means of doing that. We also have our engagement surveys where we receive a great many comments, there are freeform comments-

CHAIR - Do you de-identify?

Mr BROOKSBANK - They are de-identified. The organisation that conducts that survey for us is completely independent of us. If somebody identified themselves in a comment, for example, 'thanks, Ian', then they are de-identified before the report comes into our organisation. That would provide themes as well. That's a completely anonymous survey that allows people to make those comments; but we do have a process all the way through our organisation.

CHAIR - When was the last one of those surveys done?

Mr BROOKSBANK - We conduct the annual one in March, and the results come through in June each year, and we have recently completed the six-month Pulse survey.

CHAIR - In your March one, was there anything coming up that was surprising to the organisation, in a bad way? Good news is always good; but it's the bad news I am interested in.

Mr BROOKSBANK - I think what we clearly identified is that there is an inability for people to kind of tell what they do and how it delivers to the strategy of the organisation, and the role of leaders in that communication path down to the teams was an area of focus that

we've identified. We have taken those and thought, 'okay, what does that mean?' Part of what, for me, was a surprise was that people questioned whether an organisation needed purpose, vision and strategy, as a broad comment.

We engaged anybody in the workforce who chose to engage in revamping, if you like, our purpose vision and strategy. Then, through that co-development, we didn't change dramatically the purpose of the organisation but some of the activities, some of the strategies if you like and then myself and the leadership team have then over the last three months, four months got into every work group in the organisation, talked about the purpose, vision and strategy, talked about how we link our roles to that purpose, vision and strategy, talked about what the big ticket strategic items are.

The Pulse survey has indicated that there is a recognition that that is actually doing some good, people say, 'I've got a better understanding of what my role does,' regardless of where they are in the organisation, 'how my role contributes to the organisation'.

CHAIR - Does the survey go more to the interactions between staff and if you were to identify bullying in the workplace or people who are really unhappy in their role for whatever reason, does that throw up during these surveys or is it something that you're more focused on the business?

Mr BROOKSBANK - It's an engagement survey, so it canvasses a lot of different areas, certainly comments if there is bullying or there is, let's say relationship difficulties, somebody just doesn't get on with another in the workplace then oftentimes you might see those comments come through in the comments of the engagement survey. In reality, I think most of the time they become conversations through the other reporting mechanism which, as I say, starts with your direct leader and then if necessary you feel that it's not been satisfied, you've got a mechanism all the way up.

CHAIR - And that's clearly understood?

Mr BROOKSBANK - Absolutely clearly understood. Yes.

Ms LOVELL - In relation to those processes and reporting mechanisms, is there any regular or irregular measuring of how effective those mechanisms are and whether people feel confident to report those instances or feel that they're able to speak up and report those things at all?

Mr BROOKSBANK - There is in the sense that you will see themes change through the engagement surveys and the Pulse surveys. We have, as I mentioned earlier, we have a very stringent and effective reporting mechanism for self-reporting so through our - it's within SAP - but through the SAP incident, hazard et cetera reporting mechanism, we will see those things come through. There are other less formal measures in the number of times it becomes a topic that has to be spoken at, you know, with me for example, because it's escalated that far or it escalates through anonymously to a report within the organisation, I have to say, are pretty limited. We have within the engagement survey a lot of questions that talk about, 'do you feel safe to talk with your leader, do you feel safe to engage with the workforce, with others?'

Also, we have a few - I think of them as more subtle measures in that we don't have offices, for example. We get out in the field as much we can. We have within the business we have a program called Expect Respect which has been around since 2019 and it enables leaders to understand how to interact with people when those difficult conversations come to them, because a good part of the challenge is, as somebody with an issue, it's hard enough for me to bring it up, but then the person receiving that has to be equipped to be able to handle the message, to be able to handle that conversation, so, that Expect Respect, which, as I say, has been in since 2019, is a big part of that as well.

Ms LOVELL - In terms of the annual engagement surveys and understanding you've most recently had results come through in June, what are the results showing you in those surveys in comparison to previous years, but also, where the workforce is sitting currently in terms of feeling safe to report things and satisfaction and all of the things that you measure?

Mr BROOKSBANK - With the survey, we've had a participation rate above 80 per cent for the last couple of years, so the first measure is people want to engage with us. We've also, within our program, have included an inclusion score and rating mechanism, so questions going to inclusion within the organisation, as I said, it is an annual and pulse.

The trend for the last couple of years, both through the annual and then pulse surveys, has been relatively flat for engagement, at the whole-of-business level we're sitting at 69 per cent, obviously, we've got a bunch of business units, that whole-of-business includes our Entura and Momentum workforces, and that's 3 per cent above the prior survey. What we've seen through the business is that questions or responses that are absolutely unfavourable, are quite low, there's barely 11 per cent there, then there's obviously the group of people who are reporting as neither engaged or disengaged.

It's an absolute focus area for us, I know I quote all of the clichés, but one of the things that we do know is that people get a large part of their engagement with the organisation they work for when they're engaged within their team and with their leader and when they can associate what they do with the direction of the organisation. We've certainly spent a lot of internal effort on both of those things in the last couple of years, helping equip our leaders to have those conversations.

Every workgroup that are large enough to receive their own score, if you're a very small workgroup then you won't because it's pretty clear who voted what or what the responses were, but every workgroup will have a conversation facilitated by People and Culture, if needed, to unpack the results for them and what might be driving for them whatever score they got, whether it was 80 or 50 and that allows a level of targeted actions or things at the workgroup level, led by that particular leader, and that is certainly strong.

Ms LOVELL - I just wanted to go back to the work you were talking about earlier, around the psychosocial risk assessment process and I think you said it was around January that you went through a process of understanding the risks in the business. I'm wondering if you can speak a bit more about how that piece of work was undertaken, what was involved in that, and what were the risks that were identified or what that threw up for you?

Mr BROOKSBANK - As I said, we had some level of data coming through from our existing processes, the real program of work was around identifying hazards, so helping

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people understand what a psychosocial hazard is and then, through our normal hazard identification process saying, 'well okay, now that we understand this, let's think about the hazards in our workplace that are not physical, which would be where we've traditionally thought about these things,' so it's helped lift the awareness and risk assessment capability of the overall workforce in that space. There have been facilitated conversations, which through that, we have been able to identify what people consider to be a risk in their particular workforce. That has provided us with enough material, when coupled with the themes we see in engagement surveys and the like, to be able to - what I hope will be at the end of this calendar year - to be able to bring back a bit of a targeted response that will resonate with the people who have contributed to that risk identification process.

CHAIR - I will go to your performance statement report on page 21 of the annual report. In terms of CAPEX, the target was 100 per cent on time, 100 per cent on budget but there was only 75 per cent on time. Can you indicate the 25 per cent that weren't achieved on time?

Mr BROOKSBANK - Thank you, I might pass to Mr Peters if I may.

Mr PETERS - I am happy to take that on notice. I will come back to you shortly if that is okay.

CHAIR - That is fine. Under the regulatory compliance obligations zero breach is obviously what we would all hope. There was one breach resolved by an agreement with the regulator, Essential Services Commission Victoria, in the form of an enforceable undertaking. Can you tell us what that was and what the outcome of that was as far as you are able to?

Mr BROOKSBANK - Yes. The ESCV is the regulator in Victoria. Whilst Tim is getting some of the details, Momentum has entered into a two-year enforceable undertaking with the ESCV, following a wrongful disconnection of a customer who was facing some financial difficulty. As part of the commitments agreed in the enforceable undertaking, Momentum has committed to reviewing and updating its disconnection training manual and manually reviewing all disconnections for non-payment orders that have been raised by staff.

CHAIR - I was wondering how it can be in Victoria, but it's Momentum.

Mr BROOKSBANK - That's right. It's Momentum.

CHAIR - That makes sense then.

Mr BROOKSBANK - Sorry, I should have been clearer.

CHAIR - That's okay. I will go through some of the financial information. You made these points yourself, minister and the chair. From the outset from a training point of view you seem to have done a pretty good job, we give ticks where they are warranted around here. I would also like to say your net equity positions seemed to improve enormously over the last three years. Not least because your net financial and liabilities are less. The annual report doesn't explain why you've achieved such a good result to the level I thought might be useful. On page 12 of the annual report you told us market prices were high at the start of the year before stabilising, in-flows were low but improved in the last four months. Coincidentally, this

was after the new Basslink Networks Service Agreement with APA from Basslink. I have a few questions on that knowing those comments you made in the annual report.

I understand that rain gives you more options, but how have more stable prices assisted in your performance?

Mr BROOKSBANK - Thank you I will take the first piece and then pass to Tim. The point about stable prices is, apart from the predictability that comes from those stable prices, for part of our organisation it's the difference between the Victorian price and the Tasmanian price that will make a difference. If that is stable around a reasonable difference, then that is positive for our organisation. For a bit more detail, if Tim is ready, I'll pass to you.

Mr PETERS - I can do this in two bits, if that's okay, on the pricing and then the movement in the net assets.

In 2022, the national electric market prices reached record highs resulting in the National Electricity Market spending the entire spot market on 15 June for the first time in their history. The suspension was lifted on the 24 June 2022. NEM generators such as Hydro are only partially exposed to spot prices, with most of the volumes sold at pre-arranged contract prices including regulated prices in Tasmania. The financial impact of the market suspension in the first quarter of financial year 2023, while difficult to quantify does have an impact on those evaluations. The assets of 30 June 2023 were \$2.17 billion compared to \$1.85 billion at 30 June 2022. The change predominantly represents strong financial performance and movements in that fair value of our current portfolio, driven by higher prices in the wholesale energy market. Those prices that came through from the energy market have flown through into our re-evaluations as we move forward. That in turn has affected the evaluations in the accounts. Also, during that period Basslink, the old contract, fell off. That had a net improvement of \$174 million favourable to Hydro.

CHAIR - A nice little kicker. I do note sales have decreased, page 103, was this drop-off in sales expected? This is the five-year summary. It is a very useful document, thank you.

Mr BOLT - As a general comment while Ian and Tim are getting ready, sales are a combination of many factors, including rainfall yield and market conditions. There is not a lot of point, in fact there is great incentive not to generate at certain times, when prices go negative in the Victorian region in particular, because it means we effectively get paid to import.

CHAIR - You have to pay to import?

Mr BOLT - No, we get paid to import power.

CHAIR - Oh, paid to import, sorry.

Mr BOLT - That is largely a product of the increasing entry of solar and wind into the system. There are a number of local climatic factors, the market condition and the desire of the organisation to optimise our ability to store water for when we really can actually make some decent revenue from it and provide value. At the same time, making sure we do not

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lose opportunities to generate. It is always going to be somewhat more volatile. Our output is going to be more volatile than it would be typically if we were a coal-fired power station on the mainland. That is simply because we are dealing with a variable commodity much more than they are. That has been reflected in a figure of 8303 gigawatt hours for 2022-23.

Mr BROOKSBANK - As the chair has suggested, our generation sales are a product of both volume and price. When we have a lower generation year, regardless of the price that will always have a negative impact on the volume of our revenue. I will ask Mr Peters to talk through the rest of the detail.

Mr PETERS - A lot of the downturn in revenue sales for the year was driven by our retailer in Victoria. While Momentum seeks to price its electricity and gas offers effectively, it is a highly competitive market. In the first quarter of the financial year, Momentum temporarily paused its proactive sales campaign for residential SMEs and CNI retail customers, withdrawing these market offers from the market for both electricity and gas. This was due to record high wholesale costs and the resulting inability to offer value for money for new Momentum customers. Momentum prudently proceeded with a staged return to the market in August 2022 for C&I customers and in October 2022 for residential and SME customers, ensuring the return aligned to long-term positive financial outcomes. I note all retailers were impacted by these difficult energy market conditions through this period. Seven retailers did not recover, exiting the market altogether.

Mr BROOKSBANK - Whilst Momentum withdrew from the market, that did not mean it stopped selling to existing customers, it just did not sell to new customers.

CHAIR - That is what I understood from what was said. Yes. It would have been a bit untidy.

Mr BROOKSBANK - It would have been untidy. Of course, that means that is a volume of load that you didn't win during that period that we would then be consuming in future periods within the financial year 2023 period.

CHAIR - So, this shows up in this because this is the whole parent company reporting.

Mr BROOKSBANK - Yes. That is correct.

CHAIR - In situations such as this - you might have touched on it a little bit - but I note the net assets were up as revenues came down a bit. How do you value assets in that sort of scenario where you have those things going on?

Mr BROOKSBANK - Thank you for the question. I won't take much time answering this because this is very much a CFO question and it's almost a question of how long have you got, but we will have the abridged version.

CHAIR - We will have the abridged version for dummies, asset evaluation for dummies. Okay?

Mr PETERS - Thank you. I guess our valuation - we have a couple of different models, one for our assets, we have a what is called a long-term price. That looks out for a

number of years where we try to model what is happening in the market, what we think is going to happen, and that includes coal retirements or wind coming in. We try to allow for that and allow for what that will do to prices.

That then feeds into what we think our generation is going to be over a longer period of time. Between those two, that feeds into getting us a net present value for what we think our assets are going to be worth into the future. If you've seen the Hydro assets over a number of years, you will see them go up and down. A lot of that is based on what we think the future generation and future prices are going to be coming out of those very complicated models.

CHAIR - The abridged version. Thank you. Receivables and payables were also quite high in 2021-22, the prior financial year. This is on the same page. In the last year's report, this current year, you attributed the high level to market conditions and price volatility. So, can you explain what happened in 2021-22 that led to the change in 2022-23?

Mr BROOKSBANK - In part, like a lot of organisations - in fact, probably all organisations - the cost of equipment, the materials they buy, is increasing. This means that the amount of debt or the amount of accounts payable, the amount of debt we owe to suppliers at the end of the current financial year would be higher, like for like, than we would have had to carry in the prior financial year.

There has also been the impact of the nature of the purchases we're buying where we're starting to buy more as well as see that cost increase. There is also that level of demand, if you like, within our organisation as well as the price we're paying for the services and equipment that we're buying. I'm sure if I pass to Mr Peters, he will have a touch more detail.

Mr PETERS - Thank you. A lot of our receivables and creditors are made up of what we pay to the market operator and in each of those buckets, we have about a four or a five-week period where we are owed or paying money and during the period between 2022 the prices were probably around \$300 or \$400 for electricity. In June 2023 they were down to about \$60.

CHAIR - It's a timing thing, in some respects, that it happens.

Mr PETERS - It's a pricing thing in the market. The quantity is probably the same, but the price has been the real driver going year on year.

CHAIR - I'll just go into another area, if I might, then come to you, Luke. With regard to the available energy, noting recent public comments and a mild degree of hysteria, 'not an electron to spare' and the like, who made a decision to declare that there was no more capacity available? This is perhaps to you, minister, in the first instance. When exactly was that decision made? It's probably before your time as minister.

Mr DUIGAN - I will make some commentary -

CHAIR - It is about who made the decision that there wasn't an electron to spare, that was probably not the decision that was made but that is how it was reported by some, that we haven't got enough capacity to hook up another load to provide to another entity in the state who's already here.

Mr DUIGAN - We are aware of the commentary, and more broadly aware of the situation as our organic on-island energy demands increase. The amount of rain that falls on the island doesn't necessarily increase commensurately with that so the amount of energy that Hydro has in its storages is, by and large, the same year on year. As we grow, sadly we aren't maximising more rainfall, and there are other generation needs to come in. As the system comes in to balance, the supply and demand equation comes into balance. It is something we will need to be more mindful of. Hydro is working with the state government to develop a framework for how Hydro Tasmania will manage requests for contracts, including firm sustainability and the best interests of the state. This is an energy contracting framework and to provide some detail around that, which is probably where the question is going, I'll hand over to the Chair and CEO.

Mr BOLT - Thank you, minister. I will make some general comments and Ian and Tim can elaborate.

CHAIR - The question, who made the decision in the first instance, and when? That we just don't have enough energy in the state to do what we want to do.

Mr DUIGAN - I would say to that, I don't think a decision like that has been made. I'm not aware of a decision that says we don't have any more energy in the state.

CHAIR - Maybe it was other people who said that.

Mr DUIGAN - I will not put words in other's mouths, but I will let the Chair make some comments.

Mr BOLT - I am aware of no such decision either, Chair. As in any system, you will find at any point in time, supply generally is being grown to meet the load that depends on it and most systems don't tend to grow very large surpluses but they grow with demand.

As I said earlier, the opportunity for Tasmania to grow to meet an electrifying economy and so forth is something that Hydro is supporting. In the meantime, we have to prioritise and allocate the energy that is available and the firming services that are available according to what we've got to a reasonable and appropriate way to the demand that is there. We have published an energy prioritisation statement and are seeking to get authorisation for a framework which will ensure that while future growth is being developed, that we can make appropriate decisions about how what we now have can be allocated to new demands that come upon us.

CHAIR - So, is there spare capacity in the system at the moment?

Mr BOLT - There is limited spare capacity, but I make the point again, there is a lot more capacity that could become available as current development plans are developed and we would aim to support that. But right at the moment, as I said earlier, there is always going to be a ratcheting of supply with demand and so we're in the world of ensuring that we both use our resources appropriately and contribute to growth. Perhaps Ian can elaborate.

Mr BROOKSBANK - Thank you. With respect to the question about who made the decision, I'm just looking at some statistics over time. Demand in Tasmania has always been quite flat, but in the last few years, the last 10 or 15 years, it has started to grow a little, such that total demand in Tasmania in the last financial year was actually just over 11 000 gigawatt hours of demand. As mentioned, Hydro Tasmania receives about 9000 gigawatt hours of energy a year in the form of rain. That's a pretty static number. We receive 75 per cent of that rain between May and October each year, the balance of the year is the balance of that 25 per cent. Pardon the answer, but this is to the context of the capacity that's available - what we've seen with the effect of carbon on climate change, or the climate change we're seeing, is that whilst there's been a slight fall in the total volume of rainfall and therefore energy we receive year on year, and it is very marginal, but over a long period of time it's there - what we're seeing is high fluctuation in which months we're receiving rain. For example, last year, July - which should be one of our wetter months - was one of the driest Julys on record. August, however, was one of the wettest on record. As we know, by October/November, we were having floods and the like.

When we say there is a level of capacity available, I would describe it as seasonal, more so than 24/7, 365 days a year. Imagine a period where it's extremely windy and Tasmanian demand is low - because whilst it might be windy it might not be particularly cold, and we're essentially a winter heating demand-driven economy rather than an air conditioning economy. In a period where you've got lots of wind generation and low demand in the state, and our water reserves are high, then there is excess capacity in the system. But if you imagine a period where there's no wind, high demand, and you're in a situation where you might be managing water or you're maxed out on your generation, there will be less capacity and maybe no capacity.

Traditionally, the system is about balanced with small, net import or export over Basslink, depending on the nature of each year. Yes, there is capacity; but it's not something that you would rely on, in the sense that you would sell all of it for 100 per cent per year.

CHAIR - I'm not suggesting that.

Mr BROOKSBANK - No, I understand that.

CHAIR - But there is the AETV [Aurora Energy (Tamar Valley) 4:27:23] that we own, still in the mix, hardly used at all, when you look at the generation from gas. I acknowledge that it's not 100 per cent renewable energy, but if we're buying it across Basslink, that's not either; in fact it's probably less renewable than the gas. Why aren't we utilising that to assist these customers in the shorter term until more renewables are in the system? Is that a decision that's been made?

Mr BROOKSBANK - The Tamar Valley Power Station is a combination of two types of gas stations. There's a combined cycle stream, which is more suited to base load generation; and there's open cycle, which would be much more suited to filling in a gap when there's low wind, for example. Yes, the asset exists, and in total its capacity is roughly 300-and-a-bit megawatts. But, it is gas generating, it is a gas-fired power station, so it clearly has a cost of production that's considerably above the cost of production of either our hydro fleet, the wind that's in the system, and would, in most cases, be well and truly above the cost of imports.

If you think about a gigajoule of gas as a conversion ratio - 1 gigajoule of gas, if it costs you \$10 a gigajoule, is going to equate to north of \$100 a megawatt hour of generation. Yes - the gas-fired power station is a source of energy, but in reality, unless you're the Torrens Island Power Station in South Australia -[CHECKED] which was the dominant generator in the state and there for base load - gas is really for that firming role because the expense is so much that it's not economical to run unless the market price is covering the cost of gas. If you're a consumer on the other side of that transaction, then you're going to be paying a lot of money for the energy produced through a gas-fired power station.

CHAIR - Do we still have a take-or-pay contract there?

Mr BROOKSBANK - No. We have a contract for the haulage - the access to the pipeline - but in terms of the gas, no, we don't have a contract over the molecules. We've found that the cost of forward-buying gas, particularly with some of the changes that the federal government has made around gas caps et cetera, it's extremely hard to source a gas contract that comes in at a price that would make economic sense at the moment, for a generation facility like Tamar Valley.

CHAIR - It must have been before Hydro took over AETV; perhaps when Aurora had the 'take or pay' contract that also had gas going to Bairnsdale Hospital. Maybe that disappeared at the time, did it?

Mr BROOKSBANK - I don't know so much about that. I think we had a gas 'take or pay' contract five, seven years ago?

Mr PETERS - Four or five years ago.

Mr BROOKSBANK - Four or five years ago would have been when we ended that.

Mr PETERS - You had a question about the SOCI [?TBC 4:41:05] - we have an answer to that. The 75 per cent was due to three projects: Lake Echo, Cateogonia [?TBC 4:41:15] and Trevallyn. These are major refurbishments and sometimes when you open these things up, it's the first time they've been opened up in 50 years and you find things that you are not expecting.

CHAIR - Like renovating an old house.

Mr PETERS - A little bit, yes. There was a little bit of delay also caused from suppliers due to latent COVID-19 issues as well that caused them to be delayed in being finished.

CHAIR - On the basis of the discussion we have just had, what is Hydro Tasmania doing to make more energy available, noting we have had 3-500 megawatts of electricity available over the past recent years, even in times of variable rainfall. Every year we are constrained, how often has the AETV been used to fill the gap and what else is being done to try and increase the availability, or capacity?

Mr BOLT - I re-emphasise, chair, that our core role is to use the assets that only we can develop to enable the growth of the wider supply system in Tasmania, which can come from wind and solar, actual energy production and also from interconnection. Yes, there is the ability for us to increase the capacity of our existing power stations through some refurbishment; but the amount of energy available to generate from those is still limited by the fact that we have only so many dams and storages and no plans or real licence to increase that. What we can do - firstly, through Tarraleah and Cethana; all subject to further development, all subject to various preconditions and approvals, they would provide the opportunity for us to greatly support the growth of supply in Tasmania over the medium term by firming up wind and solar in conjunction with the availability of supplies through interconnection. That is really our core contribution.

Mr DUIGAN - From a Government perspective, having a renewable energy target that sets out a 150 per cent as at 2030 and 200 per cent at 2040, and getting on with progressing things like Marinus Link which will have a profound impact on bringing on new sources of generation which will allow us to maximise the benefits we are able to get from our deep storage capability through Hydro Tasmania.

Mr BROOKSBANK - I draw the committee's attention to page 104 of our annual report, which describes - about half-way down - the energy generation by asset. You will see leading up until 2019 the volume of gas generated from the thermal was a lot more. Around March 2019 is the last time the combined cycle unit ran. It's the last time that station ran for the purposes of megawatt hours - that is, supplying energy. Since then, the combined cycle has been in a state of dry storage, if you like; able to be recalled with some time and that's registered through AEMA's service for that or their system for that. We would run the open cycle gas turbines when there was a commercial opportunity to do so, i.e. the cost of gas was cheaper than the value for energy we could generate. We would run it as a means of ensuring that we can still run it, so for maintenance reasons and the like, and then very occasionally it does allow us to provide some systems stability into the Tasmanian network but it's very much being run for purposes other than the supply of energy into Tasmania.

CHAIR - The gas that was utilised last financial year, that's 71 gigawatt hours, was that all used as firming or was some of that used for generation as such.

Mr BROOKSBANK - It would be a combination of that because in reality the cheapest source of firming in Tasmania is the Hydro system, not the Tamar Valley Power Station.

CHAIR - Why would you use Tamar Valley for firming when you've got Hydro?

Mr BROOKSBANK - I was referring to traditionally, in the Australian energy market, that's what the gas stations have been used for and that's why I referenced Torrens Island station. In Tasmania, that's not what Tamar Valley would be used for.

CHAIR - We don't use Tamar Valley for that, is that what you are saying?

Mr BROOKSBANK - No, it wouldn't be used for firming, no, but it would be used for system stability and for the ability to just manage a price differential or take advantage of a price differential between gas and the energy you could generate from that gas.

Mr EDMUNDS - You talked about - when it came to generation - you had no plans or license to increase that, what do you mean by license?

Mr BOLT - Simply to build additional dams and create additional storages. It's not something that I can put it on the radar or within our policy bring it to do.

Mr EDMUNDS - On that front, are there any plans for the upgrade or renewal of the turbines at Woolnorth?

Mr BOLT - A good question that I should refer to Ian, who is on the board of Woolnorth JV.

Mr BROOKSBANK - As you know, the Woolnorth JV is just that, it's a joint venture. I am on the board, I'm the chair of the joint venture actually. What we have charged the local management team with is what are the options for repowering or refurbishing the three windfarms that we have. Their age is relatively old, in fact, I think they're some of the oldest still operating wind turbines in Australia. We need to understand what it would take to upgrade those, to repower them, i.e. to get more megawatt hours of energy out of the existing footprint, because obviously the turbines themselves would need to be replaced. Like all windfarm projects in the country, that entails not just a design study and EPBC and the like, but in our case, it also entails a different positioning of where those turbines would be if we were to go to bigger turbines because then the wind map would help tell us where we'd need to do.

The long and the short of it is that the local Woolnorth team have a task from the board to identify what the redevelopment, repurposing pathway is for the Woolnorth assets. Bring that back to us at a point sometime early to mid-next year and then we are able to determine what the correct pathway is. I would flag that we are not the only organisation in the world faced with this challenge and the suppliers of the turbines have got a full order book.

CHAIR - At a tidy price, I reckon?

Mr BROOKSBANK - Yes, absolutely. Also, though, because we have relatively small turbines in that fleet, the newer turbines - whilst they're larger - they obviously have a greater capacity. What we're looking at is not just what it takes to like-for-like, which does not contribute to the growing need for generation in Tasmania, but it at least protects what we've got, versus what would the greater output would be. With that would come the need for some network strengthening for our wind farms. It triggers a social and community engagement obligation because there is essentially a new wind farm being built even if it's on the same footprint. We are not at that stage yet. The very first stage is that the board needs to be comfortable that there is something there that is valuable.

Mr EDMUNDS - What you say about basically building a new wind farm, will that require a new development application?

Mr BROOKSBANK - We have a number of opportunities, there are a number of different alternatives. We have the three wind farms. The answer is that yes, depending on

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the size of the change there would be a need for new approvals. If we were to expand the footprint from the existing land coverage that we have, then absolutely.

Mr EDMUNDS - Would you think that that might be something that could go through Major Projects rather than the local clearing authority? How would you approach that?

Mr BROOKSBANK - We haven't got to that stage yet in the process. It's a relatively recent request of the board to the local management team. Also remembering that this is a joint venture, so we have a joint venture partner that we're engaging in the process as well.

Mr EDMUNDS - In terms of risk, has there been highlighted risks to the program in light of what has happened with Robbins Island and the conditions given to that 'approval'?

Mr BROOKSBANK - Yes, like all wind farm proponents in the country, let alone Tasmania, we are very aware of the Robbins Island development and the court case processes that it is going through at the moment. The wind farms that are relatively close to Robbins Island, you would imagine, will be impacted by the same sorts of conditions. To be truthful, we haven't got to that stage yet to understand whether the parrot flies through our area as well. That is all part of the program ahead.

CHAIR - Are they all working at the moment? The turbines down at [4.53.02] Bay and Woolnorth Wind Farm?

Mr BROOKSBANK - No, not all of them are working. We've had a recent fire in one of them, so it's a little out of action at the moment. As I say, these are some of the older wind turbines in the country, so they're starting to see the reliability issues starting to come through.

Mr EDMUNDS - There are a few people at this table and I'm sure in other trips got to visit Tarraleah and Lake Cethana recently. Has there been any impact on those projects from the decision to stage the Marinus Project? It was a nice visit.

Mr BOLT - We are glad you enjoyed it.

Mr EDMUNDS - Your workforce were very good in the way that they took us around. Is there any impact on those projects from the decision to stage the Marinus Project?

Mr BOLT - In the case of Tarraleah, no. Tarraleah is a nexus with Marinus Link 1, and Marinus Link 1 was given impetus by the recent agreement. Marinus Link 2 and Cethana have a nexus, and they would be co-developed, but there will come a decision time for whether to proceed with Marinus Link 2, and we will continue to prudently develop Cethana. That is viable to be considered as a potential adjunct to Marinus Link 2.

Mr EDMUNDS - It does require stage two?

Mr BOLT - That's our thinking at the moment, however we also will be looking at the benefits of some version of Cethana in the hypothetical situation that Marinus 2 doesn't occur, because the state will still need firming for its growing demand and the growing supply of wind and solar on-island. We haven't really addressed that issue to the point where we can

give you a definitive answer, but that is what we're looking at. I don't know if the CEO wishes to add anything to that.

Mr BROOKSBANK - The Chair is right. Tarraleah isn't impacted by the decision. Cethana is, as we mentioned earlier, with the state energy system in balance and the likely new generation to be coming from a variable source, such as wind, then the firming capacity in the state will need to be lifted to help support that variable renewable generation. If you have only one of the two Marinus interconnectors built, then you've got less reliance on the mainland for some of that firming. The Woolnorth board is asking the Woolnorth team to understand what refurbishing and repowering the Woolnorth assets would look like, we internally are looking at what alternative plant makeup, sizes et cetera for Cethana might look like to support new variable wind on-island.

I might also add that as you would have realised and no doubt we would have banged on about when you were in at Tarraleah, that is a station that was commissioned in 1938 and whilst it's not the oldest station in our fleet, it is certainly not the youngest. In fact, the youngest of our stations is still 1990s vintage. So, we're going through a refurbishment along the west coast of Tasmania, along a number of those assets, so they're up for what you might term a mid-life refit so because they are of a vintage there are modern turbines, runners, et cetera that are available. We can squeeze a little bit more capacity and efficiency out of the same amount of water when we go through those upgrades.

Whilst Cethana is part of the solution for more firming in Tasmania, so is the refurbishment of some of our existing assets. As we mentioned earlier, Tarraleah would increase our megawatt hours output - the energy output - but it also adds 100 megawatts of capacity. We turn Tarraleah from a very base load station where we've got a 20-plus kilometre open canal and it takes four hours to change the amount of generation coming out of the asset because of the time it takes for the water to travel, by redeveloping the Tarraleah station as the way we want to, subject to a positive investment case.

With the board, and ultimately the government and parliament approving, we will turn that asset into something that is much more flexible, much more dispatchable and therefore much more able to support variable renewable with firming. That's an asset that already exists within our fleet although when you look at it in 10 years' time it will look nothing like what you saw today because it will be a brand new asset. They are all of the solutions that Hydro Tasmania is looking at to ensure that there is that ability to firm variable renewables when the time comes.

Mr EDMUNDS - Those projects are more looking at topping up Tasmanian supply that we currently have rather than opening up new development opportunities? Is that a fair way to put it?

Mr BOLT - It goes back to the earlier point -

Mr EDMUNDS - I'm just reading a fact sheet about it as well.

Mr BOLT - Because it can complement other developments, not so much ours, the wind and solar developments, then it enables the growth of an energy source as well. That is the point about the firming. It enables growth of supply under other developments.

Mr EDMUNDS - So it can plug the gaps when, say, we get more wind or -

Mr BOLT - Yes.

Mr DUIGAN - And an important part of all this, the cheapest form of renewable electricity is wind and solar. As much as we love our hydro assets, they are of an age and they do require substantial investment to keep them up and going and we will see that in coming years. The ability to firm those new renewables is the absolute value of Hydro Tasmania.

CHAIR - Can I just take that comment minister, in terms of the costs, you said renewables are cheapest. I've listened to some podcast and read some stuff and commentary in this pace, particularly in regard to costs related to this, Battery of the Nation and projects. This can work either way with your portfolio, we could have asked you in TasNetworks, but I'm asking here. Projects like that may stack up, you seem to treat Marinus Link in that case and North West Transmission Developments, which is the network that connects our generators, as a sunk cost. In other words, you don't consider the cost of Marinus Link and the North West Transmission costs when deciding if the Battery of the Nation is a goer, because Marinus Link is taken as a given in assessing the costs.

On the other hand, when you're discussing whether or not to go ahead with Marinus Link you treat Battery of the Nation as a sunk cost, it's like a chicken and egg type of thing. On that in your response to both the generation and the transmission assets as the minister, how do you resolve the conundrum of sunk costs when you look at generation pros or you assume that transmission required as a sunk cost, when you look at the transmission proposal you assume the generation is a sunk cost.

Mr DUIGAN - To that I would say don't assume anything, do the numbers because ultimately, they will bear themselves out in people's electricity bills. That's what we need to be very alive to. I think the point you make on assumptions on Marinus Link and the North West Transmission Developments, what we need to do is a whole of state business case where we look at this in some granular detail and all of the costs that are involved. Get a good a grasp on those costs as we're able to do and as we approach that milestone of FYD, understand what we are presenting to the people.

CHAIR - When we're looking at the cost of renewables, you made the comment renewables like wind and solar, the cheapest forms of electricity. That is after they're built, because you don't have import costs like gas or coal, other things to actually generate. Once the wind blows the wind blows, the sun shines, we don't pay for those as such. The sunk cost is the bit you assume is there to make the generation of that electricity cheap because you don't count the cost of the network. This has to come from faraway places, there's a lot of cost in getting the wind turbine to where it needs to be.

Mr DUIGAN - Yes, absolutely and there is the cost of transmission in any form of generation.

CHAIR - But that's not counted when you talk about the cheapness. If you counted all that it wouldn't be that cheap.

Mr DUIGAN - To flesh out whether it is the cheapest or not, the cheapest, we have Hydro at the table who are I suspect have looked at these numbers and would have something to say in this area. I'll throw to the CEO.

CHAIR - Is wind the cheapest if you count the Marinus Link costs and the North West Transmission Developments costs?

Mr BOLT - Just as a general comment and I'm accepting this is a broader matter than Hydro.

CHAIR - That's why I asked the minister who is responsible for everything.

Mr BOLT - Of course, you have to look at total system costs, but then what is an alternative that would be cheaper in a state with a growing electricity demand. Most new sources will require a large capital spend, many of them will require a network build and I'm not sure what alternatives there would be.

CHAIR - I'm asking where you count the cost, every side wants to treat the middle bit as the sunk cost.

Mr BOLT - From our point of view, clearly, we would look at our costs and would look to make those as efficient as possible and contribute to the lowest possible system costs. But you are right to say the total of cost equation, the total business case the minister refers to is bigger issue than Hydro Tasmania. I do not know if the CEO wants to add to that.

Mr BROOKSBANK - Only to say that in pecking order, solar is the cheapest form of new build energy, then wind. The transmission that's needed, is needed whether you build wind, solar or hydro and that's the same across the country. The advantage I would say Tasmania has over many of the other places, is that in a state like New South Wales the majority of the development is individual organisations, the AGL's, Origins, Transgrids of the world. They each do their analysis based on what that means, what that project means for their organisation in a financial sense. In Tasmania - the minister has eluded to it - the whole of state model allows the very question you are asking Chair to be answered, because it will include what is the cost of building and generating new Hydro. It will include the cost of what it is for a transmission system upgrade.

CHAIR - To get the generation to the people.

Mr BROOKSBANK - To get the generation to the people, exactly. There is this ability to model at a state level. It is true when we are looking at what we are doing, we are looking at the cost of delivery of energy to the network from whether its Tarraleah, Cethana or our existing fleet. But there is this opportunity to see the whole picture.

CHAIR - We need to, as consumers and the Tasmanians who will end up paying really expect to see the whole picture.

Mr DUIGAN - What the Government is doing in terms of renewable energies zones will be important in that regard, in how we coordinate all this new build to be in the right

place to deliver the community benefits it needs to do and to be stood up at the least cost possible to the end user.

CHAIR - To Basslink if anyone else wants to go there. We now have a new NSA agreement - the community will get grumpy with me for using all the acronyms. The network services agreement. Can you explain how it worked for you in 2022-23 and as far as its impact on Hydro Tasmania's financial position?

Mr BROOKSBANK - Yes, we do have a networks services agreement in place with Australian Pipeline Association. They are an Australian organisation listed on the Australian stock exchange. The network services agreement is a different agreement to the Basslink Services Agreement that was with the BSA, not to be confused with a motorbike. It does retain a number of the same features. There is a facility fee, there is the same -

CHAIR - BFF.

Mr BROOKSBANK - That's right. That hearing really has helped. The network services agreement retains a number of the features that existed within the BSA. It has obviously struck in a different negotiation process. I know that it is annoying to hear some of those commercial in confidence discussions. But there are parts of the original BSA that are not on the network services agreement so we've been able to arrive at an agreement different in a number of respects, that is both suitable for the Australian Pipeline Association and ourselves. In summary, the NSA provides a complete reset as a commercial arrangement between ourselves. Basslink Pty Ltd still exists, it is actually with BPL. Some of the features of the terminated BSA have survived or were carried forward. It did, through negotiation of the NSA, we have been able to with APA - this is really getting quite silly - have been able to arrive at an agreement both organisations are very comfortable with.

The other thing through the NSA we have with the new counter-party is they are an organisation with the ability to invest in the asset. They have been able to do some of the engineering fixes, some of the fault ride throughs, et cetera. We've ended up with an asset we have seen improvement in its operating capability and we know APA are keen on continuing that. Yes, NSA exists, retains some of the features, lost some of the features, end result, I think, is an absolute win for Hydro.

CHAIR - In terms of the financial impact or benefit to Hydro, in dollar terms?

Mr BROOKSBANK - Remembering that the NSA gives us access to the link itself, so the value to Hydro, in a negative sense, is that we pay the fee. In the positive sense, we get the inter-regional revenues and those are certainly part of the value that goes into our organisation. I'm not at liberty to describe the exact split-up of those values, suffice to say that, in the context of relative performance, year on year, we are certainly better off now than we were a couple of years ago.

CHAIR - We know that APA is on the pathway to creating a regulated link. When that happens, assuming it does - and I know there's a process they're in at the moment - what will that mean for Hydro Tasmania then? You'll lose the inter-regional revenues, so how will that impact Hydro Tasmania?

Mr BROOKSBANK - You are correct, APA has applied to the Australian Energy Regulator, the AER, in 23 May, to regulate Basslink. It would be known as a prescribed transmission service. In September this year, they submitted their proposal, including the regulatory asset base and cost allocation, which goes to the answer to your question in part. It is not a process that we are involved in. Hydro Tasmania is a bystander, but quite interested in it.

For context and timing, we believe the AER is expected to deliver a draft decision in March next year, March 2024, with a final decision due in December 2025. I can't provide a position on what the likely outcomes are for that regulatory process. For example, the submission and the allocation mix that APA put forward, the likelihood of what APA have submitted is something I can't opine on. Just to correct the record, I might have said December 2025 for the final decision. It is actually December 2024 for the final decision.

What will happen for Hydro? We're party to the NSA. It would terminate upon regulation, so we would then not have access to the inter-regional revenues by a stint of the agreement, but we also wouldn't have a facility fee to pay. The Basslink is the only market link in the NEM and probably one of the only ones in the world, so with all the other interconnectors in Australia, there is an auction process that AEMO runs. That enables organisations to bid for those revenues. If you win the bid, you win a certain amount of capacity, and then effectively, if you were able to bid and win the lot, and you got them at roughly the same amount of money that we were paying for the facility fee, then you'd be roughly the same as you would've been.

In reality, it's an open auction process, so the chances of any one counterparty winning all of those auctions is pretty limited. What it means internally, for us, is that whilst a regulated interconnector is a thing that exists throughout the country, our organisation hasn't participated in that market in that same way, but thankfully, it's not complex in the sense that our trading team are extremely clever at what they do and complexity is their bread and butter. We've already figured out how we participate in that new market.

In terms of the proposal itself, from APA, as I say, we're not in a position to opine on how successful that will be or otherwise, but are certainly looking forward to seeing the outcome.

Mr DUIGAN - Certainly, from a government perspective, we would absolutely like to have on the record that we welcome APA's investment in Basslink. I think the benefits to Tasmania of having a company of APA's stature running Basslink is already evident. As the CEO was saying, within a handful of months of owning the link, APA has resolved the long-standing technical issue that will see the link withstand short-term faults on the Tasmanian network, which is a benefit to our major customers and Tasmanian generators. The decision to seek regulation is a matter for APA. This is the only unregulated interconnector on the network.

I would like to have on the record is the foundation principle of the government that it has set out for, Basslink's conversion is that it is delivered. If that is a successful conversion having regard for the best interests of Tasmanian consumers, including by achieving a transmission cost allocation outcome to Tasmania that is minimised and no more than the

benefits that the Tasmanian customers receive. At this point Hydro Tasmania and Tasmania more generally have borne the cost of the asset.

Mr BROOKSBANK - It is not my night or evening for dates, I'm afraid. The draft decision by the AER is actually June 2024, not March 2024, as I have previously stated.

CHAIR - At least you are correcting them as you go. I hear the commercial sensitivity but in terms of the inter-regional revenues, if you go to page 59, note 18, where it refers down the bottom to Basslink financial assets and liabilities. If we look at the current liability, it is \$63 million roughly, and the current asset is \$56 million. Does that mean you expect to make enough inter-regional revenues to pay the Basslink fee, with a bit left over potentially, or not?

Mr BROOKSBANK - I will pass that across to Mr Peters.

Mr PETERS - The thing to take into account with those numbers is the network service fee, we are able to work out what a present value that is but in regard to the inter-regional revenues, they are at a point in time. So, like any other valuations in the Hydro accounts, as of that point in time on that day, it is right. If I did that valuation on 1 July, that number would move, if that makes sense. We are taking numbers and forecasting them into the future, based on a price curve. That price curve will change within five minutes, let alone the next day. If you looked at those two numbers, what you have said is actually correct. Is that what is going to eventuate over the course of 12 months? No.

CHAIR - Is there an expectation that the inter-regional revenues will effectively cover the cost of the NSA? Or the fee that you pay to access the link?

Mr PETERS - Ideally, the inter-regional revenues will more than offset what we pay for that facility fee, yes.

CHAIR - That was the question, in broad terms. Looking at the old BFFS, which is the facility fee swap, which did not die with the new agreement with APA. Is that now called Treasury derivatives? Is that how it is recorded in the financials, because it is not clear to me?

Mr PETERS - We have reclassified it now to just an interest rate swap, as opposed to relating to Basslink. I need to find the exact wording but we have moved it out of what was the BFFS in the previous year. It is a reclassification because that old agreement does not exist.

CHAIR - But it's still a cost to Hydro for the length of the original contract, isn't it?

Mr PETERS - We have an agreement where we'll continue to pay out the option into the future. As far as the cost, we're still wearing the cost, we're not necessarily representing it through a trading margin as there's nothing for it to physically relate to. There is a cost for us there that we offset if we can. When the agreement was terminated we entered into an equal and opposite agreement with TasCorp to try and offset any movements in that.

CHAIR - When we go to page 40, the treasury derivatives there, do they pick up the movements in this, the offsetting arrangements?

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Mr PETERS - The original facility fee was there to offset any movements in the Bass Link agreement. When that was terminated we entered into another agreement to try and neutralize the impacts of that. When we do have those movements in prices, ideally, they offset each other, and a lot of the valuations in Hydro are fair value are at the end of the year at any point in time. I'm not sure if I have actually answered your question though.

CHAIR - If we go to page 71 then, we're looking at the interest rates swaps. In the next 12 months, over \$43 million will be interest on swap payments are expected to be paid. How much of this relates to the former Bass Link, the FFS?

Mr PETERS - We will take it on notice, if that's okay.

CHAIR - That still has eight years to run, as I understand it?

Mr PETERS - I think so.

CHAIR - Do your math.

Mr BROOKSBANK - There are dates involved.

CHAIR - I was just going to go to onerous contracts. Page 101, there's a reference to the Granville Harbour Wind Farm there, and it was stated there was no cost to Hydro Tasmania. I assume this relates to the power purchase agreement? I am just interested whether that is still considered an onerous contract, the one with Granville Harbour?

Mr BROOKSBANK - I will briefly touch on that and then let Mr Peters talk to it further. As we have outlined, the way we value things is very dependent upon the forward price of the commodity, in our case of electricity, in the case of a windfarm it's electricity and the large-scale generation certificates that are attributable to that generation. It is possible for a contract to be onerous and not onerous and onerous again during the life of that contract based on what the forward price curves are doing each time you value it. As we have to value it at a point in time, being the 30th of June each year, it is possible for it to wax and wane between 'onerous-ity' and not.

CHAIR - 'Onerous-ity'? Put that one down in your new book of words.

Mr PETERS - As of 30 June 2023, the Granville Harbour PPA was not onerous.

CHAIR - It's reflected in table on page 40, I assume, there's zero onerous contracts there. Is this entirely Granville Wind Farm? The \$27 million in 2022. Page 40. The onerous contracts line there under fair value losses in 2022 there was \$27.5 million in onerous contracts, this year there's none, and when I read that Granville Harbour was zero, does that mean that the only onerous contract that you might have now is Granville Harbour Wind Farm when it's having a bad year?

Mr PETERS - The onerous contracts we have are for some of our LGC contracts and also for some of our AV Gas contracts. Granville Harbour is not the only onerous contract that we have in that particular year. We've had positive movements, part of those positive movements have made Granville Harbour not onerous during that year.

CHAIR - In that case, the other onerous contracts that have existed in the past, like in 2022, the \$27.5 million worth of onerous contracts, this year is zero, that's in the consolidated accounts. The parent company is zero-zero. Does that mean that all those others?

Mr PETERS - I think you'll find if you look up the page a bit there's a fair value gains called onerous contracts. In 2022, there was an onerous contract loss and in 2023 there was a gain on those contracts.

CHAIR - Going back to the LGC situation, I did hear Minister Bowen on the radio this morning, I didn't hear all of his comments sadly though because I didn't turn it on at the right time, but I also just read, I think this is out of Renewable Economy yesterday about 'Bowen dumps RET 32 gigawatt of options in massive policy shift to supercharge renewables.' You referred to this a bit earlier minister in the other hearing with Tas Networks. In terms of the market for LGCs, it's been quite a profitable arrangement. Eventually, they'll end up with zero value or it will all disappear.

What's the view of yourself minister, but particularly of Hydro, the impact of this new approach? Do we actually understand what it's going to look like, because I don't really understand because it's a bit outside my ball park as well? Maybe yours, so early in the day too minister. What will it mean, are we looking at a whole new scheme? I thought we were moving away from the renewable energy target approach but it seems maybe not. What does this mean for Hydro?

Mr DUIGAN - Thank you Chair. I will just quickly go through as you rightly point out, seven weeks in and LGC's and REGOs - there are some complexities in the space.

CHAIR - And rapidly changing at the moment.

Mr DUIGAN - Yes. There are some movements as we potentially move out of LGC's and into REGOs, which are renewable energy guarantees of origin, as I understand it.

CHAIR - Is that the same as Australian carbon credit units?

Mr DUIGAN - Not as I understand it.

Mr BOLT - I think there is quite a few different questions going on at once. I'd like to clarify the particular answer to ACCU's and REGOs. It's a straight technical answer, but they are different but maybe we can explain how they would be different then we might come back to the capacity.

Mr DUIGAN - I am happy to in the first instance provide some detail there. The Australian Government is developing a Guarantee of Origin Certificate Scheme to track and verify omissions associated with hydrogen and renewable electricity. As currently proposed, the scheme has the potential to assist a wide range of Tasmanian producers to demonstrate their green credentials, which I think would be very welcome by many.

The Tasmanian Government is closely monitoring the scheme's development to ensure it meets Tasmania's needs in a robust and internationally accepted method of tracking and

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verifying green hydrogen and renewable electricity is essential if Tasmania's competitive advantage in renewable energy is to be fully realised. As I'm sure you would be aware, there is some detail to be worked out about whether these are above the line or below the line.

CHAIR - Would it apply to new generators as opposed to new generation? Generation is new as soon as you generate; but would it apply to new entrants into the generation space or does it apply to existing generators as they generate?

Mr DUIGAN - As currently proposed, the guarantee of origin scheme is likely to meet Tasmania's need for a mechanism that allows tracing of pre-renewable energy target or below baseline renewable energy. Most of Tasmania's hydroelectricity generation capacity predates the introduction of the RET and is therefore treated as below baseline, meaning that it does not currently attract renewable energy certificates which can be traded as a form of renewable energy currency.

CHAIR - So, it won't help Hydro.

Mr DUIGAN - Well, the development of the new scheme will help Hydro - and I should say that it is currently a scheme that is being developed -

CHAIR - A work in progress. Yes.

Mr DUIGAN - It is not, by any means, a finished product.

Mr BOLT - Thank you, minister. It's probably because there are some technicalities and the scheme is not yet designed and there are counter-views, shall we say, about how much we would benefit from this, and that is still being debated and decided. The answer is we don't quite know what we should get from this. It might be helpful for Ian or Tim to elaborate on that.

Mr DUIGAN - It may also be somewhat speculative, so I don't know how interested you are to wade into that space.

CHAIR - I'm interested in, understanding more about it, as much as we can. From this side of the table, we don't really know anything about it.

Mr BROOKSBANK - Not many of us do know a lot about it. I sat in on a 9.00 a.m. conference call to hear from the Clean Energy Council their current views of the scheme. A bunch of questions from CEOs around the country were very similar to the ones you're asking. What I can say about what was announced today is that we think, from a Hydro Tasmania perspective and therefore for Tasmania, that it is a good thing. It's a capacity investment scheme. The majority of the Hydro Tasmania generation from the hydro system doesn't attract an LGC. It is below baseline, that is, it existed before the scheme was put in place.

The renewable energy target, or the RET as it currently stands, hasn't been scrapped, per se. It just won't be extended or expanded beyond the 2030 date that it was due to expire. It will still exist but, under what we understand Minister Bowen's announcement this morning was, it doesn't look like the RET will live beyond 2030. We do welcome the announcement.

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It will enable longer-term transition to the cleaner energy sources. It's designed to under-write investment in capacity. That's exactly, from my perspective, what Cethana is, for example.

CHAIR - So Cethana would qualify even though it's an existing asset?

Mr BROOKSBANK - As I sit here today, I am no more educated than anybody else, so I would hope so, would be the way I would describe it. There's a lot of work to be done to understand what the mechanics of it are. The other parts to the question - a renewable energy guarantee of origin is an attribution to a product; by that, think a major industrial customer in Tasmania who is exporting their product. By attaching REGOs to their products, they will be able to attest that through the value chain of producing their product, their energy source, in this example, is coming from a green renewable source, that is, our wind farms in the state and Hydro Tasmania.

An ACCU, Australian carbon credit units, is more a unit you derive from abating a carbon emission that you have in your process, whatever your process happens to be. They are different things. At the very macro level, if REGOs pan out the way they seem, will be good for carbon-intensive export exposed organisations that have access to renewable energy sources, like Tasmania. The CIS announcement today is far too soon to really understand; but from my perspective we think it will be a good thing.

CHAIR - CIS being?

Mr BROOKSBANK - Capacity Investment Scheme.

Mr DUIGAN - From a State Government perspective we have provided a submission on the subject of REGOs. Our position is strenuously argued that we would like the best outcome for Tasmania, and that is including below baseline generation to recognise that products built and made in Tasmania from Hydro -

CHAIR - Otherwise you are ignoring those sunk costs from many years ago.

Mr DUIGAN - Indeed you are. That is our position, that we would like to see Hydro power, whenever it was built, recognised in that scheme.

CHAIR - It might be a little bit difficult to convince certain people. If the intention of it is to encourage new renewables to be built, it becomes the question of whether Cethana is new or old, or new-on-old. It would be interesting to watch that space.

Mr BROOKSBANK - What we do understand from the announcement is it is development from today onwards. Cethana has not reached financial investment decision. In reality there is no decision, in that context, to build Cethana. With all the caveats that come from a recent announcement on the morning of a very busy day, we would see this as an opportunity for Cethana, as we also would think Tarraleah, to be captured by the proposed CIS. But there is a lot of water under the bridge and detail to be sorted out.

CHAIR - Into the dam.

Mr BROOKSBANK - Yes, pardon my pun.

Mr BOLT - Because the capacity investment scheme is now being expanded, but it had already been announced, we have identified that we would strenuously explore the opportunity to gain some benefit from the CIS to those projects; without knowing what the answer would be. It is on our radar.

Mr EDMUNDS - What is Hydro doing to address concerns about the Maugean skate in Macquarie Harbour?

Mr BOLT - As a general comment, while Ian is calling up the detail, we are well-engaged in the processes to understand what the causes of the Maugean skate's population decline in Macquarie Harbour have been, and what role we might play in mitigating those impacts. That is another issue with a lot of water to flow under that particular bridge as well, and so Ian can perhaps indicate where we are up to and what we still need to know before we know what we can do.

Mr BROOKSBANK - We have been involved in the Maugean skate situation for some period of time. We are very much committed to environmental sustainability in managing endangered species. We have a number of those across our fleet that have been identified, in fact rediscovered in the last decade or so, and we manage our assets accordingly.

Specifically, with regard to the Maugean skate in Macquarie Harbour, as you know the state and federal governments are coordinating action in that space. We are working with those governments as part of the Maugean skate recovery team. We know that the dissolved oxygen dynamics in the harbour are extremely complex. River flows are one factor, but we also know that weather conditions, both on and offshore, are factors. Climate change is seen to be having an impact, as well as aquaculture biomass, legacy mining runoff, and of course wastewater input.

For us specifically, the Gordon and King rivers flow into Macquarie Harbour. That means that the operation of the Gordon and John Butters power stations are contributing to the flows in those rivers. At this stage, we don't understand what impact the harbour dynamics would have on our assets.

We are working very closely with the CSIRO hydro-dynamic model, which will give all of us a better understanding of those dynamics in Macquarie Harbour. The message has been that we need to let the science inform us as to what those dynamics are and therefore what is the most obvious solutions to the Maugean Skate and its habitat. In other words, we are working extremely hard with all those people who need to be involved in that exercise.

Mr EDMUNDS - Who's coordinating that?

Mr BROOKSBANK - My understanding is it's being coordinated by a recovery team that's been established, the Maugean Skate Recovery Team, that has been established between those stakeholders.

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Mr EDMUNDS - On termination payments, so Caroline Wykamp was given a termination benefit last financial year of \$113 000 and then two months later was given a role at Marinus Link. What was the reason for Ms Wykamp's departure from the Hydro?

Mr BOLT - Not having been the chair at the time, I can't say too much about the reasons for departure but simply to say that Ms Wykamp received accrued entitlements and payment in lieu of notice. That was the extent to which she was rewarded for, or remunerated, on departure.

Mr EDMUNDS - So that's the breakdown of the number? My next question is, what's the breakdown of the \$113 000 into its components, so that's what that is?

Mr BOLT - I guess I can give those figures. Her accrued annual leave was \$19 000, her super on termination was \$11 000 and payment in lieu of notice was \$83 000. There was no ex gratia payment, there was no accrued long service leave and there was nothing for redundancy.

Mr EDMUNDS - Was the organisation aware that she was going to Marinus at that time?

Mr BOLT - To the best of my knowledge no, I don't think there is any more to be said than that.

Mr GAFFNEY - It says in the report that 2022-23 was the final year of the agreement to sponsor the Hurricanes cricket. It says: Hydro Tasmania was directed to enter into a sponsorship agreement with Cricket Tasmania. Who directed you? Was it the Government? Who directs Hydro Tasmania to enter into that agreement and what's the next quite significant sum and is that going to the cricket?

CHAIR - Is that cricket?

Mr BOLT - The direction would, can only come from the Government to us, that's the only body with the power to do so.

Mr GAFFNEY - I thought so.

Mr BOLT - The exact circumstances in that case pre-date me so you'll have to forgive that it's not on the top of my mind. Again, if there's any further detail we can offer I will ask Ian or Tim to do so.

Mr BROOKSBANK - Page 101 of our annual report talks to the community service obligations, if you like. That's where the sponsorship of the Cricket Tasmania, Hobart Hurricanes is included. I wasn't party to the conversations that occurred to sponsor the Hurricanes, but it was a direction from government, yes.

Mr GAFFNEY - My question would be, that was the final year of the three-year sponsorship. Has the Government directed Hydro to sponsor the cricket again for the next three years or is there a sporting group that they have been told to sponsor?

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Mr BROOKSBANK - No, we have not been directed to sponsor any further sporting organisation. I would note that we have continued off our own bat a small sponsorship with the Hurricanes as part of the process of moving away from them but not nearly in the magnitude of the original sponsorship.

Mr GAFFNEY - Can you say what that sponsorship is for this year?

Mr BROOKSBANK - Yes, it's \$40 000.

Mr GAFFNEY - Over the next three years or just for the one year?

Mr BROOKSBANK - Just for the one year, I believe.

Mr GAFFNEY - My question to the minister, has there been a discussion regarding who will sponsor now that Hydro has stepped away from that sponsorship of the Tasmanian Hurricanes? Are you aware of who's picked up that shortfall of \$260 000?

Mr DUIGAN - It's not a conversation that I have had. I suspect that those conversations would be had by the Minister for Sport and Recreation in terms of sports teams' sponsorship. I do understand that the shareholder ministers may give a direction to a government business enterprise to provide, perform or allow the function's service, concession that they are satisfied will not be provided or allowed if the government business enterprise were in a business in the private sector, acting in accordance with sound commercial practice. That is what it says there. As to if I have had those conversations, the answer is no.

Mr GAFFNEY - Are you worried that they may change their name?

Mr DUIGAN - I won't be speculating on matters of that nature. Thank you for the question and your interest.

Ms LOVELL - Minister, I had some questions about the Great Lake Walking Track. I understand there's a proponent who's wanting to develop a walking track around Great Lake but there's some difficulty - pardon the pun - in finding a pathway forward, I suppose that's the best way to put it. Does Hydro Tasmania have a formal process or policy for considering tourism proposals or proposals for tourism developments on public land in and around Hydro assets?

Mr DUIGAN - I will confer with my team and see if I have some of that information. If not, I'll be happy to, if you're okay with passing that to the , who I know would have information on that answer.

Mr BROOKSBANK - Yes, there is a proponent who's been working with both ourselves and Parks and Wildlife Service since March 2020 to look at the proposed opportunity. Advice had been provided to that proponent and their representative on several conceptual trail alignments. They're working out what is the best route that the pathway would take. That is to identify for them constraints as to where the alignment of the trail might be, including limitations on developments within the Tasmanian Wilderness World Heritage Area and other land tenures.

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Hydro Tasmania is the most affected landowner of the proposed trail and has agreed to undertake the assessment of the proposed trail on behalf of the Parks and Wildlife Service. We have chosen to follow the Parks and Wildlife Reserve Activity Assessment process for the assessment of the proponent's proposal.

We and the Parks Service have provided the proponent with a request for additional information that goes into satisfying progression through that Reserve Activity Assessment process. We've also provided the community with the opportunity to provide informal feedback on the proposed project through a project-specific website. Community engagement has been undertaken through attendance at public meetings and direct engagement with stakeholders should they have requested it.

Our focus in the engagement has been to describe the process for assessment and why this needs to occur. The proponent, themselves, is yet to provide Hydro Tasmania with the necessary information to progress through the Reserve Activity Assessment.

Ms LOVELL - Are you able to share with us what that necessary information is?

Mr BROOKSBANK - I can yes, thank you for the question. Our request for additional information to the proponent included further development of the feasibility assessment in the business case, detailed project description plans and scopes of work, Aboriginal heritage and engagement requirements, shareholder engagement and community requirements and asset ownership and operation of the trail, should it be built.

Ms LOVELL - In terms of the assessment that's going to be undertaken by Hydro in this instance, is that normal business for Hydro? Is that something you would normally do or have experience in?

Mr BROOKSBANK - Part of your first question is our process. We have a process called unsolicited proposals and that's how something like this would come through. They come through our website, they go into a particular employee of Hydro's task list, if you'd like, to assess the unsolicited proposal. You can imagine we get quite a few of them over a year.

Some of them are quite difficult to assess. This one in particular because of its nature and because it covers roughly 105 kilometres in length, a vast majority of which 80 per cent is actually in land owned by Hydro Tasmania. We have looked at what it would require to assess such a thing and that's why we've gone with the Parks and Wildlife Service Reserve Activity Assessment Process. We can assess many things but that Reserve Activity Assessment Process is clearly the right pathway for such a development to be assessed and then, if necessary, progressed.

Ms LOVELL - As part of that additional information that's been asked for, and particularly the further development of the business case and feasibility, is it correct that the proponent has been advised that the project must be fully funded before a decision will be made to grant landowner consent?

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Mr BROOKSBANK - What we've asked the proponent under the assessment pathway is to prepare a detailed feasibility study and business case that includes details on the trail's feasibility capital and operational cost, sources of funding, cost-benefit analysis, and alternatives, and market segment analysis so the demand for the trail et cetera. As I say, that is because we're using the wildlife reserve assessment activity process, they're required to do that.

The other thing that we've asked relates to the asset ownership and operation. They are required to provide us with details of the proposed ownership as well as the maintenance and operation responsibilities for the asset. Once it's built, who is going to maintain it, who is going to take whatever revenue, fees, charges, all that sort of thing.

Mr DUIGAN - I will add to the record, that information lines up essentially with what I have, that there is some information outstanding.

CHAIR - That matter was raised some time ago with me when this was first proposed. There was concern from members of the community who have shacks and live up there, mostly shacks, but about ensuring public access to the lake would not be disrupted by any private development around the perimeter of the lake. Can you provide any assurances on that?

Mr DUIGAN - As Mr Brooksbank was alluding to, the Great Lake Adventure Trail would be assessed as a level 3 Reserve Activity Assessment, a level 3 RAR. This level of assessment will require concept endorsement, preparation of an environmental impact statement with formal public consultation -

CHAIR - I'm talking about public access to the lake because if it goes around the lake -

Mr DUIGAN - I guess through all of those processes, the opportunity for people who are concerned about their access to the lake and people potentially walking or riding their bikes would have a great deal of opportunity to be involved in the process.

Mr BROOKSBANK - As part of what the proponent has been asked to do. They have been asked as I said to provide project description plans and scope of works. That provides the detailed plans as to the proposal trail pathway and that will help us understand where those access points to the lake would be if they were going to be there. We haven't received that. That would also detail likely ancillary and supporting infrastructures such as toilets, access tracks, campsites et cetera.

We have also asked them to undertake an assessment of potential impacts of the project on Aboriginal heritage values in accordance with processes endorsed by Aboriginal Heritage Tasmania. That will also help inform their impact on the areas around the lake and access to the lake.

With regard to stakeholder engagement in community, the proponent has been asked to undertake a comprehensive stakeholder consultation and social impact assessment to better understand the communities concerns and issues associated with the project.

CHAIR - Local community are you talking about there?

Mr BROOKSBANK - Yes, the local community. What potential impact of the proposal on any of those things we don't currently have sufficient information to understand the potential impacts on either current recreational activities or potential impact on public access to the Great Lake.

CHAIR - I notice the energy control system cost \$80 million to replace. I'm wondering what happened there and was this a cyber issue? And if it wasn't, we'll come to the cyber issues in a moment.

Mr BROOKSBANK - The energy control system is pretty much exactly what it says it is. It's the integration of a bunch of systems that allow us to control and dispatch the assets. Hydro Tasmania has 54 major lakes and dams and 30 power stations, so, we have a very complex system to manage. The energy control system that we have implemented is a state-of-the-art system. We've gone from a system that we've had in place for a number of years to something that is more suited to the modern-day equivalent. These are not cheap projects. In a past life, I've been involved in one that in today's dollars would be well in excess of the \$80 million that Hydro has spent on theirs.

In the redevelopment of our energy control system we've gone to a supplier of such systems - world renowned - and I have seen their processes in past lives. That came with all that you would expect from a cyber security perspective. One of the key features that we've asked of our supplier is that the system that we're putting in place, both the software as well as the hardware et cetera, is guaranteed to be cyber security safe as much as you can guarantee in a world where every week somebody has invented a new hack and gotten somewhere. Yes, it is very much part of that program of work.

I also add that the energy control system is part of our operational technology, so it's separate to what would be your normal business or commercial system, for instance, SAP, the accounting system, payroll and the like. There is a level of natural containment within our systems as well, from a security perspective. The control system itself will enable us to embed within an individual asset control, it will help us with dispatching new plant when we build it and connect to it and it will be future proof, as much as you can future proof such a system.

Mr PETERS - If I could clarify further, the existing ECS system is still there, it will still be there until June 2024. At the moment it was still building the new replacement, that's in the phase of testing. That should go live and run parallel by 30 June 2024, as the CEO said, the previous one is aging, the new one will make sure our OT environment is secure in regards to cyber crisis management and cyber risk management as well.

CHAIR - A new system, you'd hope it would have a bit more cybersecurity features inherent in it. Right across the business, how many cyber attempted attacks - I assume we would have heard about an actual successful attack - but how many attempts have been made that you're aware of? It's something you're not aware of because the only people who don't think they have been hacked are the ones who don't know they've been hacked.

Mr PETERS - Hydro Tasmania has observed several domestic energy sector cyber security incidents over the past 12 months. These attacks included ransomware, supply chain

and business email compromise attacks. Hydro Tasmania has not been directly impacted by a cyber security threat or incident in that time. As part of Hydro Tasmania growing out its cyber crisis management, we've developed a cyber security incident response plan that's been reviewed by a third-party security specialist. This has also been tested in a cyber incident exercise. It functions in conjunction with other entities' cyber sector and cyber emergency management plans.

In relation to the cyber risk management, we have established an enterprise risk management framework that guides our cyber risk management. We have an established cyber risk framework. We've adopted the Australian Energy Sector Cyber Security Framework, which meets the obligations of the Security of Critical Infrastructure Act. We recognize risk posed in malicious acts of targeting our employees via emails and establish a comprehensive cyber security awareness program that includes simulated phishing.

CHAIR - The system that's being tested, is that the whole system being tested?

Mr PETERS - We have two systems, one is our IT system which is your Word, Excel, Office et cetera, we also have our OT system which is our control system for our operating the power stations et cetera.

CHAIR - They are completely separate?

Mr PETERS - They are separate, yes, absolutely. Each of those systems have been tested in their own right.

CHAIR - In terms of a disaster recovery plan, is that in terms of if there was a successful hack on the operating system particularly - it's bad enough from the other side, but I think it would be worse, who knows, it's all bad, and it depends what they pinch, isn't it, or what damage they do - a hack that effectively shut down all your generation, and even though that would be quite a disaster. Have you got a crisis management plan to deal with that? I am just thinking about how Optus perhaps didn't do so well in their last little incident.

Mr PETERS - We have a variety of business continuity disaster recovery plans. I think what you've highlighted is probably the worst-case scenario of somebody being able to -

CHAIR - Got to be ready for that.

Mr PETERS - In that instance we have operators ready to go onto the field to either turn things on, turn things off, so those fields start becoming pretty critical in that type of event.

Mr BROOKSBANK - I want to clarify, the ECS replacement cost is approximate \$18 million over the three years.

CHAIR - Eighteen?

Mr BROOKSBANK - Yes. I might also add that despite that 80 versus 18, the system that I was involved in was still multiples of 80.

CHAIR - Eighty?

Mr BROOKSBANK - Yes, in today's dollars it would be.

CHAIR - Probably overdate now.

Mr BROOKSBANK - One half of it is because it was at Liddell.

CHAIR - In terms of the work that not on foot yet but planning for, in terms of Battery of the Nation projects, how are you building your workforce to deal with the challenge, knowing it's a very tight workforce at the moment and a lot of this is a highly skilled workforce. What are you doing to try and deal with those risks?

Mr BOLT - A good question best answered by Ian; but it's a staged approach. As we reach certain obligations there will be certain tasks to be done. We're scaling up staff; and when you get to the point of building something - which we are not yet approved to do - we'd go up again; but Ian can give you the statistics for that.

Mr BROOKSBANK - It's a multi-pronged and multi-faceted approach. We do have the luxury of staged developments at the moment - Tarraleah coming on earlier than Cethana. It is true, though, that we are facing the same resource challenges that every organisation in the country, and the world, are facing. We have a certain number of internal advantages that some organisations may not have. For example, we have Entura, which is a consultant engineering business and very able to work more for Hydro than it does for external organisations where the skills and experience of the Entura folk makes sense to work on that.

We are also, as much as we can, reliant on our own workforce for the operations and maintenance of our existing plant. We have, for example, a very large workshop at Cambridge where we can refurbish and build equipment that might otherwise need to go off-island; so we have the ability to do a number of the items of work within the state and within our existing business.

We also target the development of people within Tasmania. We have a graduate program and we have an apprenticeship program. We are hiring graduates under that graduate program that, should they stay with us, will have four, five, six years of experience by the time their skills are critical to the builds.

If I just focus on Tarraleah, at this point in the financial investment decision process, we are working through exactly what the schedule of delivery for Tarraleah is. That will help inform when we need to start seeing ramping up in the various skill sets across the necessary skill sets. It's everything from the people who are installing the kit through to tunnelling, through to procurement and the like. We are building a very comprehensive internal resource management plan for that.

We recognise that the resources that we hire-in to build Tarraleah and then Cethana, a lot of the specialist expertise may have to come from off-island, but wherever we possibly can, we're looking at local workforces, hiring local contractors. There are a few other things that people might be a little less familiar with. We have bought the Tarraleah village and that's very much so that -

CHAIR - Bought it back.

Mr BROOKSBANK - Bought it back, yes, we repurchased the Tarraleah village.

CHAIR - I was booked in to go up there, you know.

Mr BROOKSBANK - It's the energy transition, I'm afraid. The purpose of doing that is we will have people who will work at the asset for long periods of time - up to five years. If they have a family, then we want to provide them with the best opportunity to be able to work in an environment where they are not worried about the roof over their head or the schooling, et cetera. It's an opportunity to attract and retain staff into our build. It will also enable us, at that peak time when resourcing needs peak, we will have the ground to create more shorter-term accommodation that will house the workforce.

CHAIR - And a school?

Mr BROOKSBANK - Not a school, but there is access to the local community. I'm not that familiar with that area.

CHAIR - It's a bit of a distance to a school from there, on a not very straight road.

Mr BROOKSBANK - But it is better than driving in and out every day. That presents a safety issue.

The other thing we have that goes very much unnoticed is that Hydro Tasmania has a worldwide reputation. We have been doing hydro for over 100 years. The organisations that we partner with, the equipment manufacturers, they want to work with us. We are government owned, so the credit risk is not so high. We are seen as being extremely good at what we do, which is own, operate, and manage hydro plant.

The other thing internally is that we have a workforce that are very passionate about hydro assets and the things that we do. We are working extremely hard on our employee value proposition that will allow us to provide people with flexible working arrangements which we put in place - the ability to swap a public holiday for a day that suits you more. All of those things go towards people wanting to work with us and stay with us. The sheer nature of the work we do is, for many people, why they are there. If we can make everything else of the experience positive, then we will get that employee value proposition up. But it is a big challenge.

We have some advantages the other organisations might not, but being Australia, we want to do things by 2030 and 2050 in terms of 82 per cent decarbonisation in a generation fleet in Australia. They are the same dates, by and large, that the rest of the world wants to do the very same things.

CHAIR - A bit of competition.

Mr BROOKSBANK - There is an extreme amount of competition for people. But, if we can leverage, as we are, the sheer beauty of Tasmania, the employee value proposition, the

heritage and pride that you have with Tasmania, then we are at least half a step or a step ahead of some.

CHAIR - Let's go to the other most beautiful island, King Island. It is!

Mr BROOKSBANK - I will let it slide because it is late in the day.

CHAIR - It is. I know that Hydro has been investing over there in terms of wind and solar. Can you update the committee on what is happening on King Island? Is there a plan to see the end of diesel use, or will there always be a requirement for diesel?

Mr DUIGAN - The Tasmanian Government is committed to ensuring all Tasmanians have access to reliable, affordable power. Comparing Bass Strait island energy prices to mainland Tasmania energy prices is difficult due to the relative remoteness of King and Flinders Islands. Hydro Tasmania provides very substantial subsidies for Tasmanians who live on King and Flinders islands through community service obligation. The intent of the CSO is for people in remote areas to be provided with similar access to the essential services that we enjoy here.

That means that customers on King and Flinders do not pay anywhere close to what the full cost of their energy would be. I am very pleased to see, having some experience on Flinders Island and to a lesser degree on King, the really innovative solution that Hydro Tasmania has brought to providing solar and wind into the mix.

CHAIR - Batteries, right, a bit old now?

Mr DUIGAN - They were reasonable sized consumers of diesel and have been in the past and that has been changed very substantially by large investment through that CSO by Hydro Tasmania. I congratulate Hydro for stepping into that space and providing that service, and I invite the CEO or the chair to make some further comments.

Mr BOLT - Having been to both King and Flinders as part of my induction, and endorsing your remarks, it is a really innovative approach that is being taken - to taken what was a fully diesel-powered energy system and inject wind and solar batteries, but also flywheel technology which is quite crucial for allowing to ride through a false. It is the kind of microcosm of the mainlands energy challenge to go from where we are now, which roughly speaking depending on the year and depending on the circumstances for your safe ascend of 50 per cent renewables to a much more fully renewable system is a big leap that would require considerable planning and investment. At that point I will hand over to the CEO.

Mr BROOKS - King and Flinders' Island is the only place where Hydro Tasmania operates the system with a retailer, the generator and the distributor. What we are doing on both islands we have a remote path system and a [inaudible] system as you have alluded to. We are attempting to reduce the community's reliance on the diesel and replace that with clean energy sources like wind and solar. Because it is a contained network, network stability is a really key element of what we do on the islands. It is not just about the wind farms we have or the solar we have installed, but it is batteries and a flywheel for that inertia that gives the system its stability.

We have successfully designed and delivered those solutions on the Bass Strait Islands and been supported by Australian Renewable Energy Agency who have helped partly funded that. We have also been able to deliver that same service to Cooper Pedy and Rottneest Island for example. Specifically, on King Island the three existing Nordex wind turbines and the battery are approaching the end of their nominal life.

We are investigating further options on what we do, do we renew those assets? Do we refurbish them? Do we replace them? As well as obviously installing a new battery, what we are looking to do is to at least maintain the current levels of diesel. Hopefully reduce them, but at the end of the day the rest of the country is seeing fuels like gas as that last resort fill in the gaps.

For King and Flinders island that is diesel. It is hard in the short-term to imagine a system on either island where there isn't some diesel, whether it is even there just in case it is not windy. Having been to both islands, that is going to be fairly limited periods time.

CHAIR - I don't know of any day I've been on King and it has not been windy.

Mr BROOKS - That is true, the day we were there was beautiful.

CHAIR - For 6 days it was windy, the rest it was nice.

Mr BROOKS - We are investing a touch over \$5 million on the 1.5 megawatts solar farm at the existing Huxley Hill wind farm. We should see that fully operational by the end of this calendar year. That should reduce our fuel consumption and therefore, the fuel cost on the island.

CHAIR - You are involved in obviously hooking up the rooftop solar, is that increasing over there?

Mr BROOKS - I don't have the actual numbers, but in conversation with the teams we have on both islands there is an interest in rooftop solar. But again, it impacts on the stability of the network and how you would balance that intermittent generation in with the rest of the generation.

CHAIR - The network probably needs some work if you are going to increase solar too much, is what you are telling me?

Mr BROOKS - Yes, it will need some level of network strengthening not necessarily and I am an accountant, not an electrical engineer-

CHAIR - I was a midwife not a-

Mr BROOKS - Not necessarily the poles and wires part of the network. As I mentioned earlier, there is a flywheel that provides a level of network stability. Yes, it is like everything in the energy industry, it is a system and every bit have to work together.

Mr BOLT - I don't want to get into too much of the technology of it all, but I can't help but observe the great benefit of Tasmania as an island is what we mentioned earlier, the great deep storage. That is the big challenge for the mainland and for the Bass Strait Islands is you can keep generating lots of solar, you have to store it somewhere to be able to make use for it really to displace the diesel. That's the big challenge I think of the transition in general except in places like Tassie itself.

CHAIR - We have seen a lot more work and RND being done on battery storage. Batteries on King Island are massive, old and getting tired, like us right now. In all three probably. As that work evolves and you get denser batteries that can actually store and provide some of that firming backup, do you think we are likely to see that support the islands to a greater degree?

Mr BOLT - It would be sensible to defer that question to some more expert advice, but in general terms, batteries are generally a pretty short-term gap filler. They are improving.

CHAIR - They're getting up to eight or more hours storage.

Mr BOLT - Yes, in terms of a single rot line of batteries, currently eight hours is quite a stretch. You can of course take two four-hour battery systems and put them one after the other, but then you double the cost to keep the output. Storage undoubtably will benefit from the improvements of battery technology. Many of those are more perspective than commercial now. I'm not trying to talk down the opportunities, but we are still a long way from understanding how you would take a system that doesn't have the deep storage that Tassie enjoys and turn it into a large renewable system. That last 40 to 50 per cent at this stage is a pretty expensive proposition, but we will keep exploring.

Mr BROOKSBANK -If I could just add to that and then I'll pass to Tim because we've got an update on one of the previous questions. I did mention on King Island we are looking at re-furbishing the wind farms and the battery. The purpose of the battery, whilst it may only discharge for a short period of time, it will replace those times when the diesel might be needed to run for a short period of time. It will help displace some of that diesel generation. It is a short duration battery, because we know the technology is not quite there yet, but it will help. I will pass to Tim.

Mr PETERS - I believe there was a question on Page 64 in regards to the interest rates and how much of the 273 related to the BFFS and the answer is 207.

CHAIR - That was the component of the BFFS. Yes.

Mr DUIGAN - I have some documents from the TasNetworks hearing this morning I would like to provide to the committee, services, Marinus Link organisational chart, some documents requested.

CHAIR - Alright, thanks. You can cross those off the list. We're very efficient around here. I just want to go to one other thing if I might, on Tarraleah. What are the benefits on doubling the output capacity of Tarraleah from 100 Megawatts to 200? How much electricity has it been currently producing on average? How much of that is from natural inflows and

how much if you double it? How much would it be in the future from natural inflow and how much would be from pumping? Is it one for one?

Mr BROOKSBANK - The Tarraleah redevelopment is taking the station from 90 Megawatts capacity to 190, so roughly 100 megawatts. It's not a pumped storage facility, it will still be a conventional hydro power facility. We estimate it will increase its average end annual energy generation from the same amount of water from about 630 gigawatt hours a year to around up to around 830 gigawatt hours a year; roughly, a 200 gigawatt hour improvement. What you get, though, with the redevelopment isn't just that increase in generation output; you get the flexibility that comes from turning the conveyancer into a pressurised conveyance which means that essentially the water goes from Lake King William straight through into the power station - in very simple terms - rather than going through a bunch of intermediate ponds.

That means that 190 megawatts of new capacity is extremely flexible and dispatchable. Tarraleah will support baseload generation, like it does today, if we wanted it to - that will be driven by market and demand and what level of wind penetration there is in Tasmania. But, it will turn it into a very much more flexible asset that can fill in the gaps when wind isn't blowing. It becomes an asset that cannot really firm at the moment, to an asset that can firm at the moment in the future.

Also, at the moment we have Great Lake and the Gordon/Pedder, that are multi, hundreds of years of storage and Lake King William will become an interseasonal storage body as well by doing that. We'll not only get the flexibility of a dispatchable asset and the ability to generate more energy, but we'll also get better energy security on the island because we'll have a third storage that can last for a great period of time.

CHAIR - I plan to get there at some stage I just couldn't make all those other days. PAC was always sitting.

Mr BROOKSBANK - The invitation is standing, for sure.

CHAIR - Your staff have been back on my case; I was trying to find a date.

Mr DUIGAN - It's absolutely wonderful.

Mr BROOKSBANK - I'm not 100 per cent sure if this ended up being a question on notice or not, but I do have a gender split across the categories of our -

CHAIR - Can you produce it in a table and provide it to the committee? that would be helpful. You can read it into -

Mr BROOKSBANK - I think we can produce it in a table. Just at the headline, though, at the group total, we're 66 per cent male and the balance female.

CHAIR - Thank you. If you can get that breakdown across that would be great, but we've got that on the list already to be provided on notice.

Mr DUIGAN - I've got someone running to the printer.

PUBLIC

CHAIR - We'll talk slowly then. I know it's been a long day, particularly for you, minister, so we thank you for your input today, and thanks to the team. We will write to you with those few things that are outstanding. I'll just point that if we inadvertently ask for one that you've already provided, please forgive us. We do our best on this side as well. Is there any closing comment you wanted to make, minister?

Mr DUIGAN - Thank you, Chair, and I thank the committee for the scrutiny of Hydro Tasmania today. It has been enlightening for me, as I hope it has been for you. I also take this opportunity to provide a little shout out to the 1200 Hydro Tasmania employees who may or may not be watching the broadcast as we go to air.

CHAIR - I'm sure they're all watching.

Mr BROOKSBANK - We lost them hours ago.

Mr DUIGAN - Just to thank them for the work that they do in providing a resource that all Tasmanians are justifiably very proud of.

CHAIR - Thanks, minister.

Mr BROOKSBANK - The headline numbers I gave were rounded; there are three categories of gender in our organisation and that's the table.

CHAIR - Thanks very much. We appreciate your time, and we'll end it there.

The witnesses withdrew.

The committee adjourned at 6.29 pm.

APPENDIX B – RESPONSES TO QUESTIONS TAKEN ON NOTICE

Minister for Energy and Renewables
Minister for Heritage
Minister for Small Business
Minister for Parks

Level 10 15 Murray Street HOBART TAS 7000 Australia
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Ph: +61 3 6165 7739
Email: minister.duigan@dpac.tas.gov.au



Hon Ruth Forrest MLC
Chair – Government Business Scrutiny Committee A
Legislative Council
Parliament House
HOBART

Dear Ms Forrest

Thank you for your letter of 23 November 2023 requesting additional information following from the Government Business Scrutiny session for Tasmanian Networks Pty Ltd.

It was my understanding that responses to the additional information requested were either provided in-session or later that day, which I have now confirmed and summarised below.

1. Please provide an organisational structure of Marinus.

This was tabled towards the end of the Hydro Tasmania Pty Ltd scrutiny session on Thursday 23 November 2023.

2. In relation to the redeployment pool, how many staff have gone into the pool, how many have been redeployed within the business, and how many have been made redundant from the pool?

This was also tabled (as below) towards the end of the Hydro Tasmania Pty Ltd scrutiny session on Thursday 23 November 2023.

Redeployment Pool as at 23/11/2023	Numbers
Team Members that officially entered Redeployment Pool	14
Team Members currently in redeployment Pool	3
Team Members that were in the redeployment pool who took redundancies	4

Also, since the beginning of the Transformation, a total of 56 employees have been redeployed (employees who were redeployed prior to their position ending and from the pool).

3. Was Bess Clark a resignation or redundancy.

This was responded to in session at the time of the question however, for clarity, Ms Clark resigned from Marinus Link.

I trust that this information has been of assistance.

Yours sincerely

A handwritten signature in blue ink, appearing to read 'Nick Duigan', with a stylized flourish extending to the right.

Hon Nick Duigan MLC
Minister for

Deputy Premier
Treasurer
Minister for Infrastructure and Transport
Minister for Planning

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Ms Ruth Forrest MLC
Chair
Legislative Council Select Committee
Government Businesses Scrutiny 'A'
By email: jenny.mannering@parliament.tas.gov.au

Dear Ms Forrest

Thank you for your letter of 23 November 2023 requesting additional information about TasPorts Corporation Pty Ltd (TasPorts) following the Government Business Scrutiny hearing on 23 November 2023.

Below is the requested information:

QUESTION ONE

Please provide a full gender workforce breakdown and any assessment of what TasPorts' pay gap is.

RESPONSE

Gender breakdown as of 23 Nov 2023 can be found below:

	Female	Male	
Executive	3	3	
Senior Managers	7	26	
Supervisors	4	29	
Employees	52	174	
TOTAL	66	232	298

Gender Pay Gap is a report that was commissioned in August 2023 and commenced in September 2023. The work is currently being completed by Mercer and will be presented to TasPorts leadership team early in 2024 and provided to the Board thereafter.

QUESTION TWO

Provide detailed scope of Menzies work regarding psycho-social safety, including outcomes and outputs.

RESPONSE

Menzies Institute was engaged by TasPorts in November 2022 to be part of a 12-month program on “Preventing harm to employee mental health through psychosocial risk assessment and control: A case study of ISO 45003 implementation.”

1. Invitation

TasPorts was invited to participate in a case study exploring the factors that influence the successful implementation of a best practice and strategic approach to preventing harm to employee mental health that may result from exposure to work-related psychosocial hazards.

2. What is the purpose of this study?

The purpose of this research is to undertake a case study with Tasports seeking to implement a strategic approach to workplace mental health.

The approach is be based on an international psychological health and safety at work standard, known as the ISO 45003, and is be tailored to TasPorts specific organisational needs. The case study developed explored how factors such as organisational context and readiness to implement change influences the implementation of the initial stage of the ISO 45003 standard.

3. Program outcomes?

At the end of the 12-month program, an implementation plan for ISO 45003 standard will be implemented after identifying potential risks and challenges along with strategies to ensure we meet all the requirements of the ISO 45003 standard.

Actions completed throughout the program:

- 1) Included Mental Health objectives in Health Safety and Environment (HSE) Policy
- 2) “Create a Psychologically Healthy and Safe Workplace” added to 2023 – 2025 Health and Safety Strategy
- 3) Drafted new TasPorts Safety Management Systems Manual and included methods to assess and understand TasPorts’ Context (Internal and External Factors) and the Needs of Workers and Others
- 4) Increased amount of Mental Health First Aiders (MHFA) from 12 to 62 workers
- 5) Developed and delivered an “Introduction to ISO 45003” training awareness session
- 6) Developed MHFAO network where 28 of the 62 trained MHFAiders volunteered to be MHFA Officers

QUESTION THREE

What are the psychosocial risks identified at TasPorts and what is being done to address these risks?

RESPONSE

These 14 relevant psychosocial hazards detailed in ISO 45003, that can be potentially present at TasPorts’ workplaces. TasPorts has existing mechanisms in place to mitigate each of these risks which are detailed below.

TasPorts, in collaboration with the Menzies Institute, has developed 3 x specific strategies for overcoming ISO 4503 implementation challenges which will be presented to the Executive Leadership Team for consideration

and feedback on the 4 December 2023. The roll out of these strategies aims to reduce the likelihood, duration and severity of any of these hazards from arising to improve employee mental health.

Potential psychosocial hazards and controls:

Job Demands

Low Job Control

- Roster design Risk Assessment in Line WHS legislation
- Performance Management Framework and discussions
- Employee planning and development process
- Position descriptions
- Worker physical/mental fitness for work pre task assessment

Poor Support

- Mental Health First Aiders trained – 62
- Employee assistance program
- Performance Management Framework and discussions

Lack Of Role Clarity

- Management of Change Process
- Position Descriptions

Poor Organisational Change Management

- Management of Change Process

Inadequate Reward and Recognition

- Reward and Recognition Program
- Employee training and other skills gap analysis
- Performance Management Framework and discussions
- Enterprise agreements
- Higher duties policy

Poor Organisational Justice

- No blame investigation processes
- Whistle blowing process
- Performance Management Framework and discussions

Traumatic Events or Material

- Post traumatic event process

Remote or Isolated Work

- Working from home policy and toolkit
- Safety Management System certificated 45001 & 45003

Poor Physical Environment

- Safety Management System certificated 45001 & 45003
- Flexible work arrangements policy

Violence and Aggression

Bullying

Harassment,

Conflict or Poor Workplace Relationships and Interactions

sexual harassment

- Code of conduct
- Bullying and Harassment Policy and training
- Anti-discrimination policy and training

QUESTION FOUR

Provide results of the surveys (recent pulse and detailed survey undertaken 2 years ago) to demonstrate the level of staff satisfaction. Can you provide more detail around the metrics having regard to the significant improvement that has been described?

RESPONSE

The Human Synergistics OCI survey tool was used to measure TasPorts culture in Sept 2018 and July 2020.

A total of 12 cultural styles are measured and the results were:

	2020 results compared to 2018
Constructive Styles	
Achievement	Improved
Self-Actualising	Improved
Humanistic-Encouraging	Improved
Affiliative	Improved
Passive Defensive Styles	
Approval	Improved
Conventional	Improved
Dependent	Improved
Avoidance	Improved
Aggressive/Defensive Styles	
Oppositional	Improved
Power	Improved
Competitive	Improved
Perfectionistic	Improved

An engagement survey was completed in March 2023 with a 72% participation rate. The survey showed:

- 80% of people strongly believe in the vision of the business,
 - 82% of our people believe it's important that our workforce reflects the diversity of our stakeholders, customers and community.
 - 80% believe that their Leader displays high standards of ethical behaviour.
-

QUESTION FIVE

In relation to the work done in June 2023, to identify psycho-social risks in the workplace, the CEO references 'cross-sectional teams' as participant in this work. What percentage of the workforce participated in these cross-sectional teams?

RESPONSE

There were 10 TasPorts participants who attended this meeting consisting of:

- Safety Department – 50%
 - Communications – 10%
 - Major Projects – 10%
 - Operations – 10%
 - Finance – 10%
 - People and Culture – 10%
-

QUESTION SIX

The CEO spoke about staff members who either made the decision themselves to leave the business as a result of psycho-social risk factors or challenges, or were 'helped' to make that decision – how many people left the business in the last three years, and how many of those were 'helped' to make that decision?

RESPONSE

TasPorts does not keep records that specifically track this information.

QUESTION SEVEN

With respect to wharf infrastructure and referring to the Wharf Structure Condition Assessment Manual (WSCAM) a National Benchmark for assessing the condition of wharf infrastructure that is run and administrated by Ports Australia:

- a) *Please provide a list of all wharves/components and defect lists with a defect rating of 5 or higher;*
- b) *Outline what action has been taken with respect to these defects;*
- c) *What, if any, other work has been identified on all wharf assets under this benchmark; and*
 - i. *Any costs identified as necessary to remediate each structure; and*
 - ii. *How much has actually been spent at each wharf.*

RESPONSE

- a) Refer **Appendix One: Asset and Components with WSCAM Rating 5 or Higher - November 2023.**
- b) TasPorts under its Strategic Asset Management Framework develops short, medium and long-term maintenance strategies for its key assets. These strategies encompass asset condition and integrity, current and future demand and commercial considerations in the decision making. We are undertaking remediation projects for Bell Bay Berth 6, Devonport Berth 1 and are in the planning stage for multiple remediation projects at the Hobart waterfront, Burnie Wharf 4 and Community infrastructure in Stanley. Additionally, we are in the tender stage for a life extension project for Burnie Chip Export Terminal (BCET), key infrastructure supporting the North West forestry industry.
- c) TasPorts maintains a comprehensive list of strategic assets numbering in the thousands and continues to assess and development maintenance strategies for key assets as required.
 - i. Our modelling has indicated a nominal annualised maintenance cost of \$8.75 million for all wharf assets over 20 years. Prioritisation and scope is managed through our short and medium term strategic asset management planning process. These costs are budgeted accordingly.
 - ii. See **Attachment Two: TasPorts Capital and Operational Expenditure – November 2023**

QUESTION EIGHT

What capital expenditure was expended during the FY other than the QuayLink capital expenditure?

RESPONSE

See **Attachment Two: TasPorts Capital and Operational Expenditure – November 2023**

QUESTION NINE

What is the total capital expenditure in the budget for this year (FY24).

RESPONSE

\$142.3 million for FY24

QUESTION TEN

Please provide a breakdown on the external legal costs.

RESPONSE

For the financial year ended 30 June 2023 external legal costs were approximately \$750,000 across the following advice categories – commercial, property, industrial relations and marine. These amounts do not include costs associated with current litigation matters which may be prejudicial to disclose.

Yours sincerely



Michael Ferguson MP

Deputy Premier

Minister for Infrastructure and Transport

30 November 2023

Encl.

Appendix One – Question On Notice Response – Asset and Components with WSCAM Rating 5 or higher – November 2023

Appendix Two – Question On Notice Response – TasPorts Capital and Operational Expenditure – November 2023

AssetCode	Description	Parent Asset Description
BRN-05-02-01-06-02-01	Ocean Wall Waterside Section 1-2	Burnie Ocean Breakwater Precinct
BRN-05-02-01-06-02-04	Ocean Wall Waterside Section 4-5	Burnie Ocean Breakwater Precinct
BRN-05-02-01-06-02-05	Ocean Wall Waterside Section 5-6	Burnie Ocean Breakwater Precinct
BRN-05-02-01-06-02-06	Ocean Wall Waterside Section 6-7	Burnie Ocean Breakwater Precinct
HBT-12-02-09-74	Deck Soffit 50D	Hobart Macquarie No. 5
HBT-12-02-09-196	Deck Soffit 53Q	Hobart Macquarie No. 5
FLI-02-04-02-01-01	Paver Strip (Between Conc Abutment-28)	Flinders Island Whitemark
HBT-14-02-11-136	Deck Soffit R74	Hobart Macquarie No. 6
FLI-02-04-03-01-04	Fender Pile No.01 (South - Landward)	Flinders Island Whitemark
FLI-02-04-03-02-04	Fender Pile No.02	Flinders Island Whitemark
FLI-02-04-03-03-04	Fender Pile No.03	Flinders Island Whitemark
FLI-02-04-03-04-04	Fender Pile No.04	Flinders Island Whitemark
FLI-02-04-03-05-04	Fender Pile No.05	Flinders Island Whitemark
FLI-02-04-03-07-04	Fender Pile No.07	Flinders Island Whitemark
FLI-02-04-03-08-04	Fender Pile No.08	Flinders Island Whitemark
FLI-02-04-03-09-04	Fender Pile No.09	Flinders Island Whitemark
FLI-02-04-03-10-04	Fender Pile No.10	Flinders Island Whitemark
FLI-02-04-03-12-04	Fender Pile No.12	Flinders Island Whitemark
FLI-02-04-03-13-04	Fender Pile No.13	Flinders Island Whitemark
FLI-02-04-03-14-04	Fender Pile No.14	Flinders Island Whitemark
FLI-02-04-03-15-04	Fender Pile No.15	Flinders Island Whitemark
FLI-02-04-03-16-04	Fender Pile No.16	Flinders Island Whitemark
FLI-02-04-03-17-04	Fender Pile No.17 (North - Seaward)	Flinders Island Whitemark

FLI-02-04-03-18-04	Fender Pile No.18	Flinders Island Whitemark
FLI-02-04-03-19-04	Fender Pile No.19	Flinders Island Whitemark
FLI-02-04-03-20-04	Fender Pile No.20	Flinders Island Whitemark
FLI-02-04-03-21-04	Fender Pile No.21	Flinders Island Whitemark
FLI-02-04-03-22-04	Fender Pile No.22	Flinders Island Whitemark
FLI-02-04-03-23-04	Fender Pile No.23	Flinders Island Whitemark
FLI-02-04-03-25-04	Fender Pile No.25	Flinders Island Whitemark
FLI-02-04-03-26-04	Fender Pile No.26	Flinders Island Whitemark
FLI-02-04-03-27-04	Fender Pile No.27	Flinders Island Whitemark
FLI-02-04-03-28-04	Fender Pile No.28 (North - Landward)	Flinders Island Whitemark
FLI-02-04-03-29-04	Fender Pile Cluster - No.04 (North)	Flinders Island Whitemark
HBT-12-02-09-179	Deck Soffit 54M	Hobart Macquarie No. 5
HBT-12-02-09-184	Deck Soffit 54N	Hobart Macquarie No. 5
HBT-12-02-09-192	Deck Soffit 54P	Hobart Macquarie No. 5
HBT-12-02-09-100	Deck Soffit 33F	Hobart Macquarie No. 5
HBT-12-02-09-14	Deck Soffit 32B	Hobart Macquarie No. 5
HBT-12-02-09-15	Deck Soffit 33B	Hobart Macquarie No. 5
HBT-12-02-09-18	Deck Soffit 36B	Hobart Macquarie No. 5
HBT-12-02-09-185	Deck Soffit 51O	Hobart Macquarie No. 5
HBT-12-02-09-20	Deck Soffit 38B	Hobart Macquarie No. 5
HBT-12-02-09-23	Deck Soffit 41B	Hobart Macquarie No. 5
HBT-12-02-09-51	Deck Soffit 48C	Hobart Macquarie No. 5
HBT-12-02-09-96	Deck Soffit 51E	Hobart Macquarie No. 5
HBT-12-02-09-99	Deck Soffit 32F	Hobart Macquarie No. 5
HBT-12-02-09-109	Deck Soffit 42F	Hobart Macquarie No. 5
HBT-12-02-09-114	Deck Soffit 47F	Hobart Macquarie No. 5
HBT-12-02-09-115	Deck Soffit 48F	Hobart Macquarie No. 5
HBT-12-02-09-116	Deck Soffit 49F	Hobart Macquarie No. 5
HBT-14-02-05-183	Cross Beam R81	Hobart Macquarie No. 6
HBT-27-06-23	HBT-27-06-23	Hobart Domain Slip
HBT-12-02-09-52	Deck Soffit 49C	Hobart Macquarie No. 5

BBY-02-02-02-184	Deck Soffit 21E-22F	Bell Bay Berth 2
BBY-02-02-02-185	Deck Soffit 21F-22G	Bell Bay Berth 2
BBY-02-02-02-76	Deck Soffit 11D-12E	Bell Bay Berth 2
BBY-02-02-07-01	Beam 1D-1E	Bell Bay Berth 2
BBY-02-02-07-19	Beam 3D-3E	Bell Bay Berth 2
BBY-02-02-07-28	Beam 4D-4E	Bell Bay Berth 2
BBY-02-02-07-296	Beam 27H-27J	Bell Bay Berth 2
BBY-02-02-07-308	Beam 29H-29J	Bell Bay Berth 2
BBY-02-02-07-335	Crane Beam 1N-2N	Bell Bay Berth 2
BBY-02-02-07-339	Crane Beam 5N-6N	Bell Bay Berth 2
BBY-02-02-07-346	Crane Beam 1Ka-2Ka	Bell Bay Berth 2
BBY-02-02-07-350	Crane Beam 5Ka-6Ka	Bell Bay Berth 2
BBY-02-02-07-358	Fender Beam 2P-3P	Bell Bay Berth 2
BBY-02-02-07-359	Fender Beam 3P-4P	Bell Bay Berth 2
BBY-02-02-07-361	Fender Beam 5P-6P	Bell Bay Berth 2
BBY-02-02-07-362	Fender Beam 6P-7P	Bell Bay Berth 2
BBY-02-02-07-373	Fender Beam 18P-19P	Bell Bay Berth 2
BBY-02-02-07-378	Fender Beam 23P-24P	Bell Bay Berth 2
HBT-27-06-03	HBT-27-06-03	Hobart Domain Slip
HBT-27-06-17	HBT-27-06-17	Hobart Domain Slip
HBT-27-06-33	HBT-27-06-33	Hobart Domain Slip
HBT-12-02-05-02-05	Beam Segment 35H-36H	Hobart Macquarie No. 5
HBT-12-02-05-02-06	Beam Segment 36H-37H	Hobart Macquarie No. 5
HBT-14-02-12-03	Fender Beam S57	Hobart Macquarie No. 6
HBT-14-02-11-32	Deck Soffit N59	Hobart Macquarie No. 6
HBT-14-02-11-134	Deck Soffit M74	Hobart Macquarie No. 6
HBT-14-02-11-176	Deck Soffit M80	Hobart Macquarie No. 6
HBT-03-03-01-07-27	Deck Soffit 3C	Hobart Selfs Point
HBT-03-03-01-07-28	Deck Soffit 4C	Hobart Selfs Point
HBT-11-02-11-05	Fender Beam 1G-1H	Hobart Macquarie No. 4
HBT-11-02-11-19	Fender Beam 14H-15H	Hobart Macquarie No. 4

HBT-11-02-11-22	Fender Beam 17H-18H	Hobart Macquarie No. 4
HBT-19-02-02-09	Timber Fenders CH 380 - CH 399	Hobart Constitution Dock
FLI-02-04-02-01-02	Paver Strip (Between Fender No.28-01)	Flinders Island Whitemark
FLI-02-04-06-02-01	Sheet Pile Section - Fender 01-02 (South)	Flinders Island Whitemark
FLI-02-04-06-02-02	Sheet Pile Section - Fender 02-03 (South)	Flinders Island Whitemark
FLI-02-04-06-02-03	Sheet Pile Section - Fender 03-04 (South)	Flinders Island Whitemark
FLI-02-04-06-02-04	Sheet Pile Section - Fender 04-05 (South)	Flinders Island Whitemark
FLI-02-04-06-02-05	Sheet Pile Section - Fender 05-06 (South)	Flinders Island Whitemark
FLI-02-04-06-02-06	Sheet Pile Section - Fender 06-07 (South)	Flinders Island Whitemark
FLI-02-04-06-02-07	Sheet Pile Section - Fender 07-08 (South)	Flinders Island Whitemark
FLI-02-04-06-02-08	Sheet Pile Section - Fender 08-09 (South)	Flinders Island Whitemark
FLI-02-04-06-02-09	Sheet Pile Section - Fender 09-10 (South)	Flinders Island Whitemark
FLI-02-04-06-02-10	Sheet Pile Section - Fender 10-11 (South)	Flinders Island Whitemark
FLI-02-04-06-04-01	Sheet Pile Section - Fender 17-18 (North)	Flinders Island Whitemark
FLI-02-04-06-04-02	Sheet Pile Section - Fender 18-19 (North)	Flinders Island Whitemark
FLI-02-04-06-04-03	Sheet Pile Section - Fender 19-20 (North)	Flinders Island Whitemark
FLI-02-04-06-04-04	Sheet Pile Section - Fender 21-22 (North)	Flinders Island Whitemark
FLI-02-04-06-04-05	Sheet Pile Section - Fender 22-23 (North)	Flinders Island Whitemark
FLI-02-04-06-04-06	Sheet Pile Section - Fender 23-24 (North)	Flinders Island Whitemark
FLI-02-04-06-04-07	Sheet Pile Section - Fender 24-25 (North)	Flinders Island Whitemark
FLI-02-04-06-04-08	Sheet Pile Section - Fender 25-26 (North)	Flinders Island Whitemark
FLI-02-04-06-04-09	Sheet Pile Section - Fender 26-27 (North)	Flinders Island Whitemark
FLI-02-04-06-04-10	Sheet Pile Section - Fender 27-28 (North)	Flinders Island Whitemark
HBT-07-02-10-36	Fender Beam G86	Hobart Macquarie No. 3
HBT-07-02-10-37	Fender Beam G87	Hobart Macquarie No. 3
HBT-07-02-10-38	Fender Beam G88	Hobart Macquarie No. 3
HBT-07-02-10-40	Fender Beam G90	Hobart Macquarie No. 3
HBT-12-02-05-02-238	Transverse Beam 52D	Hobart Macquarie No. 5
HBT-14-02-05-56	Cross Beam N62	Hobart Macquarie No. 6
HBT-06-02-10-41	Fender Beam G50-G51	Hobart Macquarie No. 2
HBT-11-02-10-146	Deck Soffit 21B	Hobart Macquarie No. 4

HBT-07-02-08-152	Deck Soffit 79F	Hobart Macquarie No. 3
HBT-07-02-08-66	Deck Soffit 64A	Hobart Macquarie No. 3
HBT-07-02-08-86	Deck Soffit 67F	Hobart Macquarie No. 3
HBT-07-02-10-32	Fender Beam G82	Hobart Macquarie No. 3
HBT-07-02-10-33	Fender Beam G83	Hobart Macquarie No. 3
HBT-07-02-10-34	Fender Beam G84	Hobart Macquarie No. 3
HBT-07-02-10-35	Fender Beam G85	Hobart Macquarie No. 3
BBY-02-02-02-01	Deck Soffit 1D-2E	Bell Bay Berth 2
BBY-02-02-02-236	Deck Soffit 28K-29L	Bell Bay Berth 2
BBY-02-02-02-49	Deck Soffit 8D-9E	Bell Bay Berth 2
BBY-02-02-02-50	Deck Soffit 8E-9F	Bell Bay Berth 2
BBY-02-02-02-58	Deck Soffit 9D-10E	Bell Bay Berth 2
BBY-02-02-02-67	Deck Soffit 10D-11E	Bell Bay Berth 2
BBY-02-02-02-68	Deck Soffit 10E-11F	Bell Bay Berth 2
BBY-02-02-07-258	Beam 22M-22P	Bell Bay Berth 2
BBY-02-02-07-302	Beam 28H-28J	Bell Bay Berth 2
BBY-02-02-07-315	Beam 30J-30K	Bell Bay Berth 2
BBY-02-02-07-326	Beam 32J-32K	Bell Bay Berth 2
BBY-02-02-07-338	Crane Beam 4N-5N	Bell Bay Berth 2
BBY-02-02-07-340	Crane Beam 6N-7N	Bell Bay Berth 2
BBY-02-02-07-347	Crane Beam 2Ka-3Ka	Bell Bay Berth 2
BBY-02-02-07-348	Crane Beam 3Ka-4Ka	Bell Bay Berth 2
BBY-02-02-07-349	Crane Beam 4Ka-5Ka	Bell Bay Berth 2
BBY-02-02-07-360	Fender Beam 4P-5P	Bell Bay Berth 2
BBY-02-02-07-365	Fender Beam 10P-11P	Bell Bay Berth 2
BBY-05-02-10-05-03	Fender Beam 3A-4A	Bell Bay Berth 4
FLI-02-04-06-05-01	Steel Waler Section - Fender 01-02 (South)	Flinders Island Whitemark
FLI-02-04-06-05-02	Steel Waler Section - Fender 02-03 (South)	Flinders Island Whitemark
FLI-02-04-06-05-03	Steel Waler Section - Fender 03-04 (South)	Flinders Island Whitemark
FLI-02-04-06-05-04	Steel Waler Section - Fender 04-05 (South)	Flinders Island Whitemark
FLI-02-04-06-05-05	Steel Waler Section - Fender 05-06 (South)	Flinders Island Whitemark

FLI-02-04-06-05-06	Steel Waler Section - Fender 06-07 (South)	Flinders Island Whitemark
FLI-02-04-06-05-07	Steel Waler Section - Fender 07-08 (South)	Flinders Island Whitemark
FLI-02-04-06-05-08	Steel Waler Section - Fender 08-09 (South)	Flinders Island Whitemark
FLI-02-04-06-05-09	Steel Waler Section - Fender 09-10 (South)	Flinders Island Whitemark
FLI-02-04-06-05-10	Steel Waler Section - Fender 10-11 (South)	Flinders Island Whitemark
FLI-02-04-06-06-01	Steel Waler Section - Fender 01-02 (North)	Flinders Island Whitemark
FLI-02-04-06-06-02	Steel Waler Section - Fender 02-03 (North)	Flinders Island Whitemark
FLI-02-04-06-06-03	Steel Waler Section - Fender 03-04 (North)	Flinders Island Whitemark
FLI-02-04-06-06-04	Steel Waler Section - Fender 04-05 (North)	Flinders Island Whitemark
FLI-02-04-06-06-05	Steel Waler Section - Fender 05-06 (North)	Flinders Island Whitemark
FLI-02-04-06-06-06	Steel Waler Section - Fender 06-07 (North)	Flinders Island Whitemark
FLI-02-04-06-06-07	Steel Waler Section - Fender 07-08 (North)	Flinders Island Whitemark
FLI-02-04-06-06-08	Steel Waler Section - Fender 08-09 (North)	Flinders Island Whitemark
FLI-02-04-06-06-09	Steel Waler Section - Fender 09-10 (North)	Flinders Island Whitemark
FLI-02-04-06-06-10	Steel Waler Section - Fender 10-11 (North)	Flinders Island Whitemark
FLI-02-04-06-07-01	Conc. Capping Beam Section - Fender 01-02 (South)	Flinders Island Whitemark
FLI-02-04-06-07-02	Conc. Capping Beam Section - Fender 02-03 (South)	Flinders Island Whitemark
FLI-02-04-06-07-03	Conc. Capping Beam Section - Fender 03-04 (South)	Flinders Island Whitemark
FLI-02-04-06-07-04	Conc. Capping Beam Section - Fender 04-05 (South)	Flinders Island Whitemark
FLI-02-04-06-07-05	Conc. Capping Beam Section - Fender 05-06 (South)	Flinders Island Whitemark
FLI-02-04-06-07-06	Conc. Capping Beam Section - Fender 06-07 (South)	Flinders Island Whitemark
FLI-02-04-06-07-07	Conc. Capping Beam Section - Fender 07-08 (South)	Flinders Island Whitemark
FLI-02-04-06-07-08	Conc. Capping Beam Section - Fender 08-09 (South)	Flinders Island Whitemark
FLI-02-04-06-07-09	Conc. Capping Beam Section - Fender 09-10 (South)	Flinders Island Whitemark
FLI-02-04-06-07-10	Conc. Capping Beam Section - Fender 10-11 (South)	Flinders Island Whitemark
FLI-02-04-06-09-01	Conc. Capping Beam Section - Fender 17-18 (North)	Flinders Island Whitemark
FLI-02-04-06-09-02	Conc. Capping Beam Section - Fender 18-19 (North)	Flinders Island Whitemark
FLI-02-04-06-09-03	Conc. Capping Beam Section - Fender 19-20 (North)	Flinders Island Whitemark
FLI-02-04-06-09-04	Conc. Capping Beam Section - Fender 20-21 (North)	Flinders Island Whitemark
FLI-02-04-06-09-05	Conc. Capping Beam Section - Fender 21-22 (North)	Flinders Island Whitemark
FLI-02-04-06-09-06	Conc. Capping Beam Section - Fender 22-23 (North)	Flinders Island Whitemark

FLI-02-04-06-09-07	Conc. Capping Beam Section - Fender 23-24 (North)	Flinders Island Whitemark
FLI-02-04-06-09-08	Conc. Capping Beam Section - Fender 24-25 (North)	Flinders Island Whitemark
FLI-02-04-06-09-09	Conc. Capping Beam Section - Fender 25-26 (North)	Flinders Island Whitemark
FLI-02-04-06-09-10	Conc. Capping Beam Section - Fender 26-27 (North)	Flinders Island Whitemark
FLI-02-04-06-09-11	Conc. Capping Beam Section - Fender 27-28 (North)	Flinders Island Whitemark
HBT-19-02-02-04	Timber Fenders CH 38 - CH 138	Hobart Constitution Dock
HBT-27-06-102	HBT-27-06-102	Hobart Domain Slip
HBT-27-06-04	HBT-27-06-04	Hobart Domain Slip
HBT-14-02-11-143	Deck Soffit R75	Hobart Macquarie No. 6
HBT-14-02-12-02	Fender Beam S56	Hobart Macquarie No. 6
HBT-14-02-12-05	Fender Beam S59	Hobart Macquarie No. 6
HBT-14-02-12-06	Fender Beam S60	Hobart Macquarie No. 6
HBT-14-02-12-10	Fender Beam S64	Hobart Macquarie No. 6
STR-04-08-16	Crosshead 5	Strahan Fishermans Jetty
HBT-12-02-05-02-211	Beam Segment 55S-56S	Hobart Macquarie No. 5
HBT-07-02-08-27	Deck Soffit 56B	Hobart Macquarie No. 3
HBT-07-02-08-28	Deck Soffit 56D	Hobart Macquarie No. 3
HBT-07-02-08-72	Deck Soffit 65B	Hobart Macquarie No. 3
HBT-05-02-08-155	Deck Soffit 43B	Hobart Macquarie No. 1
HBT-05-02-08-177	Deck Soffit 49F	Hobart Macquarie No. 1
HBT-05-02-08-186	Deck Soffit 50A	Hobart Macquarie No. 1
DEV-05-02-03-121	Deck Soffit 57J-59K	Devonport Berth 4 West
DEV-05-02-03-142	Deck Soffit 65K-67L	Devonport Berth 4 West
DEV-05-02-03-148	Deck Soffit 79K-82L	Devonport Berth 4 West
DEV-05-02-06-146	Beam 29B-30B	Devonport Berth 4 West
HBT-05-02-08-11	Deck Soffit 4A	Hobart Macquarie No. 1
BRN-08-02-06-32	Seawall Segment 25	Burnie Berth 6
BRN-08-02-06-38	Seawall Segment 31	Burnie Berth 6
BRN-08-02-06-46	Seawall Segment 39	Burnie Berth 6
BRN-08-02-06-74	Seawall Segment 67	Burnie Berth 6
BRN-08-02-06-88	Seawall Segment 81	Burnie Berth 6

HBT-14-02-05-42	Cross Beam N60	Hobart Macquarie No. 6
HBT-14-02-05-20	Cross Beam P57	Hobart Macquarie No. 6
HBT-14-02-05-25	Cross Beam P58	Hobart Macquarie No. 6
HBT-14-02-11-128	Deck Soffit N73	Hobart Macquarie No. 6
HBT-14-02-11-135	Deck Soffit N74	Hobart Macquarie No. 6
HBT-14-02-05-19	Cross Beam O57	Hobart Macquarie No. 6
BRN-11-02-04-07-15	Deck Soffit 6B	Burnie Berth 7
BRN-11-02-04-07-33	Deck Soffit 6D	Burnie Berth 7
HBT-07-02-10-39	Fender Beam G89	Hobart Macquarie No. 3
HBT-11-02-11-30	Fender Beam 25H-26H	Hobart Macquarie No. 4
HBT-11-02-11-31	Fender Beam 26H-27H	Hobart Macquarie No. 4
HBT-11-02-11-34	Fender Beam 29H-30H	Hobart Macquarie No. 4
STR-04-08-14	Crosshead Ma	Strahan Fishermans Jetty
BBY-02-02-07-280	Beam 25G-25H	Bell Bay Berth 2
BBY-02-02-07-311	Beam 29K-29L	Bell Bay Berth 2
HBT-27-06-07	HBT-27-06-07	Hobart Domain Slip
HBT-27-06-121	HBT-27-06-121	Hobart Domain Slip
HBT-19-02-02-02	Timber Fenders CH 7 - CH 17	Hobart Constitution Dock
HBT-14-02-11-01	Deck Soffit R55	Hobart Macquarie No. 6
HBT-14-02-11-08	Deck Soffit R56	Hobart Macquarie No. 6
HBT-14-02-11-100	Deck Soffit M69	Hobart Macquarie No. 6
HBT-14-02-11-106	Deck Soffit M70	Hobart Macquarie No. 6
HBT-14-02-11-113	Deck Soffit M71	Hobart Macquarie No. 6
HBT-14-02-11-120	Deck Soffit M72	Hobart Macquarie No. 6
HBT-14-02-11-127	Deck Soffit M73	Hobart Macquarie No. 6
HBT-14-02-11-85	Deck Soffit M67	Hobart Macquarie No. 6
HBT-14-02-11-92	Deck Soffit N68	Hobart Macquarie No. 6
HBT-14-02-11-93	Deck Soffit M68	Hobart Macquarie No. 6
HBT-14-02-11-99	Deck Soffit N69	Hobart Macquarie No. 6
HBT-19-02-02-01	Timber Fenders CH 0 - 7	Hobart Constitution Dock
HBT-19-02-02-05	Timber Fenders CH 138 - CH 216	Hobart Constitution Dock

HBT-12-02-09-199	Deck Soffit 52R	Hobart Macquarie No. 5
HBT-12-02-09-200	Deck Soffit 53R	Hobart Macquarie No. 5
HBT-12-02-09-201	Deck Soffit 54R	Hobart Macquarie No. 5
HBT-12-02-09-01	Deck Soffit 31BA	Hobart Macquarie No. 5
HBT-12-02-09-02	Deck Soffit 32A	Hobart Macquarie No. 5
HBT-12-02-09-03	Deck Soffit 33A	Hobart Macquarie No. 5
HBT-12-02-09-04	Deck Soffit 34A	Hobart Macquarie No. 5
HBT-12-02-09-05	Deck Soffit 35A	Hobart Macquarie No. 5
HBT-12-02-09-06	Deck Soffit 36A	Hobart Macquarie No. 5
HBT-12-02-09-07	Deck Soffit 37A	Hobart Macquarie No. 5
HBT-12-02-09-08	Deck Soffit 38A	Hobart Macquarie No. 5
HBT-12-02-09-09	Deck Soffit 39A	Hobart Macquarie No. 5
HBT-12-02-09-10	Deck Soffit 40A	Hobart Macquarie No. 5
HBT-12-02-09-104	Deck Soffit 37F	Hobart Macquarie No. 5
HBT-12-02-09-11	Deck Soffit 41A	Hobart Macquarie No. 5
HBT-12-02-09-111	Deck Soffit 44F	Hobart Macquarie No. 5
HBT-12-02-09-12	Deck Soffit 42A	Hobart Macquarie No. 5
HBT-12-02-09-120	Deck Soffit 53F	Hobart Macquarie No. 5
HBT-12-02-09-122	Deck Soffit 32G	Hobart Macquarie No. 5
HBT-12-02-09-123	Deck Soffit 33G	Hobart Macquarie No. 5
HBT-12-02-09-124	Deck Soffit 34G	Hobart Macquarie No. 5
HBT-12-02-09-127	Deck Soffit 37G	Hobart Macquarie No. 5
HBT-12-02-09-128	Deck Soffit 38G	Hobart Macquarie No. 5
HBT-12-02-09-131	Deck Soffit 41G	Hobart Macquarie No. 5
HBT-12-02-09-132	Deck Soffit 42G	Hobart Macquarie No. 5
HBT-12-02-09-133	Deck Soffit 43G	Hobart Macquarie No. 5
HBT-12-02-09-134	Deck Soffit 44G	Hobart Macquarie No. 5
HBT-12-02-09-135	Deck Soffit 45G	Hobart Macquarie No. 5
HBT-12-02-09-136	Deck Soffit 46G	Hobart Macquarie No. 5
HBT-12-02-09-137	Deck Soffit 47G	Hobart Macquarie No. 5
HBT-12-02-09-139	Deck Soffit 49G	Hobart Macquarie No. 5

HBT-12-02-09-143	Deck Soffit 53G	Hobart Macquarie No. 5
HBT-12-02-09-144	Deck Soffit 54G	Hobart Macquarie No. 5
HBT-12-02-09-170	Deck Soffit 52J	Hobart Macquarie No. 5
HBT-12-02-09-172	Deck Soffit 54J	Hobart Macquarie No. 5
HBT-12-02-09-177	Deck Soffit 54K	Hobart Macquarie No. 5
HBT-12-02-09-178	Deck Soffit 54L	Hobart Macquarie No. 5
HBT-12-02-09-186	Deck Soffit 52O	Hobart Macquarie No. 5
HBT-12-02-09-187	Deck Soffit 53O	Hobart Macquarie No. 5
HBT-12-02-09-189	Deck Soffit 51P	Hobart Macquarie No. 5
HBT-12-02-09-190	Deck Soffit 52P	Hobart Macquarie No. 5
HBT-12-02-09-21	Deck Soffit 39B	Hobart Macquarie No. 5
HBT-12-02-09-25	Deck Soffit 43B	Hobart Macquarie No. 5
HBT-12-02-09-26	Deck Soffit 44B	Hobart Macquarie No. 5
HBT-12-02-09-27	Deck Soffit 45B	Hobart Macquarie No. 5
HBT-12-02-09-28	Deck Soffit 46B	Hobart Macquarie No. 5
HBT-12-02-09-29	Deck Soffit 47B	Hobart Macquarie No. 5
HBT-12-02-09-30	Deck Soffit 48B	Hobart Macquarie No. 5
HBT-12-02-09-31	Deck Soffit 49B	Hobart Macquarie No. 5
HBT-12-02-09-32	Deck Soffit 50B	Hobart Macquarie No. 5
HBT-12-02-09-33	Deck Soffit 51B	Hobart Macquarie No. 5
HBT-12-02-09-53	Deck Soffit 50C	Hobart Macquarie No. 5
HBT-12-02-09-75	Deck Soffit 51D	Hobart Macquarie No. 5
HBT-12-02-09-97	Deck Soffit 52E	Hobart Macquarie No. 5
HBT-14-02-11-10	Deck Soffit M56	Hobart Macquarie No. 6
HBT-14-02-11-15	Deck Soffit R57	Hobart Macquarie No. 6
HBT-14-02-11-169	Deck Soffit M79	Hobart Macquarie No. 6
HBT-14-02-11-17	Deck Soffit M57	Hobart Macquarie No. 6
HBT-14-02-11-22	Deck Soffit R58	Hobart Macquarie No. 6
HBT-14-02-11-24	Deck Soffit M58	Hobart Macquarie No. 6
HBT-14-02-11-29	Deck Soffit R59	Hobart Macquarie No. 6
HBT-14-02-11-31	Deck Soffit M59	Hobart Macquarie No. 6

HBT-14-02-11-36	Deck Soffit R60	Hobart Macquarie No. 6
HBT-14-02-11-38	Deck Soffit M60	Hobart Macquarie No. 6
HBT-14-02-11-43	Deck Soffit R61	Hobart Macquarie No. 6
HBT-14-02-11-44	Deck Soffit M61	Hobart Macquarie No. 6
HBT-14-02-11-50	Deck Soffit R62	Hobart Macquarie No. 6
HBT-14-02-11-51	Deck Soffit M62	Hobart Macquarie No. 6
HBT-14-02-11-57	Deck Soffit R63	Hobart Macquarie No. 6
HBT-14-02-11-58	Deck Soffit M63	Hobart Macquarie No. 6
HBT-14-02-11-64	Deck Soffit R64	Hobart Macquarie No. 6
HBT-14-02-11-65	Deck Soffit M64	Hobart Macquarie No. 6
HBT-14-02-11-72	Deck Soffit M65	Hobart Macquarie No. 6
HBT-14-02-11-79	Deck Soffit M66	Hobart Macquarie No. 6
HBT-06-02-09-01	Expansion Joint Grid 10	Hobart Macquarie No. 2
HBT-19-02-02-08	Timber Fenders CH 364 - CH372	Hobart Constitution Dock
HBT-12-02-09-142	Deck Soffit 52G	Hobart Macquarie No. 5
HBT-12-02-09-45	Deck Soffit 42C	Hobart Macquarie No. 5
HBT-14-02-11-39	Deck Soffit N60	Hobart Macquarie No. 6
HBT-14-02-11-46	Deck Soffit N61	Hobart Macquarie No. 6
HBT-14-02-11-11	Deck Soffit Q56	Hobart Macquarie No. 6
HBT-14-02-11-183	Deck Soffit N81	Hobart Macquarie No. 6
DEV-13-07-07-01	Seawall 1-2	Devonport Berth 1 West
DEV-13-07-07-02	Seawall 2-3	Devonport Berth 1 West
DEV-13-07-07-03	Seawall 3-4	Devonport Berth 1 West
DEV-13-07-07-04	Seawall 4-5	Devonport Berth 1 West
DEV-13-07-07-05	Seawall 5-6	Devonport Berth 1 West
DEV-13-07-07-06	Seawall 6-7	Devonport Berth 1 West
DEV-13-07-07-07	Seawall 7-8	Devonport Berth 1 West
DEV-13-07-07-08	Seawall 8-9	Devonport Berth 1 West
DEV-13-07-07-09	Seawall 9-10	Devonport Berth 1 West
DEV-13-07-07-10	Seawall 10-11	Devonport Berth 1 West
DEV-13-07-07-11	Seawall 11-12	Devonport Berth 1 West

DEV-13-07-07-12	Seawall 12-13	Devonport Berth 1 West
DEV-13-07-07-13	Seawall 13-14	Devonport Berth 1 West
DEV-13-07-07-14	Seawall 14-15	Devonport Berth 1 West
DEV-13-07-07-15	Seawall 15-16	Devonport Berth 1 West
DEV-13-07-07-16	Seawall 16-17	Devonport Berth 1 West
DEV-13-07-07-17	Seawall 17-18	Devonport Berth 1 West
DEV-13-07-07-18	Seawall 18-19	Devonport Berth 1 West
DEV-13-07-07-19	Seawall 19-20	Devonport Berth 1 West
DEV-13-07-07-20	Seawall 20-21	Devonport Berth 1 West
DEV-13-07-07-21	Seawall 21-22	Devonport Berth 1 West
DEV-13-07-07-22	Seawall 22-23	Devonport Berth 1 West
DEV-13-07-07-23	Seawall 23-24	Devonport Berth 1 West
DEV-13-07-07-24	Seawall 24-25	Devonport Berth 1 West
HBT-14-02-05-33	Cross Beam P59	Hobart Macquarie No. 6
HBT-14-02-04-45	Deck Top O61	Hobart Macquarie No. 6
HBT-07-02-08-133	Deck Soffit 75E	Hobart Macquarie No. 3
HBT-07-02-08-134	Deck Soffit 75F	Hobart Macquarie No. 3
HBT-07-02-08-141	Deck Soffit 77A	Hobart Macquarie No. 3
HBT-07-02-10-08	Fender Beam G58	Hobart Macquarie No. 3
HBT-11-02-11-04	Fender Beam 1F-1G	Hobart Macquarie No. 4
HBT-19-02-06-01-06	Concrete Retaining Unit CH41.2 - CH44.5	Hobart Constitution Dock
HBT-12-02-09-141	Deck Soffit 51G	Hobart Macquarie No. 5
HBT-12-02-09-166	Deck Soffit 52H	Hobart Macquarie No. 5
HBT-14-02-05-38	Cross Beam Q60	Hobart Macquarie No. 6
HBT-06-02-10-36	Fender Beam G45-G46	Hobart Macquarie No. 2
DEV-05-02-03-129	Deck Soffit 77J-79K	Devonport Berth 4 West
DEV-05-02-03-139	Deck Soffit 57K-59L	Devonport Berth 4 West
DEV-05-02-03-143	Deck Soffit 67K-69L	Devonport Berth 4 West
DEV-05-02-03-59	Deck Soffit 52G-56H	Devonport Berth 4 West
DEV-13-07-05-33	Beam 9B-10B	Devonport Berth 1 West
HBT-12-02-05-02-133	Beam Segment 34B-35B	Hobart Macquarie No. 5

HBT-12-02-05-02-137	Beam Segment 38B-39B	Hobart Macquarie No. 5
HBT-12-02-05-02-239	Transverse Beam 53E	Hobart Macquarie No. 5
BRN-08-02-01-06	Fender Pile 14	Burnie Berth 6
BRN-08-02-01-13	Fender Pile 33	Burnie Berth 6
BRN-08-02-01-15	Fender Pile 39	Burnie Berth 6
BRN-08-02-01-16	Fender Pile 42	Burnie Berth 6
HBT-14-02-05-28	Cross Beam N58	Hobart Macquarie No. 6
HBT-12-02-05-04-31	Fender Beam 41H	Hobart Macquarie No. 5
HBT-12-02-05-04-39	Fender Beam 49H	Hobart Macquarie No. 5
HBT-12-02-05-04-40	Fender Beam 50H	Hobart Macquarie No. 5
HBT-14-02-05-147	Cross Beam S75	Hobart Macquarie No. 6
HBT-14-02-11-108	Deck Soffit N70	Hobart Macquarie No. 6
HBT-14-02-11-114	Deck Soffit N71	Hobart Macquarie No. 6
HBT-14-02-11-121	Deck Soffit N72	Hobart Macquarie No. 6
HBT-14-02-11-142	Deck Soffit N75	Hobart Macquarie No. 6
HBT-14-02-11-80	Deck Soffit N66	Hobart Macquarie No. 6
HBT-12-02-05-02-130	Beam Segment 31bB-32B	Hobart Macquarie No. 5
BRN-11-02-04-07-16	Deck Soffit 7B	Burnie Berth 7
BRN-11-02-04-07-17	Deck Soffit 8B	Burnie Berth 7
HBT-07-02-08-110	Deck Soffit 71F	Hobart Macquarie No. 3
HBT-07-02-08-122	Deck Soffit 73F	Hobart Macquarie No. 3
HBT-07-02-08-136	Deck Soffit 76B	Hobart Macquarie No. 3
HBT-07-02-08-146	Deck Soffit 78C	Hobart Macquarie No. 3
HBT-07-02-08-150	Deck Soffit 79C	Hobart Macquarie No. 3
HBT-07-02-08-24	Deck Soffit 55E	Hobart Macquarie No. 3
HBT-07-02-10-25	Fender Beam G75	Hobart Macquarie No. 3
HBT-07-02-12-35	Pile Cap 72E	Hobart Macquarie No. 3
BRN-11-02-04-09-06	Beam 6A-7A	Burnie Berth 7
HBT-11-02-11-12	Fender Beam 7H-8H	Hobart Macquarie No. 4
HBT-11-02-11-21	Fender Beam 16H-17H	Hobart Macquarie No. 4
HBT-11-02-10-182	Deck Soffit 26B	Hobart Macquarie No. 4

BBY-02-02-02-134	Deck Soffit 16D-17E	Bell Bay Berth 2
BBY-02-02-07-304	Beam 28J-28K	Bell Bay Berth 2
FLI-02-04-03-01-02	Fender Buffer No.01 - Chain Restraint	Flinders Island Whitemark
FLI-02-04-03-01-03	Fender Pile No.01 - Chain Restraint	Flinders Island Whitemark
FLI-02-04-03-02-02	Fender Buffer No.02 - Chain Restraint	Flinders Island Whitemark
FLI-02-04-03-02-03	Fender Pile No.02 - Chain Restraint	Flinders Island Whitemark
FLI-02-04-03-03-02	Fender Buffer No.03 - Chain Restraint	Flinders Island Whitemark
FLI-02-04-03-03-03	Fender Pile No.03 - Chain Restraint	Flinders Island Whitemark
FLI-02-04-03-04-02	Fender Buffer No.04 - Chain Restraint	Flinders Island Whitemark
FLI-02-04-03-04-03	Fender Pile No.04 - Chain Restraint	Flinders Island Whitemark
FLI-02-04-03-05-02	Fender Buffer No.05 - Chain Restraint	Flinders Island Whitemark
FLI-02-04-03-05-03	Fender Pile No.05 - Chain Restraint	Flinders Island Whitemark
FLI-02-04-03-06-02	Fender Buffer No.06 - Chain Restraint	Flinders Island Whitemark
FLI-02-04-03-06-03	Fender Pile No.06 - Chain Restraint	Flinders Island Whitemark
FLI-02-04-03-07-02	Fender Buffer No.07 - Chain Restraint	Flinders Island Whitemark
FLI-02-04-03-07-03	Fender Pile No.07 - Chain Restraint	Flinders Island Whitemark
FLI-02-04-03-08-02	Fender Buffer No.08 - Chain Restraint	Flinders Island Whitemark
FLI-02-04-03-08-03	Fender Pile No.08 - Chain Restraint	Flinders Island Whitemark
FLI-02-04-03-09-02	Fender Buffer No.09 - Chain Restraint	Flinders Island Whitemark
FLI-02-04-03-09-03	Fender Pile No.09 - Chain Restraint	Flinders Island Whitemark
FLI-02-04-03-10-02	Fender Buffer No.10 - Chain Restraint	Flinders Island Whitemark
FLI-02-04-03-10-03	Fender Pile No.10 - Chain Restraint	Flinders Island Whitemark
FLI-02-04-03-11-02	Fender Buffer No.11 - Chain Restraint	Flinders Island Whitemark
FLI-02-04-03-11-03	Fender Pile No.11 - Chain Restraint	Flinders Island Whitemark
FLI-02-04-03-12-02	Fender Buffer No.12 - Chain Restraint	Flinders Island Whitemark
FLI-02-04-03-12-03	Fender Pile No.12 - Chain Restraint	Flinders Island Whitemark
FLI-02-04-03-13-02	Fender Buffer No.13 - Chain Restraint	Flinders Island Whitemark
FLI-02-04-03-13-03	Fender Pile No.13 - Chain Restraint	Flinders Island Whitemark
FLI-02-04-03-14-02	Fender Buffer No.14 - Chain Restraint	Flinders Island Whitemark
FLI-02-04-03-14-03	Fender Pile No.14 - Chain Restraint	Flinders Island Whitemark
FLI-02-04-03-15-02	Fender Buffer No.15 - Chain Restraint	Flinders Island Whitemark

FLI-02-04-03-15-03	Fender Pile No.15 - Chain Restraint	Flinders Island Whitemark
FLI-02-04-03-16-02	Fender Buffer No.16 - Chain Restraint	Flinders Island Whitemark
FLI-02-04-03-16-03	Fender Pile No.16 - Chain Restraint	Flinders Island Whitemark
FLI-02-04-03-17-02	Fender Buffer No.17 - Chain Restraint	Flinders Island Whitemark
FLI-02-04-03-17-03	Fender Pile No.17 - Chain Restraint	Flinders Island Whitemark
FLI-02-04-03-18-02	Fender Buffer No.18 - Chain Restraint	Flinders Island Whitemark
FLI-02-04-03-18-03	Fender Pile No.18 - Chain Restraint	Flinders Island Whitemark
FLI-02-04-03-19-02	Fender Buffer No.19 - Chain Restraint	Flinders Island Whitemark
FLI-02-04-03-19-03	Fender Pile No.19 - Chain Restraint	Flinders Island Whitemark
FLI-02-04-03-20-02	Fender Buffer No.20 - Chain Restraint	Flinders Island Whitemark
FLI-02-04-03-20-03	Fender Pile No.20 - Chain Restraint	Flinders Island Whitemark
FLI-02-04-03-21-02	Fender Buffer No.21 - Chain Restraint	Flinders Island Whitemark
FLI-02-04-03-21-03	Fender Pile No.21 - Chain Restraint	Flinders Island Whitemark
FLI-02-04-03-22-02	Fender Buffer No.22 - Chain Restraint	Flinders Island Whitemark
FLI-02-04-03-22-03	Fender Pile No.22 - Chain Restraint	Flinders Island Whitemark
FLI-02-04-03-23-02	Fender Buffer No.23 - Chain Restraint	Flinders Island Whitemark
FLI-02-04-03-23-03	Fender Pile No.23 - Chain Restraint	Flinders Island Whitemark
FLI-02-04-03-24-02	Fender Buffer No.24 - Chain Restraint	Flinders Island Whitemark
FLI-02-04-03-24-03	Fender Pile No.24 - Chain Restraint	Flinders Island Whitemark
FLI-02-04-03-25-02	Fender Buffer No.25 - Chain Restraint	Flinders Island Whitemark
FLI-02-04-03-25-03	Fender Pile No.25 - Chain Restraint	Flinders Island Whitemark
FLI-02-04-03-26-02	Fender Buffer No.26 - Chain Restraint	Flinders Island Whitemark
FLI-02-04-03-26-03	Fender Pile No.26 - Chain Restraint	Flinders Island Whitemark
FLI-02-04-03-27-02	Fender Buffer No.27 - Chain Restraint	Flinders Island Whitemark
FLI-02-04-03-27-03	Fender Pile No.27 - Chain Restraint	Flinders Island Whitemark
FLI-02-04-03-28-02	Fender Buffer No.28 - Chain Restraint	Flinders Island Whitemark
FLI-02-04-03-28-03	Fender Pile No.28 - Chain Restraint	Flinders Island Whitemark
HBT-14-02-11-12	Deck Soffit N56	Hobart Macquarie No. 6
HBT-14-02-11-04	Deck Soffit N55	Hobart Macquarie No. 6
HBT-14-02-11-71	Deck Soffit R65	Hobart Macquarie No. 6
HBT-14-02-11-78	Deck Soffit R66	Hobart Macquarie No. 6

HBT-19-02-02-07	Timber Fenders CH 313 - CH368	Hobart Constitution Dock
HBT-12-02-09-182	Deck Soffit 52N	Hobart Macquarie No. 5
HBT-12-02-09-198	Deck Soffit 51R	Hobart Macquarie No. 5
HBT-12-02-09-194	Deck Soffit 51AQ	Hobart Macquarie No. 5
HBT-12-02-09-195	Deck Soffit 52Q	Hobart Macquarie No. 5
HBT-12-02-09-105	Deck Soffit 38F	Hobart Macquarie No. 5
HBT-12-02-09-106	Deck Soffit 39F	Hobart Macquarie No. 5
HBT-12-02-09-119	Deck Soffit 52F	Hobart Macquarie No. 5
HBT-12-02-09-126	Deck Soffit 36G	Hobart Macquarie No. 5
HBT-12-02-09-129	Deck Soffit 39G	Hobart Macquarie No. 5
HBT-19-02-02-06	Timber Fenders CH 216 - CH 313	Hobart Constitution Dock
HBT-27-06-31	HBT-27-06-31	Hobart Domain Slip
HBT-14-02-11-101	Deck Soffit R69	Hobart Macquarie No. 6
HBT-14-02-11-141	Deck Soffit M75	Hobart Macquarie No. 6
HBT-14-02-11-148	Deck Soffit M76	Hobart Macquarie No. 6
HBT-14-02-11-162	Deck Soffit M78	Hobart Macquarie No. 6
HBT-14-02-11-86	Deck Soffit R67	Hobart Macquarie No. 6
HBT-14-02-11-94	Deck Soffit R68	Hobart Macquarie No. 6
HBT-15-02-03-02-09	Deck Soffit 9B	Hobart Murray St Pier
HBT-12-02-09-193	Deck Soffit 51Q	Hobart Macquarie No. 5
HBT-19-02-02-03	Timber Fenders CH 26 - CH 32	Hobart Constitution Dock
HBT-27-06-107	HBT-27-06-107	Hobart Domain Slip
HBT-14-02-11-115	Deck Soffit R71	Hobart Macquarie No. 6
HBT-14-02-11-107	Deck Soffit R70	Hobart Macquarie No. 6
HBT-03-03-01-09-01	Pipe 8C-11C	Hobart Selfs Point
HBT-27-06-110	HBT-27-06-110	Hobart Domain Slip
HBT-03-03-01-07-26	Deck Soffit 2C	Hobart Selfs Point
HBT-03-03-01-07-37	Deck Soffit 13C	Hobart Selfs Point
HBT-12-02-09-101	Deck Soffit 34F	Hobart Macquarie No. 5
HBT-12-02-09-102	Deck Soffit 35F	Hobart Macquarie No. 5
HBT-12-02-09-103	Deck Soffit 36F	Hobart Macquarie No. 5

HBT-12-02-09-107	Deck Soffit 40F	Hobart Macquarie No. 5
HBT-12-02-09-108	Deck Soffit 41F	Hobart Macquarie No. 5
HBT-12-02-09-110	Deck Soffit 43F	Hobart Macquarie No. 5
HBT-12-02-09-112	Deck Soffit 45F	Hobart Macquarie No. 5
HBT-12-02-09-113	Deck Soffit 46F	Hobart Macquarie No. 5
HBT-12-02-09-125	Deck Soffit 35G	Hobart Macquarie No. 5
HBT-12-02-09-130	Deck Soffit 40G	Hobart Macquarie No. 5
HBT-12-02-09-138	Deck Soffit 48G	Hobart Macquarie No. 5
HBT-12-02-09-140	Deck Soffit 50G	Hobart Macquarie No. 5
HBT-12-02-09-165	Deck Soffit 51H	Hobart Macquarie No. 5
HBT-12-02-09-168	Deck Soffit 54H	Hobart Macquarie No. 5
HBT-12-02-09-171	Deck Soffit 53J	Hobart Macquarie No. 5
HBT-12-02-09-188	Deck Soffit 54O	Hobart Macquarie No. 5
HBT-12-02-09-191	Deck Soffit 53P	Hobart Macquarie No. 5
HBT-12-02-09-197	Deck Soffit 54Q	Hobart Macquarie No. 5
HBT-12-02-09-22	Deck Soffit 40B	Hobart Macquarie No. 5
HBT-12-02-09-24	Deck Soffit 42B	Hobart Macquarie No. 5
HBT-12-02-09-50	Deck Soffit 47C	Hobart Macquarie No. 5
HBT-12-02-09-54	Deck Soffit 51C	Hobart Macquarie No. 5
HBT-03-03-01-09-02	Pipe 4C-7C	Hobart Selfs Point
HBT-19-02-06-02-02	Stacked Stone Wall CH 12 - CH 24	Hobart Constitution Dock
BRN-07-02-02-07-01	Headstock Segment 1A-2A	Burnie Berth 5
HBT-27-06-08	HBT-27-06-08	Hobart Domain Slip
HBT-27-06-120	HBT-27-06-120	Hobart Domain Slip
HBT-27-06-02	HBT-27-06-02	Hobart Domain Slip
HBT-12-02-09-46	Deck Soffit 43C	Hobart Macquarie No. 5
HBT-12-02-09-47	Deck Soffit 44C	Hobart Macquarie No. 5
HBT-12-02-09-48	Deck Soffit 45C	Hobart Macquarie No. 5
HBT-12-02-09-49	Deck Soffit 46C	Hobart Macquarie No. 5
HBT-14-02-11-05	Deck Soffit Q55	Hobart Macquarie No. 6
HBT-14-02-11-122	Deck Soffit R72	Hobart Macquarie No. 6

HBT-14-02-11-129	Deck Soffit R73	Hobart Macquarie No. 6
HBT-14-02-11-155	Deck Soffit M77	Hobart Macquarie No. 6
HBT-14-02-11-18	Deck Soffit N57	Hobart Macquarie No. 6
HBT-14-02-11-25	Deck Soffit N58	Hobart Macquarie No. 6
BRN-07-02-02-06-01	Seawall Segment 1F-2F	Burnie Berth 5
BRN-07-02-02-06-02	Seawall Segment 2F-3F	Burnie Berth 5
HBT-27-06-119	HBT-27-06-119	Hobart Domain Slip
HBT-14-02-05-127	Cross Beam N73	Hobart Macquarie No. 6
HBT-14-02-12-13	Fender Beam S67	Hobart Macquarie No. 6
HBT-14-02-12-19	Fender Beam S73	Hobart Macquarie No. 6
HBT-14-02-05-107	Cross Beam O70	Hobart Macquarie No. 6
DEV-05-02-03-113	Deck Soffit 79H-82J	Devonport Berth 4 West
HBT-05-02-08-107	Deck Soffit 31B	Hobart Macquarie No. 1
HBT-05-02-08-123	Deck Soffit 35B	Hobart Macquarie No. 1
HBT-05-02-08-131	Deck Soffit 37B	Hobart Macquarie No. 1
HBT-05-02-08-139	Deck Soffit 39B	Hobart Macquarie No. 1
HBT-05-02-08-143	Deck Soffit 40B	Hobart Macquarie No. 1
HBT-06-02-10-39	Fender Beam G48-G49	Hobart Macquarie No. 2
BBY-05-02-10-05-01	Fender Beam 1A-2A	Bell Bay Berth 4
DEV-05-02-06-409	Beam 83F-85F	Devonport Berth 4 West
HBT-05-02-08-127	Deck Soffit 36B	Hobart Macquarie No. 1
HBT-05-02-08-182	Deck Soffit 50F	Hobart Macquarie No. 1
HBT-12-02-05-02-180	Beam Segment 52O-53O	Hobart Macquarie No. 5
HBT-14-02-11-177	Deck Soffit R80	Hobart Macquarie No. 6
HBT-14-02-11-184	Deck Soffit O81	Hobart Macquarie No. 6
HBT-14-02-12-01	Fender Beam S55	Hobart Macquarie No. 6
BRN-07-02-02-07-02	Headstock Segment 2A-3A	Burnie Berth 5
BRN-07-02-02-07-12	Headstock Segment 10A-11A	Burnie Berth 5
BRN-07-02-02-07-13	Headstock Segment 11A-12A	Burnie Berth 5
BRN-07-02-02-07-15	Headstock Segment 12A-13A	Burnie Berth 5
BRN-07-02-02-07-20	Headstock Segment 16A-17A	Burnie Berth 5

BRN-07-02-02-07-27	Headstock Segment 22A-23A	Burnie Berth 5
HBT-07-02-10-04	Fender Beam G54	Hobart Macquarie No. 3
HBT-07-02-10-14	Fender Beam G64	Hobart Macquarie No. 3
HBT-07-02-12-65	Pile Cap 78C	Hobart Macquarie No. 3
BRN-08-02-08-374	Deck Soffit 10D	Burnie Berth 6
BRN-08-02-08-405	Deck Soffit 41D	Burnie Berth 6
BRN-08-02-08-424	Deck Soffit 60D	Burnie Berth 6
BRN-08-02-08-425	Deck Soffit 61D	Burnie Berth 6
BRN-08-02-08-426	Deck Soffit 62D	Burnie Berth 6
BRN-08-02-08-427	Deck Soffit 63D	Burnie Berth 6
BRN-08-02-08-428	Deck Soffit 64D	Burnie Berth 6
BRN-08-02-08-429	Deck Soffit 65D	Burnie Berth 6
BRN-08-02-08-441	Deck Soffit 77D	Burnie Berth 6
BRN-08-02-08-444	Deck Soffit 80D	Burnie Berth 6
BRN-08-02-08-451	Deck Soffit 87D	Burnie Berth 6
BRN-08-02-08-452	Deck Soffit 88D	Burnie Berth 6
BRN-08-02-08-453	Deck Soffit 89D	Burnie Berth 6
	Deck Soffit 91D	
BRN-08-02-08-455	(inc. edge)	Burnie Berth 6
HBT-14-02-05-234	Cross Brace M61	Hobart Macquarie No. 6
HBT-14-02-05-241	Cross Brace Q61	Hobart Macquarie No. 6
HBT-14-02-11-03	Deck Soffit O55	Hobart Macquarie No. 6
DEV-05-02-06-195	Beam 75B-75C	Devonport Berth 4 West
HBT-14-02-11-52	Deck Soffit N62	Hobart Macquarie No. 6
HBT-14-02-11-87	Deck Soffit N67	Hobart Macquarie No. 6
BRN-08-02-01-14	Fender Pile 36	Burnie Berth 6
BRN-08-02-01-23	Fender Pile 61	Burnie Berth 6
BRN-08-02-01-31	Fender Pile 84	Burnie Berth 6
STR-04-06-01	Pile A1	Strahan Fishermans Jetty
STR-04-06-03	Pile A3	Strahan Fishermans Jetty
STR-04-06-16	Pile F1	Strahan Fishermans Jetty

STR-04-06-23	Pile H3	Strahan Fishermans Jetty
STR-04-06-26	Pile J1	Strahan Fishermans Jetty
STR-04-06-27	Pile J2	Strahan Fishermans Jetty
STR-04-06-29	Pile K1	Strahan Fishermans Jetty
STR-04-06-42	Pile M3	Strahan Fishermans Jetty
STR-04-06-54	Pile Z10	Strahan Fishermans Jetty
HBT-27-14-04-12	Bollard 1Fa (Double Bitt)	Hobart Domain Slip
HBT-27-14-04-13	Bollard 2Fa (Double Bitt)	Hobart Domain Slip
HBT-27-14-04-14	Bollard 1Ha (Double Bitt)	Hobart Domain Slip
HBT-27-14-04-15	Bollard 1Ja (Double Bitt)	Hobart Domain Slip
HBT-27-14-04-16	Bollard 1Ma (Double Bitt)	Hobart Domain Slip
HBT-12-02-05-01-136	Pile Cap No.48C	Hobart Macquarie No. 5
HBT-12-02-09-167	Deck Soffit 53H	Hobart Macquarie No. 5
HBT-12-02-09-17	Deck Soffit 35B	Hobart Macquarie No. 5
HBT-14-02-11-185	Deck Soffit M81	Hobart Macquarie No. 6
HBT-14-02-11-73	Deck Soffit N65	Hobart Macquarie No. 6
HBT-14-02-12-07	Fender Beam S61	Hobart Macquarie No. 6
KIN-07-02-01-02-15	Deck (Soffit) No.14-15	King Island Currie
FLI-02-04-01-01	Bollard No.1	Flinders Island Whitemark
HBT-14-02-05-05	Cross Beam S55	Hobart Macquarie No. 6
HBT-14-02-05-113	Cross Beam N71	Hobart Macquarie No. 6
HBT-14-02-05-43	Cross Beam O61	Hobart Macquarie No. 6
HBT-14-02-05-58	Cross Beam N63	Hobart Macquarie No. 6
HBT-14-02-05-64	Cross Beam N64	Hobart Macquarie No. 6
HBT-14-02-05-78	Cross Beam N66	Hobart Macquarie No. 6
HBT-14-02-05-93	Cross Beam N68	Hobart Macquarie No. 6
HBT-14-02-05-99	Cross Beam N69	Hobart Macquarie No. 6
STR-05-03-12	Pile 17A	Strahan Little Dock
STR-05-03-15	Pile 18AR	Strahan Little Dock
STR-05-03-20	Pile 8B	Strahan Little Dock
STR-05-03-21	Pile 9B	Strahan Little Dock

STR-05-03-52	Pile 8F	Strahan Little Dock
BBY-01-01-16-01-01-02-01	Bollard - Berthing Dolphin No.1 (South)	Bell Bay Longreach
DEV-05-02-03-131	Deck Soffit 82J-85K	Devonport Berth 4 West
DEV-05-02-03-149	Deck Soffit 82K-85L	Devonport Berth 4 West
DEV-05-02-03-98	Deck Soffit 80G-84H	Devonport Berth 4 West
DEV-05-02-06-370	Beam 83E-85E	Devonport Berth 4 West
DEV-13-07-02-04	2B	Devonport Berth 1 West
DEV-13-07-02-05	6B	Devonport Berth 1 West
HBT-03-03-01-06-47	Beam 9B-9C	Hobart Selfs Point
HBT-05-02-08-02	Deck Soffit 0A	Hobart Macquarie No. 1
HBT-05-02-08-08	Deck Soffit 3A	Hobart Macquarie No. 1
HBT-05-02-08-09	Deck Soffit 4C	Hobart Macquarie No. 1
HBT-05-02-08-103	Deck Soffit 30B	Hobart Macquarie No. 1
HBT-05-02-08-108	Deck Soffit 31A	Hobart Macquarie No. 1
HBT-05-02-08-115	Deck Soffit 33B	Hobart Macquarie No. 1
HBT-05-02-08-151	Deck Soffit 42B	Hobart Macquarie No. 1
HBT-05-02-08-18	Deck Soffit 7B	Hobart Macquarie No. 1
HBT-05-02-08-21	Deck Soffit 8B	Hobart Macquarie No. 1
HBT-05-02-08-31	Deck Soffit 11A	Hobart Macquarie No. 1
HBT-05-02-08-41	Deck Soffit 15C	Hobart Macquarie No. 1
HBT-05-02-08-42	Deck Soffit 15B	Hobart Macquarie No. 1
HBT-05-02-08-45	Deck Soffit 16B	Hobart Macquarie No. 1
HBT-05-02-08-59	Deck Soffit 20B	Hobart Macquarie No. 1
HBT-05-02-08-69	Deck Soffit 22B	Hobart Macquarie No. 1
HBT-05-02-08-74	Deck Soffit 23B	Hobart Macquarie No. 1
HBT-05-02-08-83	Deck Soffit 25B	Hobart Macquarie No. 1
HBT-05-02-08-87	Deck Soffit 26B	Hobart Macquarie No. 1
HBT-05-02-08-90	Deck Soffit 27C	Hobart Macquarie No. 1
HBT-05-02-08-91	Deck Soffit 27B	Hobart Macquarie No. 1
HBT-05-02-08-99	Deck Soffit 29B	Hobart Macquarie No. 1
HBT-06-02-10-14	Fender Beam G23-G24	Hobart Macquarie No. 2

STR-04-06-09	Pile C3	Strahan Fishermans Jetty
STR-04-06-10	Pile D1	Strahan Fishermans Jetty
STR-04-06-28	Pile J3	Strahan Fishermans Jetty
STR-04-06-30	Pile K2	Strahan Fishermans Jetty
STR-04-06-40	Pile M1a	Strahan Fishermans Jetty
STR-04-06-43	Pile M3aR	Strahan Fishermans Jetty
STR-04-06-51	Pile Z7	Strahan Fishermans Jetty
STR-04-06-52	Pile Z8	Strahan Fishermans Jetty
STR-04-06-55	Pile Y4	Strahan Fishermans Jetty
DEV-05-02-03-191	Deck Soffit 81B-83C	Devonport Berth 4 West
DEV-05-02-03-303	Deck Soffit 58F-59G	Devonport Berth 4 West
DEV-05-02-06-186	Beam 68B-69B	Devonport Berth 4 West
DEV-05-02-08-196	Pile Cap 70L	Devonport Berth 4 West
DEV-13-07-05-09	Beam 3B-4B	Devonport Berth 1 West
DEV-13-07-05-21	Beam 6B-7B	Devonport Berth 1 West
DEV-13-07-05-49	Beam 12E-12F	Devonport Berth 1 West
BBY-01-01-16-01-02-03-01	Bollard	Bell Bay Longreach
BBY-01-01-16-01-04-02-01	Bollard	Bell Bay Longreach
BRN-11-02-04-01-08	Bollard 11A	Burnie Berth 7
HBT-12-02-05-04-21	Fender Beam 31BH	Hobart Macquarie No. 5
BBY-05-02-10-02-63	Pile C	Bell Bay Berth 4
BBY-05-02-10-02-72	Pile C	Bell Bay Berth 4
BRN-07-02-02-09-01	Fender Pile 2	Burnie Berth 5
BRN-07-02-02-09-02	Fender Pile 3	Burnie Berth 5
BRN-07-02-02-09-03	Fender Pile 4	Burnie Berth 5
BRN-07-02-02-09-04	Fender Pile 5	Burnie Berth 5
DEV-05-02-01-288	Pile 64G	Devonport Berth 4 West
DEV-05-02-01-301	Pile 67G	Devonport Berth 4 West
DEV-05-02-08-18	Pile Cap 18E	Devonport Berth 4 West
DEV-05-02-08-295	Pile Cap 96B	Devonport Berth 4 West
HBT-03-03-01-10-02	Safety Ladder 3	Hobart Selfs Point

HBT-03-03-03-05-01	Safety Ladder 1	Hobart Selfs Point
HBT-03-03-06-05-02	Safety Ladder 5	Hobart Selfs Point
HBT-03-03-07-05-01	Safety Ladder 6	Hobart Selfs Point
KIN-07-02-01-02-03	Deck (Soffit) No.02-03	King Island Currie
KIN-07-02-01-02-04	Deck (Soffit) No.03-04	King Island Currie
KIN-07-02-01-02-05	Deck (Soffit) No.04-05	King Island Currie
BRN-08-02-01-03	Fender Pile 5	Burnie Berth 6
BRN-08-02-01-08	Fender Pile 19	Burnie Berth 6
BRN-08-02-01-10	Fender Pile 25	Burnie Berth 6
BRN-08-02-01-12	Fender Pile 31	Burnie Berth 6
BRN-08-02-01-20	Fender Pile 53	Burnie Berth 6
BRN-08-02-01-22	Fender Pile 59	Burnie Berth 6
BRN-08-02-01-25	Fender Pile 67	Burnie Berth 6
HBT-14-02-05-105	Cross Beam S69	Hobart Macquarie No. 6
HBT-14-02-05-154	Cross Beam S76	Hobart Macquarie No. 6
HBT-14-02-05-77	Cross Beam S65	Hobart Macquarie No. 6
HBT-14-02-05-84	Cross Beam S66	Hobart Macquarie No. 6
HBT-14-02-05-98	Cross Beam S68	Hobart Macquarie No. 6
HBT-20-02-01-02-01	Bollard 1 (North)	Hobart Kings Pier
HBT-20-02-01-02-02	Bollard 2	Hobart Kings Pier
HBT-20-02-01-02-03	Bollard 3	Hobart Kings Pier
HBT-20-02-01-02-04	Bollard 4	Hobart Kings Pier
HBT-20-02-01-02-05	Bollard 5	Hobart Kings Pier
HBT-20-02-01-02-06	Bollard 6 (South)	Hobart Kings Pier
BRN-11-02-04-12-01	Fender Pile 1A - MISSING	Burnie Berth 7
BRN-11-02-04-12-10	Fender Pile 5A - MISSING	Burnie Berth 7
BRN-11-02-04-12-11	Fender Pile 5B - MISSING	Burnie Berth 7
BRN-11-02-04-12-24	Fender Pile 9C - MISSING	Burnie Berth 7
	Steel Crosshead Bent 21 - Breakwater Head	
HBT-20-02-01-05-01-23	Connection	Hobart Kings Pier
HBT-20-02-01-05-02-25	Concrete Headstock 25	Hobart Kings Pier

HBT-19-02-06-02-04	Stacked Stone Wall CH 38	Hobart Constitution Dock
HBT-19-02-06-01-12	Concrete Retaining Unit CH60.6 - CH63.8	Hobart Constitution Dock
HBT-19-02-06-01-13	Concrete Retaining Unit CH63.8 - CH67	Hobart Constitution Dock
HBT-19-02-06-01-14	Concrete Retaining Unit CH67 - CH70.3	Hobart Constitution Dock
HBT-19-02-06-01-15	Concrete Retaining Unit CH70.3 - CH73.5	Hobart Constitution Dock
HBT-19-02-06-01-16	Concrete Retaining Unit CH73.5 - CH76.7	Hobart Constitution Dock
HBT-19-02-06-01-17	Concrete Retaining Unit CH76.7 - CH79.9	Hobart Constitution Dock
HBT-19-02-06-01-18	Concrete Retaining Unit CH79.9 - CH83.2	Hobart Constitution Dock
HBT-19-02-06-01-19	Concrete Retaining Unit CH83.2 - CH86.4	Hobart Constitution Dock
HBT-19-02-06-01-20	Concrete Retaining Unit CH86.4 - CH89.6	Hobart Constitution Dock
HBT-19-02-06-01-29	Concrete Retaining Unit CH115.4 - CH118.6	Hobart Constitution Dock
HBT-19-02-06-01-31	Concrete Retaining Unit CH121.9 - CH125.1	Hobart Constitution Dock
HBT-19-02-06-01-33	Concrete Retaining Unit CH128.3 - CH131.5	Hobart Constitution Dock
HBT-19-02-06-01-35	Concrete Retaining Unit CH134.8 - CH138	Hobart Constitution Dock
HBT-19-02-06-01-41	Concrete Retaining Unit CH153.6 - CH156.7	Hobart Constitution Dock
HBT-19-02-06-01-43	Concrete Retaining Unit CH159.8 - CH163	Hobart Constitution Dock
HBT-19-02-06-01-44	Concrete Retaining Unit CH163 - CH166.1	Hobart Constitution Dock
HBT-19-02-06-01-48	Concrete Retaining Unit CH175.4 - CH178.6	Hobart Constitution Dock
HBT-19-02-06-01-49	Concrete Retaining Unit CH178.6 - CH181.7	Hobart Constitution Dock
HBT-19-02-06-01-50	Concrete Retaining Unit CH181.7 - CH184.8	Hobart Constitution Dock
HBT-19-02-06-01-51	Concrete Retaining Unit CH184.8 - CH187.9	Hobart Constitution Dock
BRN-11-02-04-04-44	Fender 30 Concrete Panel	Burnie Berth 7
BRN-11-02-04-04-01	Fender 1a - MISSING	Burnie Berth 7
BRN-11-02-04-04-24	Fender 9c - MISSING	Burnie Berth 7
BRN-07-02-02-08-13	Deck Soffit 13A	Burnie Berth 5
BRN-07-02-02-08-16	Deck Soffit 16A	Burnie Berth 5
BRN-07-02-02-08-17	Deck Soffit 17A	Burnie Berth 5
BRN-07-02-02-08-24	Deck Soffit 22A	Burnie Berth 5
BRN-11-02-04-07-03	Deck Soffit 3A	Burnie Berth 7
BRN-11-02-04-07-06	Deck Soffit 6A	Burnie Berth 7
BRN-11-02-04-07-08	Deck Soffit 8A	Burnie Berth 7

BRN-11-02-04-07-10	Deck Soffit 1B	Burnie Berth 7
BRN-11-02-04-07-13	Deck Soffit 4B	Burnie Berth 7
BRN-11-02-04-07-14	Deck Soffit 5B	Burnie Berth 7
BRN-11-02-04-07-20	Deck Soffit 2C	Burnie Berth 7
BRN-11-02-04-07-22	Deck Soffit 4C	Burnie Berth 7
BRN-11-02-04-07-26	Deck Soffit 8C	Burnie Berth 7
BRN-11-02-04-07-29	Deck Soffit 2D	Burnie Berth 7
BRN-11-02-04-07-30	Deck Soffit 3D	Burnie Berth 7
HBT-07-02-10-16	Fender Beam G66	Hobart Macquarie No. 3
HBT-07-02-12-71	Pile Cap 80E	Hobart Macquarie No. 3
BRN-11-02-04-06-49	Pile 9E	Burnie Berth 7
HBT-20-09-05-01	Timber Bearer 40D-40C	Hobart Kings Pier
BRN-07-02-01-05-01	Safety Ladder 1 (SE)	Burnie Berth 5
BRN-07-02-02-05-01	Safety Ladder 5A	Burnie Berth 5
BRN-11-02-03-04-01	Safety Ladder No.1	Burnie Berth 7
BRN-11-02-04-05-01-01	Safety Ladder 35B	Burnie Berth 7
BRN-11-02-04-05-01-02	Safety Ladder 2A	Burnie Berth 7
HBT-16-03-03-07-01	Safety Ladder at Channel guide	Hobart Victoria Dock
HBT-16-03-03-07-02	Safety Ladder - CH110	Hobart Victoria Dock
BRN-11-02-04-12-03	Fender Pile 2B	Burnie Berth 7
BRN-11-02-04-12-04	Fender Pile 3A	Burnie Berth 7
BRN-11-02-04-12-05	Fender Pile 3B	Burnie Berth 7
BRN-11-02-04-12-06	Fender Pile 3C	Burnie Berth 7
BRN-11-02-04-12-09	Fender Pile 4C	Burnie Berth 7
BRN-11-02-04-12-12	Fender Pile 5C	Burnie Berth 7
BRN-11-02-04-12-13	Fender Pile 6A	Burnie Berth 7
BRN-11-02-04-12-15	Fender Pile 6C	Burnie Berth 7
BRN-11-02-04-12-17	Fender Pile 7B	Burnie Berth 7
BRN-11-02-04-12-19	Fender Pile 8A	Burnie Berth 7
BRN-11-02-04-12-20	Fender Pile 8B	Burnie Berth 7
BRN-11-02-04-12-21	Fender Pile 8C	Burnie Berth 7

HBT-27-14-04-01	Mooring Hook CH12	Hobart Domain Slip
HBT-27-14-04-02	Mooring Hook CH14	Hobart Domain Slip
HBT-27-14-04-03	Mooring Hook CH23	Hobart Domain Slip
HBT-27-14-04-04	Mooring Hook CH29	Hobart Domain Slip
HBT-27-14-04-05	Mooring Hook CH32	Hobart Domain Slip
HBT-27-14-04-06	Mooring Hook CH42	Hobart Domain Slip
HBT-27-14-04-07	Mooring Hook CH47	Hobart Domain Slip
HBT-27-14-04-08	Mooring Hook CH53	Hobart Domain Slip
HBT-27-14-04-09	Mooring Hook CH59	Hobart Domain Slip
HBT-27-14-04-10	Mooring Hook CH64	Hobart Domain Slip
HBT-27-14-04-11	Mooring Hook CH67	Hobart Domain Slip
HBT-27-13-03-01	Fender 1A	Hobart Domain Slip
HBT-27-13-03-02	Fender 2A	Hobart Domain Slip
HBT-27-13-03-03	Fender 3A	Hobart Domain Slip
HBT-27-13-03-04	Fender 4A	Hobart Domain Slip
HBT-27-13-03-05	Fender 5A	Hobart Domain Slip
HBT-27-13-03-06	Fender 6A	Hobart Domain Slip
HBT-27-13-03-07	Fender 7A	Hobart Domain Slip
HBT-27-13-03-08	Fender 8A	Hobart Domain Slip
HBT-27-13-03-09	Fender 9A	Hobart Domain Slip
HBT-27-13-03-10	Fender 10A	Hobart Domain Slip
HBT-27-13-03-11	Fender 11A	Hobart Domain Slip
HBT-27-13-03-12	Fender 12A	Hobart Domain Slip
HBT-27-13-03-13	Fender 1C	Hobart Domain Slip
HBT-27-13-03-14	Fender 2C	Hobart Domain Slip
HBT-27-13-03-15	Fender 3C	Hobart Domain Slip
HBT-27-13-03-16	Fender 4C	Hobart Domain Slip
HBT-27-13-03-17	Fender 5C	Hobart Domain Slip
HBT-27-13-03-18	Fender 6C	Hobart Domain Slip
HBT-27-13-03-19	Fender 7C	Hobart Domain Slip
HBT-27-13-03-20	Fender 8C	Hobart Domain Slip

HBT-27-13-03-21	Fender 9C	Hobart Domain Slip
HBT-27-13-03-22	Fender 10C	Hobart Domain Slip
HBT-27-13-03-23	Fender 11C	Hobart Domain Slip
HBT-27-13-03-24	Fender 12C	Hobart Domain Slip
HBT-27-13-07-18	Pile 6C	Hobart Domain Slip
HBT-27-13-07-19	Pile 7A	Hobart Domain Slip
HBT-27-13-07-20	Pile 7B	Hobart Domain Slip
HBT-27-13-07-21	Pile 7C	Hobart Domain Slip
HBT-27-13-07-23	Pile 8B	Hobart Domain Slip
HBT-27-13-07-31	Pile 10Ab	Hobart Domain Slip
HBT-27-13-07-32	Pile 10AbR	Hobart Domain Slip
HBT-27-13-07-33	Pile 10Cb	Hobart Domain Slip
HBT-27-13-07-34	Pile 10CbR	Hobart Domain Slip
HBT-27-13-07-35	Pile 11A	Hobart Domain Slip
HBT-27-13-07-37	Pile 11C	Hobart Domain Slip
HBT-27-13-07-38	Pile 12A	Hobart Domain Slip
HBT-27-13-07-40	Pile 12C	Hobart Domain Slip
HBT-27-13-07-41	Pile 13A	Hobart Domain Slip
HBT-27-13-07-42	Pile 13B	Hobart Domain Slip
HBT-27-13-07-44	Pile 14A	Hobart Domain Slip
HBT-27-13-07-45	Pile 14B	Hobart Domain Slip
HBT-27-13-07-46	Pile 14C	Hobart Domain Slip
HBT-27-13-07-47	Pile 14Ab	Hobart Domain Slip
HBT-27-13-07-48	Pile 14AbR	Hobart Domain Slip
HBT-27-13-07-49	Pile 14Ca	Hobart Domain Slip
HBT-27-13-07-50	Pile 14CaR	Hobart Domain Slip
HBT-27-13-07-52	Pile 15B	Hobart Domain Slip
HBT-27-13-07-54	Pile 16A	Hobart Domain Slip
HBT-27-13-07-55	Pile 16B	Hobart Domain Slip
HBT-27-13-07-56	Pile 16C	Hobart Domain Slip
HBT-27-13-07-58	Fender Pile 2A	Hobart Domain Slip

HBT-27-13-07-64	Fender Pile 8A	Hobart Domain Slip
HBT-27-14-08-09	Pile 1E	Hobart Domain Slip
HBT-27-14-08-10	Pile 2E	Hobart Domain Slip
HBT-27-14-08-15	Pile 1G	Hobart Domain Slip
HBT-27-14-08-16	Pile 2G	Hobart Domain Slip
HBT-27-14-08-17	Pile 1H	Hobart Domain Slip
HBT-27-14-08-21	Pile 1I	Hobart Domain Slip
HBT-27-14-08-22	Pile 2I	Hobart Domain Slip
BBY-01-01-16-01-03-02-01	Bollard	Bell Bay Longreach
BBY-01-01-16-03-02-01	Bollard	Bell Bay Longreach
BRN-08-02-08-389	Deck Soffit 25D	Burnie Berth 6
BRN-08-02-08-390	Deck Soffit 26D	Burnie Berth 6
BRN-08-02-08-403	Deck Soffit 39D	Burnie Berth 6
BRN-08-02-08-404	Deck Soffit 40D	Burnie Berth 6
BRN-08-02-08-418	Deck Soffit 54D	Burnie Berth 6
BRN-08-02-08-431	Deck Soffit 67D	Burnie Berth 6
BRN-08-02-08-432	Deck Soffit 68D	Burnie Berth 6
BRN-08-02-08-445	Deck Soffit 81D	Burnie Berth 6
BRN-08-02-08-446	Deck Soffit 82D	Burnie Berth 6
DEV-14-09-13-05-04	Pile D8 Raker (North)	Devonport Berth 5 West
DEV-14-09-13-05-05	Pile D8 Raker (South)	Devonport Berth 5 West
DEV-14-09-13-05-06	Pile D8 Raker (West)	Devonport Berth 5 West
DEV-14-09-14-08	Sacrificial Anode No.ND-08	Devonport Berth 5 West
FLI-02-04-01-02	Bollard No.2	Flinders Island Whitemark
FLI-02-04-01-03	Bollard No.3	Flinders Island Whitemark
FLI-02-04-01-04	Bollard No.4	Flinders Island Whitemark
FLI-02-04-01-05	Bollard No.5	Flinders Island Whitemark
FLI-02-04-01-06	Bollard No.6	Flinders Island Whitemark
FLI-02-04-01-07	Bollard No.7	Flinders Island Whitemark
FLI-02-04-01-08	Bollard No.8	Flinders Island Whitemark
FLI-02-04-03-01-01	Fender Buffer No.01 - Tyre	Flinders Island Whitemark

FLI-02-04-03-02-01	Fender Buffer No.02 - Tyre	Flinders Island Whitemark
FLI-02-04-03-03-01	Fender Buffer No.03 - Tyre	Flinders Island Whitemark
FLI-02-04-03-04-01	Fender Buffer No.04 - Tyre	Flinders Island Whitemark
FLI-02-04-03-05-01	Fender Buffer No.05 - Tyre	Flinders Island Whitemark
FLI-02-04-03-06-01	Fender Buffer No.06 - Tyre	Flinders Island Whitemark
FLI-02-04-03-07-01	Fender Buffer No.07 - Tyre	Flinders Island Whitemark
FLI-02-04-03-08-01	Fender Buffer No.08 - Tyre	Flinders Island Whitemark
FLI-02-04-03-09-01	Fender Buffer No.09 - Tyre	Flinders Island Whitemark
FLI-02-04-03-10-01	Fender Buffer No.10 - Tyre	Flinders Island Whitemark
FLI-02-04-03-11-01	Fender Buffer No.11 - Tyre	Flinders Island Whitemark
FLI-02-04-03-12-01	Fender Buffer No.12 - Tyre	Flinders Island Whitemark
FLI-02-04-03-13-01	Fender Buffer No.13 - Tyre	Flinders Island Whitemark
FLI-02-04-03-14-01	Fender Buffer No.14 - Tyre	Flinders Island Whitemark
FLI-02-04-03-15-01	Fender Buffer No.15 - Tyre	Flinders Island Whitemark
FLI-02-04-03-16-01	Fender Buffer No.16 - Tyre	Flinders Island Whitemark
FLI-02-04-03-17-01	Fender Buffer No.17 - Tyre	Flinders Island Whitemark
FLI-02-04-03-18-01	Fender Buffer No.18 - Tyre	Flinders Island Whitemark
FLI-02-04-03-19-01	Fender Buffer No.19 - Tyre	Flinders Island Whitemark
FLI-02-04-03-20-01	Fender Buffer No.20 - Tyre	Flinders Island Whitemark
FLI-02-04-03-21-01	Fender Buffer No.21 - Tyre	Flinders Island Whitemark
FLI-02-04-03-22-01	Fender Buffer No.22 - Tyre	Flinders Island Whitemark
FLI-02-04-03-23-01	Fender Buffer No.23 - Tyre	Flinders Island Whitemark
FLI-02-04-03-24-01	Fender Buffer No.24 - Tyre	Flinders Island Whitemark
FLI-02-04-03-25-01	Fender Buffer No.25 - Tyre	Flinders Island Whitemark
FLI-02-04-03-26-01	Fender Buffer No.26 - Tyre	Flinders Island Whitemark
FLI-02-04-03-27-01	Fender Buffer No.27 - Tyre	Flinders Island Whitemark
FLI-02-04-03-28-01	Fender Buffer No.28 - Tyre	Flinders Island Whitemark
STR-05-03-03	Pile 9A	Strahan Little Dock
STR-05-03-04	Pile 9AR	Strahan Little Dock
STR-05-03-05	Pile 10A	Strahan Little Dock
STR-05-03-06	Pile 10AR	Strahan Little Dock

STR-05-03-46	Pile 2F	Strahan Little Dock
HBT-12-02-05-02-185	Beam Segment 57O-58O	Hobart Macquarie No. 5
HBT-12-02-05-02-01	Beam Segment 31bH-32H	Hobart Macquarie No. 5
HBT-14-02-05-345	Cross Brace S76	Hobart Macquarie No. 6
DEV-05-02-03-103	Deck Soffit 97G-99H	Devonport Berth 4 West
HBT-12-02-05-04-30	Fender Beam 40H	Hobart Macquarie No. 5
HBT-14-02-05-359	Cross Brace S78	Hobart Macquarie No. 6
BRN-08-02-06-49	Seawall Segment 42	Burnie Berth 6
HBT-12-02-05-02-101	Beam Segment 42D-43D	Hobart Macquarie No. 5
HBT-14-02-05-140	Cross Beam S74	Hobart Macquarie No. 6
DEV-05-02-03-146	Deck Soffit 75K-77L	Devonport Berth 4 West
HBT-12-02-05-02-134	Beam Segment 35B-36B	Hobart Macquarie No. 5
HBT-14-02-05-108	Cross Beam N70	Hobart Macquarie No. 6
HBT-14-02-05-109	Cross Beam R70	Hobart Macquarie No. 6
HBT-14-02-05-121	Cross Beam N72	Hobart Macquarie No. 6
HBT-14-02-05-141	Cross Beam N75	Hobart Macquarie No. 6
HBT-12-02-05-02-232	Cross Beam 51AP	Hobart Macquarie No. 5
HBT-14-02-05-134	Cross Beam N74	Hobart Macquarie No. 6
HBT-14-02-05-233	Cross Brace M61	Hobart Macquarie No. 6
HBT-14-02-05-368	Cross Brace S79	Hobart Macquarie No. 6
HBT-12-02-05-02-136	Beam Segment 37B-38B	Hobart Macquarie No. 5
BRN-08-02-08-01	Deck Soffit 1AA (inc. edge)	Burnie Berth 6
BRN-08-02-08-183	Deck Soffit 1B (inc. edge)	Burnie Berth 6
DEV-05-02-03-50	Deck Soffit 16G-20H	Devonport Berth 4 West
DEV-05-02-06-198	Beam 78B-79B	Devonport Berth 4 West
DEV-13-07-08-26	Pile Cap 7D	Devonport Berth 1 West
DEV-13-07-08-43	Pile Cap 11E	Devonport Berth 1 West
BRN-08-02-06-19	Seawall Segment 12	Burnie Berth 6
DEV-05-02-06-213	Beam 89B-89D	Devonport Berth 4 West

DEV-05-02-08-38	Pile Cap 25B	Devonport Berth 4 West
HBT-12-02-05-02-72	Beam Segment 34E-35E	Hobart Macquarie No. 5
HBT-14-02-05-254	Cross Brace M63	Hobart Macquarie No. 6
HBT-14-02-05-304	Cross Brace Q70	Hobart Macquarie No. 6
HBT-14-02-05-373	Cross Brace S80	Hobart Macquarie No. 6
DEV-05-02-03-286	Deck Soffit 22F-25G	Devonport Berth 4 West
DEV-05-02-08-111	Pile Cap 47G	Devonport Berth 4 West
DEV-05-02-08-20	Pile Cap 19G	Devonport Berth 4 West
HBT-14-02-05-380	Cross Brace S81	Hobart Macquarie No. 6
DEV-05-02-08-72	Pile Cap 35G	Devonport Berth 4 West
DEV-05-02-03-287	Deck Soffit 25F-26G	Devonport Berth 4 West
DEV-13-07-05-38	Beam 11A-11B	Devonport Berth 1 West
HBT-14-02-05-94	Cross Beam R68	Hobart Macquarie No. 6
HBT-14-02-05-366	Cross Brace Q79	Hobart Macquarie No. 6
HBT-14-02-05-59	Cross Beam R63	Hobart Macquarie No. 6
HBT-14-02-05-260	Cross Brace N63	Hobart Macquarie No. 6
HBT-14-02-05-280	Cross Brace N66	Hobart Macquarie No. 6
HBT-14-02-05-295	Cross Brace N68	Hobart Macquarie No. 6
HBT-14-02-05-301	Cross Brace N69	Hobart Macquarie No. 6
HBT-14-02-05-303	Cross Brace P70	Hobart Macquarie No. 6
HBT-14-02-05-310	Cross Brace M71	Hobart Macquarie No. 6
HBT-14-02-05-317	Cross Brace N72	Hobart Macquarie No. 6
HBT-14-02-05-324	Cross Brace M73	Hobart Macquarie No. 6
HBT-14-02-05-331	Cross Brace N74	Hobart Macquarie No. 6
HBT-14-02-05-338	Cross Brace N75	Hobart Macquarie No. 6
HBT-14-02-05-352	Cross Brace O77	Hobart Macquarie No. 6
HBT-12-02-05-02-95	Beam Segment 36D-37D	Hobart Macquarie No. 5
HBT-14-02-05-189	Cross Beam Q81	Hobart Macquarie No. 6
HBT-14-02-05-344	Cross Brace Q75	Hobart Macquarie No. 6
HBT-14-02-05-367	Cross Brace P79	Hobart Macquarie No. 6
BRN-08-02-08-02	Deck Soffit 2AA	Burnie Berth 6

BRN-08-02-08-24	Deck Soffit 24AA	Burnie Berth 6
BRN-08-02-08-29	Deck Soffit 29AA	Burnie Berth 6
BRN-08-02-08-93	Deck Soffit 2A	Burnie Berth 6
DEV-05-02-03-41	Deck Soffit 9B-10C	Devonport Berth 4 West
	Deck Soffit 1C	
BRN-08-02-08-274	(inc. edge)	Burnie Berth 6
HBT-14-02-05-236	Cross Brace Q61	Hobart Macquarie No. 6
HBT-14-02-05-387	Cross Brace S82	Hobart Macquarie No. 6
HBT-14-02-05-353	Cross Brace P77	Hobart Macquarie No. 6
HBT-14-02-05-186	Cross Beam Q81	Hobart Macquarie No. 6
HBT-14-02-05-101	Cross Beam R69	Hobart Macquarie No. 6
HBT-14-02-05-106	Cross Beam S70	Hobart Macquarie No. 6
HBT-14-02-05-120	Cross Beam S72	Hobart Macquarie No. 6
HBT-14-02-05-13	Cross Beam R56	Hobart Macquarie No. 6
DEV-05-02-08-85	Pile Cap 39G	Devonport Berth 4 West
HBT-14-02-05-100	Cross Beam Q69	Hobart Macquarie No. 6
HBT-14-02-05-57	Cross Beam Q63	Hobart Macquarie No. 6
HBT-14-02-05-85	Cross Beam R67	Hobart Macquarie No. 6
HBT-14-02-05-92	Cross Beam Q68	Hobart Macquarie No. 6
	Deck Soffit 91AA	
BRN-08-02-08-91	(inc. edge)	Burnie Berth 6
HBT-07-02-09-01	Expansion Joint Grid 57	Hobart Macquarie No. 3
STR-05-03-59	Pile 1K	Strahan Little Dock
STR-04-03-18	Seawall Segment - Timber	Strahan Fishermans Jetty
STR-04-03-19	Seawall Segment - Concrete	Strahan Fishermans Jetty
HBT-16-03-03-02-05	Dock Wall CH 411 - CH437	Hobart Victoria Dock
HBT-20-02-01-06-02	Pile 0B	Hobart Kings Pier
BRN-11-02-02-06-01	Safety Ladder	Burnie Berth 7
HBT-27-14-08-04	Pile 2B	Hobart Domain Slip
HBT-27-14-08-18	Pile 2H	Hobart Domain Slip
HBT-27-14-08-32	Pile 2P	Hobart Domain Slip

BRN-01-06-01-01	Bollard No.1A (West)	Burnie Island Breakwater Precinct
BRN-01-06-01-02	Bollard No.7A	Burnie Island Breakwater Precinct
BRN-01-06-01-03	Bollard No.9A	Burnie Island Breakwater Precinct
BRN-01-06-01-04	Bollard No.11A	Burnie Island Breakwater Precinct
BRN-01-06-01-05	Bollard No.13A	Burnie Island Breakwater Precinct
BRN-01-06-01-06	Bollard No.15A	Burnie Island Breakwater Precinct
BRN-01-06-01-07	Bollard No.21A (East)	Burnie Island Breakwater Precinct
BRN-05-02-01-06-02-07	Ocean Wall Waterside Section 7-8	Burnie Ocean Breakwater Precinct
BRN-05-02-01-06-02-09	Ocean Wall Waterside Section 9-10	Burnie Ocean Breakwater Precinct
BRN-05-02-01-06-02-15	Ocean Wall Waterside Section 15-16	Burnie Ocean Breakwater Precinct
BRN-05-02-01-06-02-16	Ocean Wall Waterside Section 16-17	Burnie Ocean Breakwater Precinct
BRN-05-02-01-06-02-17	Ocean Wall Waterside Section 17-18	Burnie Ocean Breakwater Precinct
BRN-05-02-01-06-02-19	Ocean Wall Waterside Section 19-20	Burnie Ocean Breakwater Precinct
BRN-05-02-01-06-02-21	Ocean Wall Waterside Section 21-22	Burnie Ocean Breakwater Precinct
BRN-05-02-01-06-02-22	Ocean Wall Waterside Section 22-23	Burnie Ocean Breakwater Precinct
BRN-05-02-01-06-02-23	Ocean Wall Waterside Section 23-24	Burnie Ocean Breakwater Precinct
BRN-05-02-01-06-02-42	Ocean Wall Waterside Section 42-43	Burnie Ocean Breakwater Precinct
BRN-05-02-01-06-02-43	Ocean Wall Waterside Section 43-44	Burnie Ocean Breakwater Precinct
BRN-05-02-01-06-02-44	Ocean Wall Waterside Section 44-45	Burnie Ocean Breakwater Precinct
BRN-05-02-01-06-02-45	Ocean Wall Waterside Section 45-46	Burnie Ocean Breakwater Precinct
BRN-05-02-01-06-02-46	Ocean Wall Waterside Section 46-47	Burnie Ocean Breakwater Precinct
BRN-05-02-01-06-02-53	Ocean Wall Waterside Section 53-54	Burnie Ocean Breakwater Precinct
BRN-05-02-01-06-02-56	Ocean Wall Waterside Section 56-57	Burnie Ocean Breakwater Precinct
BRN-05-02-01-06-02-59	Ocean Wall Waterside Section 59-60	Burnie Ocean Breakwater Precinct
BRN-05-02-01-06-02-66	Ocean Wall Waterside Section 66-67	Burnie Ocean Breakwater Precinct
BRN-05-02-01-06-02-67	Ocean Wall Waterside Section 67-68	Burnie Ocean Breakwater Precinct
BRN-05-02-01-06-02-70	Ocean Wall Waterside Section 70-71	Burnie Ocean Breakwater Precinct
BRN-05-02-01-06-02-72	Ocean Wall Waterside Section 72-73	Burnie Ocean Breakwater Precinct
BRN-05-02-01-06-02-75	Ocean Wall Waterside Section 76-77	Burnie Ocean Breakwater Precinct
BRN-05-02-01-06-02-79	Ocean Wall Waterside Section 80-81	Burnie Ocean Breakwater Precinct
BRN-05-02-01-06-02-85	Ocean Wall Waterside Section 86-87	Burnie Ocean Breakwater Precinct

BRN-05-02-01-06-02-91	Ocean Wall Waterside Section 95-96	Burnie Ocean Breakwater Precinct
BRN-05-02-01-06-02-95	Ocean Wall Waterside Section 103-104	Burnie Ocean Breakwater Precinct
BRN-05-02-01-06-02-96	Ocean Wall Waterside Section 104-105	Burnie Ocean Breakwater Precinct
BRN-06-02-05-02-16	Bollard CH166 South	Burnie Berth 4
BRN-07-02-02-07-14	Headstock Segment 11F-11G/H	Burnie Berth 5
BRN-07-02-02-07-19	Headstock Segment 15F-15G/H	Burnie Berth 5
BRN-07-02-02-07-24	Headstock Segment 19F-19G/H	Burnie Berth 5
BRN-07-02-02-07-29	Headstock Segment 23F-23G/H	Burnie Berth 5
BRN-07-02-02-07-34	Headstock Segment 27F-27G/H	Burnie Berth 5
HBT-11-02-06-08	Pile 02H	Hobart Macquarie No. 4
HBT-16-03-03-06-02	Headstock A1-A2	Hobart Victoria Dock
HBT-16-03-03-06-04	Headstock A3-A4	Hobart Victoria Dock
HBT-16-03-03-06-05	Headstock A4-A5	Hobart Victoria Dock
HBT-16-03-03-06-07	Headstock A6-A7	Hobart Victoria Dock
HBT-16-03-03-06-08	Headstock A7-A8	Hobart Victoria Dock
HBT-16-03-03-06-09	Headstock A8-A9	Hobart Victoria Dock
HBT-16-03-03-06-10	Headstock A9-A10	Hobart Victoria Dock
HBT-16-03-03-06-11	Headstock A10-A11	Hobart Victoria Dock
HBT-16-03-03-06-12	Headstock A11-A12	Hobart Victoria Dock
HBT-16-03-03-06-13	Headstock A12-A13	Hobart Victoria Dock
HBT-16-03-03-06-14	Headstock A13-A14	Hobart Victoria Dock
HBT-16-03-03-06-15	Headstock A14-A15	Hobart Victoria Dock
HBT-16-03-03-06-16	Headstock A15-A16	Hobart Victoria Dock
HBT-16-03-03-10-01	Sheet Pile Wall CH 0 -11	Hobart Victoria Dock
HBT-16-03-03-10-02	Sheet Pile Wall Ch 11 - CH 44	Hobart Victoria Dock
HBT-16-03-03-10-03	Sheet Pile Wall CH 44 - CH 78	Hobart Victoria Dock
HBT-20-02-01-05-02-26	Concrete Headstock 26	Hobart Kings Pier
HBT-20-02-01-05-02-27	Concrete Headstock 27	Hobart Kings Pier
HBT-20-02-01-05-02-28	Concrete Headstock 28	Hobart Kings Pier
HBT-20-02-01-06-100	Pile H22	Hobart Kings Pier
HBT-20-02-01-06-101	Pile H22 Raker	Hobart Kings Pier

HBT-20-02-01-06-102	Pile H23	Hobart Kings Pier
HBT-20-02-01-06-103	Pile H23 Raker	Hobart Kings Pier
HBT-20-02-01-06-104	Pile H24	Hobart Kings Pier
HBT-20-02-01-06-105	Pile H24 Raker	Hobart Kings Pier
HBT-20-02-01-06-106	Pile H25	Hobart Kings Pier
HBT-20-02-01-06-107	Pile H25 Raker	Hobart Kings Pier
HBT-20-02-01-06-108	Pile H26	Hobart Kings Pier
HBT-20-02-01-06-109	Pile H26 Raker	Hobart Kings Pier
HBT-20-02-01-06-110	Pile H27	Hobart Kings Pier
HBT-20-02-01-06-111	Pile H27 Raker	Hobart Kings Pier
HBT-20-02-01-06-112	Pile H28	Hobart Kings Pier
HBT-20-02-01-06-113	Pile H28 Raker	Hobart Kings Pier
HBT-20-02-01-06-114	Pile H29	Hobart Kings Pier
HBT-20-02-01-06-115	Pile H29 Raker	Hobart Kings Pier
HBT-20-02-01-06-116	Pile H30	Hobart Kings Pier
HBT-20-02-01-06-117	Pile H30 Raker	Hobart Kings Pier
HBT-20-02-01-06-58	Pile H1	Hobart Kings Pier
HBT-20-02-01-06-59	Pile H1 Raker	Hobart Kings Pier
HBT-20-02-01-06-60	Pile H2	Hobart Kings Pier
HBT-20-02-01-06-61	Pile H2 Raker	Hobart Kings Pier
HBT-20-02-01-06-62	Pile H3	Hobart Kings Pier
HBT-20-02-01-06-63	Pile H3 Raker	Hobart Kings Pier
HBT-20-02-01-06-64	Pile H4	Hobart Kings Pier
HBT-20-02-01-06-65	Pile H4 Raker	Hobart Kings Pier
HBT-20-02-01-06-66	Pile H5	Hobart Kings Pier
HBT-20-02-01-06-67	Pile H5 Raker	Hobart Kings Pier
HBT-20-02-01-06-68	Pile H6	Hobart Kings Pier
HBT-20-02-01-06-69	Pile H6 Raker	Hobart Kings Pier
HBT-20-02-01-06-70	Pile H7	Hobart Kings Pier
HBT-20-02-01-06-71	Pile H7 Raker	Hobart Kings Pier
HBT-20-02-01-06-72	Pile H8	Hobart Kings Pier

HBT-20-02-01-06-73	Pile H8 Raker	Hobart Kings Pier
HBT-20-02-01-06-74	Pile H9	Hobart Kings Pier
HBT-20-02-01-06-75	Pile H9 Raker	Hobart Kings Pier
HBT-20-02-01-06-76	Pile H10	Hobart Kings Pier
HBT-20-02-01-06-77	Pile H10 Raker	Hobart Kings Pier
HBT-20-02-01-06-78	Pile H11	Hobart Kings Pier
HBT-20-02-01-06-79	Pile H11 Raker	Hobart Kings Pier
HBT-20-02-01-06-80	Pile H12	Hobart Kings Pier
HBT-20-02-01-06-81	Pile H12 Raker	Hobart Kings Pier
HBT-20-02-01-06-82	Pile H13	Hobart Kings Pier
HBT-20-02-01-06-83	Pile H13 Raker	Hobart Kings Pier
HBT-20-02-01-06-84	Pile H14	Hobart Kings Pier
HBT-20-02-01-06-85	Pile H14 Raker	Hobart Kings Pier
HBT-20-02-01-06-86	Pile H15	Hobart Kings Pier
HBT-20-02-01-06-87	Pile H15 Raker	Hobart Kings Pier
HBT-20-02-01-06-88	Pile H16	Hobart Kings Pier
HBT-20-02-01-06-89	Pile H16 Raker	Hobart Kings Pier
HBT-20-02-01-06-90	Pile H17	Hobart Kings Pier
HBT-20-02-01-06-91	Pile H17 Raker	Hobart Kings Pier
HBT-20-02-01-06-92	Pile H18	Hobart Kings Pier
HBT-20-02-01-06-93	Pile H18 Raker	Hobart Kings Pier
HBT-20-02-01-06-94	Pile H19	Hobart Kings Pier
HBT-20-02-01-06-95	Pile H19 Raker	Hobart Kings Pier
HBT-20-02-01-06-96	Pile H20	Hobart Kings Pier
HBT-20-02-01-06-97	Pile H20 Raker	Hobart Kings Pier
HBT-20-02-01-06-98	Pile H21	Hobart Kings Pier
HBT-20-02-01-06-99	Pile H21 Raker	Hobart Kings Pier
HBT-22-02-04-01-08	Deck Segment 8-9	Hobart Franklin Wharf
HBT-22-02-04-01-09	Deck Segment 9-10	Hobart Franklin Wharf
HBT-22-02-04-01-10	Deck Segment 10-11	Hobart Franklin Wharf
HBT-22-02-04-01-12	Deck Segment 12-13	Hobart Franklin Wharf

HBT-22-02-04-01-13	Deck Segment 13-14	Hobart Franklin Wharf
HBT-22-02-04-01-14	Deck Segment 14-15	Hobart Franklin Wharf
HBT-22-02-04-01-15	Deck Segment 15-16	Hobart Franklin Wharf
HBT-22-02-04-01-26	Deck Segment 22-23	Hobart Franklin Wharf
HBT-22-02-04-01-27	Deck Segment 23-24	Hobart Franklin Wharf
HBT-22-02-04-01-28	Deck Segment 24-25	Hobart Franklin Wharf
HBT-22-02-04-01-29	Deck Segment 25-26	Hobart Franklin Wharf
HBT-22-02-04-01-30	Deck Segment 26-27	Hobart Franklin Wharf
HBT-22-02-04-01-31	Deck Segment 27-28	Hobart Franklin Wharf
HBT-22-02-04-01-32	Deck Segment 28-29	Hobart Franklin Wharf
HBT-22-02-04-01-54	Deck Segment 53-54	Hobart Franklin Wharf
HBT-22-02-04-01-56	Deck Segment 55-56	Hobart Franklin Wharf
HBT-22-02-04-01-57	Deck Segment 56-57	Hobart Franklin Wharf
HBT-22-02-04-01-59	Deck Segment 58-59	Hobart Franklin Wharf
HBT-22-02-04-01-60	Deck Segment 59-60	Hobart Franklin Wharf
HBT-22-02-04-01-61	Deck Segment 60-61	Hobart Franklin Wharf
HBT-22-02-04-01-62	Deck Segment 61-62	Hobart Franklin Wharf
HBT-22-02-04-01-63	Deck Segment 62-63	Hobart Franklin Wharf
HBT-22-02-04-01-64	Deck Segment 63-64	Hobart Franklin Wharf
HBT-22-02-04-01-65	Deck Segment 64-65	Hobart Franklin Wharf
HBT-22-02-04-01-66	Deck Segment 65-66	Hobart Franklin Wharf
HBT-22-02-04-02-106	Deck Soffit A47	Hobart Franklin Wharf
HBT-22-02-04-02-107	Deck Soffit C47	Hobart Franklin Wharf
HBT-22-02-04-02-108	Deck Soffit A48	Hobart Franklin Wharf
HBT-22-02-04-02-109	Deck Soffit B48	Hobart Franklin Wharf
HBT-22-02-04-02-110	Deck Soffit C48	Hobart Franklin Wharf
HBT-22-02-04-02-111	Deck Soffit A49	Hobart Franklin Wharf
HBT-22-02-04-02-112	Deck Soffit B49	Hobart Franklin Wharf
HBT-22-02-04-02-113	Deck Soffit C49	Hobart Franklin Wharf
HBT-22-02-04-02-123	Deck Soffit C53	Hobart Franklin Wharf
HBT-22-02-04-02-129	Deck Soffit C56	Hobart Franklin Wharf

HBT-22-02-04-02-131	Deck Soffit C57	Hobart Franklin Wharf
HBT-22-02-04-02-132	Deck Soffit D57	Hobart Franklin Wharf
HBT-22-02-04-02-133	Deck Soffit C58	Hobart Franklin Wharf
HBT-22-02-04-02-134	Deck Soffit D58	Hobart Franklin Wharf
HBT-22-02-04-02-135	Deck Soffit C59	Hobart Franklin Wharf
HBT-22-02-04-02-136	Deck Soffit D59	Hobart Franklin Wharf
HBT-22-02-04-02-137	Deck Soffit C60	Hobart Franklin Wharf
HBT-22-02-04-02-138	Deck Soffit D60	Hobart Franklin Wharf
HBT-22-02-04-02-139	Deck Soffit C61	Hobart Franklin Wharf
HBT-22-02-04-02-140	Deck Soffit D61	Hobart Franklin Wharf
HBT-22-02-04-02-141	Deck Soffit C62	Hobart Franklin Wharf
HBT-22-02-04-02-142	Deck Soffit D62	Hobart Franklin Wharf
HBT-22-02-04-02-144	Deck Soffit D63	Hobart Franklin Wharf
HBT-22-02-04-02-146	Deck Soffit D64	Hobart Franklin Wharf
HBT-22-02-04-02-148	Deck Soffit D65	Hobart Franklin Wharf
HBT-22-02-04-02-149	Deck Soffit C66	Hobart Franklin Wharf
HBT-22-02-04-02-42	Deck Soffit B22	Hobart Franklin Wharf
HBT-22-02-04-02-43	Deck Soffit A23	Hobart Franklin Wharf
HBT-22-02-04-02-44	Deck Soffit B23	Hobart Franklin Wharf
HBT-22-02-04-02-49	Deck Soffit A26	Hobart Franklin Wharf
HBT-22-02-04-02-51	Deck Soffit A27	Hobart Franklin Wharf
HBT-22-02-04-02-55	Deck Soffit A29	Hobart Franklin Wharf
HBT-22-02-04-02-58	Deck Soffit D29	Hobart Franklin Wharf
HBT-22-02-04-02-59	Deck Soffit A30	Hobart Franklin Wharf
HBT-22-02-04-02-60	Deck Soffit B30	Hobart Franklin Wharf
HBT-22-02-04-02-61	Deck Soffit C30	Hobart Franklin Wharf
HBT-22-02-04-02-62	Deck Soffit D30	Hobart Franklin Wharf
HBT-22-02-04-02-63	Deck Soffit A31	Hobart Franklin Wharf
HBT-22-02-04-02-64	Deck Soffit B31	Hobart Franklin Wharf
HBT-22-02-04-02-65	Deck Soffit C31	Hobart Franklin Wharf
HBT-22-02-04-02-66	Deck Soffit D31	Hobart Franklin Wharf

HBT-22-02-04-02-67	Deck Soffit A32	Hobart Franklin Wharf
HBT-22-02-04-02-68	Deck Soffit B32	Hobart Franklin Wharf
HBT-22-02-04-02-69	Deck Soffit C32	Hobart Franklin Wharf
HBT-22-02-04-02-70	Deck Soffit D32	Hobart Franklin Wharf
HBT-22-02-04-02-71	Deck Soffit A33	Hobart Franklin Wharf
HBT-22-02-04-02-77	Deck Soffit A35	Hobart Franklin Wharf
HBT-22-02-04-02-79	Deck Soffit A36	Hobart Franklin Wharf
HBT-22-02-04-02-83	Deck Soffit A40	Hobart Franklin Wharf
HBT-22-02-04-02-84	Deck Soffit B40	Hobart Franklin Wharf
HBT-22-02-04-02-85	Deck Soffit A42	Hobart Franklin Wharf
HBT-22-02-04-02-87	Deck Soffit A43	Hobart Franklin Wharf
HBT-22-02-04-02-89	Deck Soffit A44	Hobart Franklin Wharf
HBT-22-02-04-02-90	Deck Soffit B44	Hobart Franklin Wharf
HBT-22-02-04-02-91	Deck Soffit A45	Hobart Franklin Wharf
HBT-22-02-04-02-92	Deck Soffit B45	Hobart Franklin Wharf
HBT-22-02-04-03-07	Deck Segment 48-49 (Timber section)	Hobart Franklin Wharf
HBT-22-02-06-84	Pile A29	Hobart Franklin Wharf
HBT-27-13-04-01	Bollard 7aA	Hobart Domain Slip
HBT-27-13-04-02	Bollard 9aA	Hobart Domain Slip
HBT-27-13-04-03	Bollard 9aC	Hobart Domain Slip
HBT-27-13-04-04	Bollard 11aA	Hobart Domain Slip
HBT-27-13-04-05	Bollard 11aC	Hobart Domain Slip
HBT-27-13-04-06	Bollard 13aA	Hobart Domain Slip
HBT-27-13-04-07	Bollard 13aC	Hobart Domain Slip
HBT-27-13-04-08	Bollard 15aA	Hobart Domain Slip
HBT-27-13-04-09	Bollard 15aC	Hobart Domain Slip
HBT-27-13-10-01	Joists	Hobart Domain Slip
HBT-27-13-10-02	Bearers	Hobart Domain Slip
HBT-27-13-10-03	Sheet Pile	Hobart Domain Slip
HBT-27-14-07-02	Transverse Beam B	Hobart Domain Slip
HBT-27-14-07-06	Transverse Beam F	Hobart Domain Slip

HBT-27-14-07-12	Transverse Beam Hb	Hobart Domain Slip
BRN-06-02-05-08-01	Deck Segment CH40-CH45	Burnie Berth 4
BRN-06-02-05-08-02	Deck Segment CH50-55	Burnie Berth 4
BRN-06-02-05-08-03	Deck Segment CH95 -100	Burnie Berth 4
BRN-06-02-05-08-04	Deck Segment CH100-105	Burnie Berth 4
BRN-06-02-05-08-05	Deck Segment CH105-110	Burnie Berth 4
BRN-06-02-05-08-06	Deck Segment CH110-115	Burnie Berth 4
BRN-06-02-05-08-07	Deck Segment CH115-120	Burnie Berth 4
BRN-06-02-05-08-08	Deck Segment CH120-125	Burnie Berth 4
BRN-06-02-05-08-09	Deck Segment CH125-130	Burnie Berth 4
BRN-06-02-05-08-10	Deck Segment CH130-135	Burnie Berth 4
BRN-06-02-05-08-11	Deck Segment CH135-140	Burnie Berth 4
BRN-06-02-05-08-12	Deck Segment CH140-145	Burnie Berth 4
BRN-06-02-05-08-13	Deck Segment CH145-150	Burnie Berth 4
BRN-06-02-05-08-14	Deck Segment CH150-155	Burnie Berth 4
BRN-06-02-05-08-15	Deck Segment CH155-160	Burnie Berth 4
BRN-06-02-05-08-16	Deck Segment CH160-165	Burnie Berth 4
BRN-06-02-05-08-17	Deck Segment CH165-170	Burnie Berth 4
HBT-15-02-03-02-07	Deck Soffit 7B	Hobart Murray St Pier
HBT-15-02-03-02-17	Deck Soffit 1D	Hobart Murray St Pier
HBT-15-02-03-02-56	Deck Soffit 3J	Hobart Murray St Pier
HBT-20-09-03-01	Pile Safety Ladder Grid 44-45	Hobart Kings Pier
HBT-27-14-06-01-01	Deck Segment O-A	Hobart Domain Slip
HBT-27-14-06-01-02	Deck Segment A-B	Hobart Domain Slip
HBT-27-14-06-01-09	Deck Segment H-I	Hobart Domain Slip
HBT-27-14-06-02-11	Deck Soffit K	Hobart Domain Slip
STR-06-03-03	Fender Pile A3	Strahan Finger Pier
STR-06-03-10	Fender Pile A10	Strahan Finger Pier
STR-06-03-11	Fender Pile A11	Strahan Finger Pier
STR-06-03-12	Fender Pile A12	Strahan Finger Pier
STR-06-03-23	Fender Pile B11	Strahan Finger Pier

STR-06-03-24	Fender Pile B12	Strahan Finger Pier
STR-06-05-02	Pile A2	Strahan Finger Pier
STR-06-05-03	Pile A3	Strahan Finger Pier
STR-06-05-14	Pile B2	Strahan Finger Pier
STR-08-12-21	Pile E1	Strahan Yacht Charter Jetty
STR-08-12-22	Pile E2	Strahan Yacht Charter Jetty
BRN-05-02-01-06-02-03	Ocean Wall Waterside Section 3-4	Burnie Ocean Breakwater Precinct
BBY-02-02-05-02	Pile 1E	Bell Bay Berth 2
BBY-02-02-05-03	Pile 1F	Bell Bay Berth 2
BBY-02-02-05-04	Pile 1G	Bell Bay Berth 2
BBY-02-02-05-05	Pile 1H	Bell Bay Berth 2
BBY-02-02-05-06	Pile 1J	Bell Bay Berth 2
BBY-02-02-05-07	Pile 1K	Bell Bay Berth 2
BBY-02-02-05-08	Pile 1L	Bell Bay Berth 2
BBY-02-02-05-09	Pile 1M	Bell Bay Berth 2
BBY-02-02-05-10	Pile 1N	Bell Bay Berth 2
BBY-02-02-05-105	Pile 10aK	Bell Bay Berth 2
BBY-02-02-05-106	Pile 10aN	Bell Bay Berth 2
BBY-02-02-05-107	Pile 10D	Bell Bay Berth 2
BBY-02-02-05-11	Pile 1P	Bell Bay Berth 2
BBY-02-02-05-117	Pile 11aKa	Bell Bay Berth 2
BBY-02-02-05-119	Pile 11aN	Bell Bay Berth 2
BBY-02-02-05-12	Pile 2D	Bell Bay Berth 2
BBY-02-02-05-120	Pile 11D	Bell Bay Berth 2
BBY-02-02-05-13	Pile 2E	Bell Bay Berth 2
BBY-02-02-05-131	Pile 12aK	Bell Bay Berth 2
BBY-02-02-05-133	Pile 12aN	Bell Bay Berth 2
BBY-02-02-05-14	Pile 2F	Bell Bay Berth 2
BBY-02-02-05-141	Pile 12JR-NE	Bell Bay Berth 2
BBY-02-02-05-142	Pile 12JR-NW	Bell Bay Berth 2
BBY-02-02-05-143	Pile 12JR-SE	Bell Bay Berth 2

BBY-02-02-05-144	Pile 12JR-SW	Bell Bay Berth 2
BBY-02-02-05-148	Pile 12MR-NE	Bell Bay Berth 2
BBY-02-02-05-149	Pile 12MR-NW	Bell Bay Berth 2
BBY-02-02-05-15	Pile 2G	Bell Bay Berth 2
BBY-02-02-05-150	Pile 12MR-SE	Bell Bay Berth 2
BBY-02-02-05-151	Pile 12MR-SW	Bell Bay Berth 2
BBY-02-02-05-153	Pile 13A	Bell Bay Berth 2
BBY-02-02-05-154	Pile 13B	Bell Bay Berth 2
BBY-02-02-05-155	Pile 13C	Bell Bay Berth 2
BBY-02-02-05-156	Pile 13C-R	Bell Bay Berth 2
BBY-02-02-05-16	Pile 2H	Bell Bay Berth 2
BBY-02-02-05-17	Pile 2J	Bell Bay Berth 2
BBY-02-02-05-170	Pile 14D	Bell Bay Berth 2
BBY-02-02-05-171	Pile 14E	Bell Bay Berth 2
BBY-02-02-05-172	Pile 14F	Bell Bay Berth 2
BBY-02-02-05-18	Pile 2KR	Bell Bay Berth 2
BBY-02-02-05-186	Pile 15F	Bell Bay Berth 2
BBY-02-02-05-19	Pile 2LR	Bell Bay Berth 2
BBY-02-02-05-197	Pile 16D	Bell Bay Berth 2
BBY-02-02-05-20	Pile 2M	Bell Bay Berth 2
BBY-02-02-05-207	Pile 17C	Bell Bay Berth 2
BBY-02-02-05-21	Pile 2NR	Bell Bay Berth 2
BBY-02-02-05-211	Pile 17F	Bell Bay Berth 2
BBY-02-02-05-22	Pile 2P	Bell Bay Berth 2
BBY-02-02-05-226	Pile 18K	Bell Bay Berth 2
BBY-02-02-05-23	Pile 3D	Bell Bay Berth 2
BBY-02-02-05-230	Pile 19C	Bell Bay Berth 2
BBY-02-02-05-232	Pile 19E	Bell Bay Berth 2
BBY-02-02-05-24	Pile 3E	Bell Bay Berth 2
BBY-02-02-05-242	Pile 20D	Bell Bay Berth 2
BBY-02-02-05-25	Pile 3F	Bell Bay Berth 2

BBY-02-02-05-252	Pile 20P	Bell Bay Berth 2
BBY-02-02-05-254	Pile 21D	Bell Bay Berth 2
BBY-02-02-05-26	Pile 3G	Bell Bay Berth 2
BBY-02-02-05-264	Pile 22D	Bell Bay Berth 2
BBY-02-02-05-267	Pile 22G	Bell Bay Berth 2
BBY-02-02-05-27	Pile 3H	Bell Bay Berth 2
BBY-02-02-05-275	Pile 23E	Bell Bay Berth 2
BBY-02-02-05-277	Pile 23G	Bell Bay Berth 2
BBY-02-02-05-28	Pile 3J	Bell Bay Berth 2
BBY-02-02-05-29	Pile 3K	Bell Bay Berth 2
BBY-02-02-05-30	Pile 3L	Bell Bay Berth 2
BBY-02-02-05-31	Pile 3M	Bell Bay Berth 2
BBY-02-02-05-32	Pile 3N	Bell Bay Berth 2
BBY-02-02-05-33	Pile 3P	Bell Bay Berth 2
BBY-02-02-05-34	Pile 4D	Bell Bay Berth 2
BBY-02-02-05-340	Pile 32K	Bell Bay Berth 2
BBY-02-02-05-341	Pile 32L	Bell Bay Berth 2
BBY-02-02-05-35	Pile 4E	Bell Bay Berth 2
BBY-02-02-05-36	Pile 4F	Bell Bay Berth 2
BBY-02-02-05-37	Pile 4G	Bell Bay Berth 2
BBY-02-02-05-38	Pile 4H	Bell Bay Berth 2
BBY-02-02-05-385	Dolphin Pile W1	Bell Bay Berth 2
BBY-02-02-05-386	Dolphin Pile W2	Bell Bay Berth 2
BBY-02-02-05-387	Dolphin Pile W3	Bell Bay Berth 2
BBY-02-02-05-388	Dolphin Pile W4	Bell Bay Berth 2
BBY-02-02-05-389	Dolphin Pile W5	Bell Bay Berth 2
BBY-02-02-05-39	Pile 4J	Bell Bay Berth 2
BBY-02-02-05-390	Dolphin Pile W6	Bell Bay Berth 2
BBY-02-02-05-391	Dolphin Pile W7	Bell Bay Berth 2
BBY-02-02-05-392	Dolphin Pile W8	Bell Bay Berth 2
BBY-02-02-05-393	Dolphin Pile W9	Bell Bay Berth 2

BBY-02-02-05-394	Dolphin Pile W10	Bell Bay Berth 2
BBY-02-02-05-395	Dolphin Pile W11	Bell Bay Berth 2
BBY-02-02-05-396	Dolphin Pile W12	Bell Bay Berth 2
BBY-02-02-05-397	Dolphin Pile W13	Bell Bay Berth 2
BBY-02-02-05-398	Dolphin Pile W14	Bell Bay Berth 2
BBY-02-02-05-399	Dolphin Pile W16	Bell Bay Berth 2
BBY-02-02-05-40	Pile 4KR	Bell Bay Berth 2
BBY-02-02-05-400	Dolphin Pile W17	Bell Bay Berth 2
BBY-02-02-05-401	Dolphin Pile W18	Bell Bay Berth 2
BBY-02-02-05-402	Dolphin Pile W19	Bell Bay Berth 2
BBY-02-02-05-403	Dolphin Pile W20	Bell Bay Berth 2
BBY-02-02-05-404	Dolphin Pile W21	Bell Bay Berth 2
BBY-02-02-05-405	Dolphin Pile W22	Bell Bay Berth 2
BBY-02-02-05-406	Dolphin Pile W23	Bell Bay Berth 2
BBY-02-02-05-41	Pile 4LR	Bell Bay Berth 2
BBY-02-02-05-42	Pile 4M	Bell Bay Berth 2
BBY-02-02-05-43	Pile 4NR	Bell Bay Berth 2
BBY-02-02-05-44	Pile 4P	Bell Bay Berth 2
BBY-02-02-05-45	Pile 5D	Bell Bay Berth 2
BBY-02-02-05-46	Pile 5E	Bell Bay Berth 2
BBY-02-02-05-47	Pile 5F	Bell Bay Berth 2
BBY-02-02-05-48	Pile 5G	Bell Bay Berth 2
BBY-02-02-05-49	Pile 5H	Bell Bay Berth 2
BBY-02-02-05-50	Pile 5J	Bell Bay Berth 2
BBY-02-02-05-51	Pile 5K	Bell Bay Berth 2
BBY-02-02-05-52	Pile 5L	Bell Bay Berth 2
BBY-02-02-05-53	Pile 5M	Bell Bay Berth 2
BBY-02-02-05-54	Pile 5N	Bell Bay Berth 2
BBY-02-02-05-55	Pile 5P	Bell Bay Berth 2
BBY-02-02-05-56	Pile 6D	Bell Bay Berth 2
BBY-02-02-05-57	Pile 6E	Bell Bay Berth 2

BBY-02-02-05-58	Pile 6F	Bell Bay Berth 2
BBY-02-02-05-59	Pile 6G	Bell Bay Berth 2
BBY-02-02-05-60	Pile 6H	Bell Bay Berth 2
BBY-02-02-05-61	Pile 6J	Bell Bay Berth 2
BBY-02-02-05-62	Pile 6KR	Bell Bay Berth 2
BBY-02-02-05-63	Pile 6LR	Bell Bay Berth 2
BBY-02-02-05-64	Pile 6M	Bell Bay Berth 2
BBY-02-02-05-65	Pile 6NR	Bell Bay Berth 2
BBY-02-02-05-66	Pile 6P	Bell Bay Berth 2
BBY-02-02-05-67	Pile 7D	Bell Bay Berth 2
BBY-02-02-05-68	Pile 7E	Bell Bay Berth 2
BBY-02-02-05-69	Pile 7F	Bell Bay Berth 2
BBY-02-02-05-70	Pile 7G	Bell Bay Berth 2
BBY-02-02-05-71	Pile 7H	Bell Bay Berth 2
BBY-02-02-05-72	Pile 7J	Bell Bay Berth 2
BBY-02-02-05-73	Pile 7K	Bell Bay Berth 2
BBY-02-02-05-74	Pile 7L	Bell Bay Berth 2
BBY-02-02-05-75	Pile 7M	Bell Bay Berth 2
BBY-02-02-05-76	Pile 7N	Bell Bay Berth 2
BBY-02-02-05-77	Pile 7P	Bell Bay Berth 2
BBY-02-02-05-78	Pile 8aK	Bell Bay Berth 2
BBY-02-02-05-79	Pile 8aN	Bell Bay Berth 2
BBY-02-02-05-93	Pile 9aK	Bell Bay Berth 2
BBY-02-02-05-94	Pile 9aN	Bell Bay Berth 2
BBY-02-02-05-95	Pile 9D	Bell Bay Berth 2
BBY-05-02-10-05-10	Headstock Segment 5C-5D	Bell Bay Berth 4
BBY-05-02-10-05-11	Headstock Segment 5E-5F	Bell Bay Berth 4
BBY-05-02-10-05-12	Headstock Segment F5-F6	Bell Bay Berth 4
BBY-05-02-10-05-13	Headstock Segment 6B-6C	Bell Bay Berth 4
BBY-05-02-10-05-14	Headstock Segment 6C-6D	Bell Bay Berth 4
BBY-05-02-10-05-15	Headstock Segment 6E-6F	Bell Bay Berth 4

BBY-05-02-10-05-16	Headstock Segment F6-F7	Bell Bay Berth 4
BBY-05-02-10-05-17	Headstock Segment G6-G7	Bell Bay Berth 4
BBY-05-02-10-05-18	Headstock Segment H6-H7	Bell Bay Berth 4
BBY-05-02-10-05-19	Headstock Segment I6-I7	Bell Bay Berth 4
BBY-05-02-10-05-20	Headstock Segment J6-J7	Bell Bay Berth 4
BBY-05-02-10-05-21	Headstock Segment 7B-7C	Bell Bay Berth 4
BBY-05-02-10-05-22	Headstock Segment 7C-7D	Bell Bay Berth 4
BBY-05-02-10-05-23	Headstock Segment 7E-7F	Bell Bay Berth 4
BBY-05-02-10-05-24	Headstock Segment F7-F8	Bell Bay Berth 4
BBY-05-02-10-05-25	Headstock Segment 8B-8C	Bell Bay Berth 4
BBY-05-02-10-05-26	Headstock Segment 8C-8D	Bell Bay Berth 4
BBY-05-02-10-05-27	Headstock Segment 8E-8F	Bell Bay Berth 4
BBY-05-02-10-05-28	Headstock Segment 9B-9C	Bell Bay Berth 4
BBY-05-02-10-05-29	Headstock Segment 9C-9D	Bell Bay Berth 4
BBY-05-02-10-05-30	Headstock Segment 10B-10C	Bell Bay Berth 4
BBY-05-02-10-05-31	Headstock Segment 10C-10D	Bell Bay Berth 4
BBY-05-02-10-05-32	Headstock Segment 11A-11B	Bell Bay Berth 4
BBY-05-02-10-05-33	Headstock Segment A	Bell Bay Berth 4
BBY-05-02-10-05-34	Headstock Segment B	Bell Bay Berth 4
BBY-05-02-10-05-35	Headstock Segment C	Bell Bay Berth 4
BBY-05-02-10-05-36	Headstock Segment 1B-1C	Bell Bay Berth 4
BBY-05-02-10-05-37	Headstock Segment 1C-1D	Bell Bay Berth 4
BBY-05-02-10-05-38	Headstock Segment 2B-2C	Bell Bay Berth 4
BBY-05-02-10-05-39	Headstock Segment 2C-2D	Bell Bay Berth 4
BBY-05-02-10-05-40	Headstock Segment 3B-3C	Bell Bay Berth 4
BBY-05-02-10-05-41	Headstock Segment 3C-3D	Bell Bay Berth 4
BBY-05-02-10-05-42	Headstock Segment 4B-4C	Bell Bay Berth 4
BBY-05-02-10-05-43	Headstock Segment 4C-4D	Bell Bay Berth 4
BBY-05-02-10-05-44	Headstock Segment 5B-5C	Bell Bay Berth 4
BBY-06-02-03-01	Deck Top 1A-4N	Bell Bay Berth 5
BBY-06-02-03-02	Deck Top 4A-13N	Bell Bay Berth 5

BBY-06-02-03-03	Deck Top 13A-22N	Bell Bay Berth 5
BBY-06-02-03-04	Deck Top 22A-30N	Bell Bay Berth 5
BBY-06-02-03-05	Deck Top 30A-39N	Bell Bay Berth 5
BBY-06-02-03-06	Deck Top 39A-48N	Bell Bay Berth 5
BBY-06-02-03-07	Deck Top 48A-57N	Bell Bay Berth 5
BBY-06-02-03-08	Deck Top 57A-66N	Bell Bay Berth 5
BBY-06-02-03-09	Deck Top 66A-75N	Bell Bay Berth 5
BBY-07-02-01-23	Fender Pile 52E	Bell Bay Berth 6
BBY-07-02-01-24	Fender Pile 53E	Bell Bay Berth 6
BBY-07-02-01-25	Fender Pile 54E	Bell Bay Berth 6
BBY-07-02-01-26	Fender Pile 55E	Bell Bay Berth 6
BBY-07-02-01-27	Fender Pile 56E	Bell Bay Berth 6
BBY-07-02-01-28	Fender Pile 57E	Bell Bay Berth 6
BBY-07-02-01-29	Fender Pile 58E	Bell Bay Berth 6
BBY-07-02-01-30	Fender Pile 59E	Bell Bay Berth 6
BBY-07-02-01-31	Fender Pile 60E	Bell Bay Berth 6
BBY-07-02-01-32	Fender Pile 61E	Bell Bay Berth 6
BBY-07-02-01-33	Fender Pile 62E	Bell Bay Berth 6
BBY-07-02-01-34	Fender Pile 63E	Bell Bay Berth 6
BBY-07-02-01-35	Fender Pile 64E	Bell Bay Berth 6
BBY-07-02-01-36	Fender Pile 65E	Bell Bay Berth 6
BBY-07-02-01-37	Fender Pile 66E	Bell Bay Berth 6
BBY-07-02-01-38	Fender Pile 66E-W	Bell Bay Berth 6
BBY-07-02-03-01	Pile 1A	Bell Bay Berth 6
BBY-07-02-03-02	Pile 2A-E	Bell Bay Berth 6
BBY-07-02-03-03	Pile 2A-W	Bell Bay Berth 6
BBY-07-02-03-04	Pile 3A-E	Bell Bay Berth 6
BBY-07-02-03-05	Pile 3A-W	Bell Bay Berth 6
BBY-07-02-03-06	Pile 4A-E	Bell Bay Berth 6
BBY-07-02-03-07	Pile 4A-W	Bell Bay Berth 6
BBY-07-02-03-08	Pile 5A-E	Bell Bay Berth 6

BBY-07-02-03-09	Pile 5A-W	Bell Bay Berth 6
BBY-07-02-03-10	Pile 6A-E	Bell Bay Berth 6
BBY-07-02-03-103	Pile 61A	Bell Bay Berth 6
BBY-07-02-03-104	Pile 62A	Bell Bay Berth 6
BBY-07-02-03-108	Pile 66A	Bell Bay Berth 6
BBY-07-02-03-109	Pile 43B	Bell Bay Berth 6
BBY-07-02-03-11	Pile 6A-W	Bell Bay Berth 6
BBY-07-02-03-110	Pile 44B	Bell Bay Berth 6
BBY-07-02-03-111	Pile 45B	Bell Bay Berth 6
BBY-07-02-03-112	Pile 46B	Bell Bay Berth 6
BBY-07-02-03-113	Pile 47B	Bell Bay Berth 6
BBY-07-02-03-114	Pile 48B	Bell Bay Berth 6
BBY-07-02-03-115	Pile 49B	Bell Bay Berth 6
BBY-07-02-03-116	Pile 50B	Bell Bay Berth 6
BBY-07-02-03-12	Pile 7AR-E	Bell Bay Berth 6
BBY-07-02-03-129	Pile 61B	Bell Bay Berth 6
BBY-07-02-03-13	Pile 7AR-W	Bell Bay Berth 6
BBY-07-02-03-130	Pile 62B	Bell Bay Berth 6
BBY-07-02-03-134	Pile 66B	Bell Bay Berth 6
BBY-07-02-03-135	Pile 1C	Bell Bay Berth 6
BBY-07-02-03-136	Pile 2C	Bell Bay Berth 6
BBY-07-02-03-137	Pile 3C	Bell Bay Berth 6
BBY-07-02-03-138	Pile 4C	Bell Bay Berth 6
BBY-07-02-03-139	Pile 5C	Bell Bay Berth 6
BBY-07-02-03-14	Pile 8A-E	Bell Bay Berth 6
BBY-07-02-03-140	Pile 6C	Bell Bay Berth 6
BBY-07-02-03-141	Pile 7C	Bell Bay Berth 6
BBY-07-02-03-142	Pile 8C	Bell Bay Berth 6
BBY-07-02-03-143	Pile 9C	Bell Bay Berth 6
BBY-07-02-03-144	Pile 10C	Bell Bay Berth 6
BBY-07-02-03-145	Pile 11C	Bell Bay Berth 6

BBY-07-02-03-146	Pile 12C	Bell Bay Berth 6
BBY-07-02-03-147	Pile 13C	Bell Bay Berth 6
BBY-07-02-03-148	Pile 14C	Bell Bay Berth 6
BBY-07-02-03-149	Pile 15C	Bell Bay Berth 6
BBY-07-02-03-15	Pile 8A-W	Bell Bay Berth 6
BBY-07-02-03-150	Pile 16C	Bell Bay Berth 6
BBY-07-02-03-151	Pile 17C	Bell Bay Berth 6
BBY-07-02-03-152	Pile 18C	Bell Bay Berth 6
BBY-07-02-03-153	Pile 19C	Bell Bay Berth 6
BBY-07-02-03-154	Pile 20C	Bell Bay Berth 6
BBY-07-02-03-155	Pile 21C	Bell Bay Berth 6
BBY-07-02-03-156	Pile 22C	Bell Bay Berth 6
BBY-07-02-03-157	Pile 23C	Bell Bay Berth 6
BBY-07-02-03-158	Pile 24C	Bell Bay Berth 6
BBY-07-02-03-159	Pile 25C	Bell Bay Berth 6
BBY-07-02-03-16	Pile 9A-E	Bell Bay Berth 6
BBY-07-02-03-160	Pile 26CR-N	Bell Bay Berth 6
BBY-07-02-03-161	Pile 26CR-S	Bell Bay Berth 6
BBY-07-02-03-162	Pile 27CR-N	Bell Bay Berth 6
BBY-07-02-03-163	Pile 27CR-S	Bell Bay Berth 6
BBY-07-02-03-164	Pile 28CR-N	Bell Bay Berth 6
BBY-07-02-03-165	Pile 28CR-S	Bell Bay Berth 6
BBY-07-02-03-166	Pile 29CR-N	Bell Bay Berth 6
BBY-07-02-03-167	Pile 29CR-S	Bell Bay Berth 6
BBY-07-02-03-168	Pile 30CR-N	Bell Bay Berth 6
BBY-07-02-03-169	Pile 30CR-S	Bell Bay Berth 6
BBY-07-02-03-17	Pile 9A-W	Bell Bay Berth 6
BBY-07-02-03-170	Pile 31CR-N	Bell Bay Berth 6
BBY-07-02-03-171	Pile 31CR-S	Bell Bay Berth 6
BBY-07-02-03-172	Pile 32CR-N	Bell Bay Berth 6
BBY-07-02-03-173	Pile 32CR-S	Bell Bay Berth 6

BBY-07-02-03-174	Pile 33CR-N	Bell Bay Berth 6
BBY-07-02-03-175	Pile 33CR-S	Bell Bay Berth 6
BBY-07-02-03-176	Pile 34CR-N	Bell Bay Berth 6
BBY-07-02-03-177	Pile 34CR-S	Bell Bay Berth 6
BBY-07-02-03-178	Pile 35CR-N	Bell Bay Berth 6
BBY-07-02-03-179	Pile 35CR-S	Bell Bay Berth 6
BBY-07-02-03-18	Pile 10A-E	Bell Bay Berth 6
BBY-07-02-03-180	Pile 36CR-N	Bell Bay Berth 6
BBY-07-02-03-181	Pile 36CR-S	Bell Bay Berth 6
BBY-07-02-03-182	Pile 37CR-N	Bell Bay Berth 6
BBY-07-02-03-183	Pile 37CR-S	Bell Bay Berth 6
BBY-07-02-03-184	Pile 38CR-N	Bell Bay Berth 6
BBY-07-02-03-185	Pile 38CR-S	Bell Bay Berth 6
BBY-07-02-03-186	Pile 39CR-N	Bell Bay Berth 6
BBY-07-02-03-187	Pile 39CR-S	Bell Bay Berth 6
BBY-07-02-03-188	Pile 40CR-NE	Bell Bay Berth 6
BBY-07-02-03-189	Pile 40CR-SE	Bell Bay Berth 6
BBY-07-02-03-19	Pile 10A-W	Bell Bay Berth 6
BBY-07-02-03-190	Pile 40CR-NW	Bell Bay Berth 6
BBY-07-02-03-191	Pile 40CR-SW	Bell Bay Berth 6
BBY-07-02-03-192	Pile 41CR-NE	Bell Bay Berth 6
BBY-07-02-03-193	Pile 41CR-SE	Bell Bay Berth 6
BBY-07-02-03-194	Pile 41CR-NW	Bell Bay Berth 6
BBY-07-02-03-195	Pile 41CR-SW	Bell Bay Berth 6
BBY-07-02-03-196	Pile 42CR-N	Bell Bay Berth 6
BBY-07-02-03-197	Pile 42CR-S	Bell Bay Berth 6
BBY-07-02-03-198	Pile 43C-N	Bell Bay Berth 6
BBY-07-02-03-199	Pile 43C-S	Bell Bay Berth 6
BBY-07-02-03-20	Pile 11AR-E	Bell Bay Berth 6
BBY-07-02-03-200	Pile 44CR-N	Bell Bay Berth 6
BBY-07-02-03-201	Pile 44CR-S	Bell Bay Berth 6

BBY-07-02-03-202	Pile 45CR-N	Bell Bay Berth 6
BBY-07-02-03-203	Pile 45CR-S	Bell Bay Berth 6
BBY-07-02-03-204	Pile 46CR-N	Bell Bay Berth 6
BBY-07-02-03-205	Pile 46CR-S	Bell Bay Berth 6
BBY-07-02-03-206	Pile 47CR-N	Bell Bay Berth 6
BBY-07-02-03-207	Pile 47CR-S	Bell Bay Berth 6
BBY-07-02-03-208	Pile 48CR-N	Bell Bay Berth 6
BBY-07-02-03-209	Pile 48CR-S	Bell Bay Berth 6
BBY-07-02-03-21	Pile 11AR-W	Bell Bay Berth 6
BBY-07-02-03-210	Pile 49CR-N	Bell Bay Berth 6
BBY-07-02-03-211	Pile 49CR-S	Bell Bay Berth 6
BBY-07-02-03-212	Pile 50CR-N	Bell Bay Berth 6
BBY-07-02-03-213	Pile 50CR-S	Bell Bay Berth 6
BBY-07-02-03-22	Pile 12A-E	Bell Bay Berth 6
BBY-07-02-03-23	Pile 12A-W	Bell Bay Berth 6
BBY-07-02-03-234	Pile 61CR-N	Bell Bay Berth 6
BBY-07-02-03-235	Pile 61CR-S	Bell Bay Berth 6
BBY-07-02-03-236	Pile 62CR-N	Bell Bay Berth 6
BBY-07-02-03-237	Pile 62CR-S	Bell Bay Berth 6
BBY-07-02-03-238	Pile 63CR-N	Bell Bay Berth 6
BBY-07-02-03-24	Pile 13A-E	Bell Bay Berth 6
BBY-07-02-03-248	Pile 66CR-N	Bell Bay Berth 6
BBY-07-02-03-249	Pile 66CR-S	Bell Bay Berth 6
BBY-07-02-03-25	Pile 13A-W	Bell Bay Berth 6
BBY-07-02-03-250	Pile 1D	Bell Bay Berth 6
BBY-07-02-03-251	Pile 2D-E	Bell Bay Berth 6
BBY-07-02-03-252	Pile 2D-W	Bell Bay Berth 6
BBY-07-02-03-253	Pile 3D-E	Bell Bay Berth 6
BBY-07-02-03-254	Pile 3D-W	Bell Bay Berth 6
BBY-07-02-03-255	Pile 4D	Bell Bay Berth 6
BBY-07-02-03-256	Pile 5D	Bell Bay Berth 6

BBY-07-02-03-257	Pile 6D	Bell Bay Berth 6
BBY-07-02-03-258	Pile 7DR	Bell Bay Berth 6
BBY-07-02-03-259	Pile 8D	Bell Bay Berth 6
BBY-07-02-03-26	Pile 14A-E	Bell Bay Berth 6
BBY-07-02-03-260	Pile 9DR	Bell Bay Berth 6
BBY-07-02-03-261	Pile 10D	Bell Bay Berth 6
BBY-07-02-03-262	Pile 11DR	Bell Bay Berth 6
BBY-07-02-03-263	Pile 12D	Bell Bay Berth 6
BBY-07-02-03-264	Pile 13DR	Bell Bay Berth 6
BBY-07-02-03-265	Pile 14D	Bell Bay Berth 6
BBY-07-02-03-266	Pile 15DR	Bell Bay Berth 6
BBY-07-02-03-267	Pile 16D	Bell Bay Berth 6
BBY-07-02-03-268	Pile 17DR	Bell Bay Berth 6
BBY-07-02-03-269	Pile 18D	Bell Bay Berth 6
BBY-07-02-03-27	Pile 14A-W	Bell Bay Berth 6
BBY-07-02-03-270	Pile 19DR	Bell Bay Berth 6
BBY-07-02-03-271	Pile 20D	Bell Bay Berth 6
BBY-07-02-03-272	Pile 21DR	Bell Bay Berth 6
BBY-07-02-03-273	Pile 22D	Bell Bay Berth 6
BBY-07-02-03-274	Pile 23DR	Bell Bay Berth 6
BBY-07-02-03-275	Pile 24D	Bell Bay Berth 6
BBY-07-02-03-276	Pile 25DR	Bell Bay Berth 6
BBY-07-02-03-277	Pile 26D	Bell Bay Berth 6
BBY-07-02-03-278	Pile 27D	Bell Bay Berth 6
BBY-07-02-03-279	Pile 28D	Bell Bay Berth 6
BBY-07-02-03-28	Pile 15AR-E	Bell Bay Berth 6
BBY-07-02-03-280	Pile 29D	Bell Bay Berth 6
BBY-07-02-03-281	Pile 30D	Bell Bay Berth 6
BBY-07-02-03-282	Pile 31D	Bell Bay Berth 6
BBY-07-02-03-283	Pile 32D	Bell Bay Berth 6
BBY-07-02-03-284	Pile 33D	Bell Bay Berth 6

BBY-07-02-03-285	Pile 34D	Bell Bay Berth 6
BBY-07-02-03-286	Pile 35D	Bell Bay Berth 6
BBY-07-02-03-287	Pile 36D	Bell Bay Berth 6
BBY-07-02-03-288	Pile 37D	Bell Bay Berth 6
BBY-07-02-03-289	Pile 38D	Bell Bay Berth 6
BBY-07-02-03-29	Pile 15AR-W	Bell Bay Berth 6
BBY-07-02-03-290	Pile 39D	Bell Bay Berth 6
BBY-07-02-03-291	Pile 40D	Bell Bay Berth 6
BBY-07-02-03-292	Pile 41DR-E	Bell Bay Berth 6
BBY-07-02-03-293	Pile 41DR-W	Bell Bay Berth 6
BBY-07-02-03-294	Pile 42D	Bell Bay Berth 6
BBY-07-02-03-295	Pile 43D	Bell Bay Berth 6
BBY-07-02-03-296	Pile 44D	Bell Bay Berth 6
BBY-07-02-03-297	Pile 45D	Bell Bay Berth 6
BBY-07-02-03-298	Pile 46D	Bell Bay Berth 6
BBY-07-02-03-299	Pile 47D	Bell Bay Berth 6
BBY-07-02-03-30	Pile 16A-E	Bell Bay Berth 6
BBY-07-02-03-300	Pile 48D	Bell Bay Berth 6
BBY-07-02-03-301	Pile 49D	Bell Bay Berth 6
BBY-07-02-03-302	Pile 50D	Bell Bay Berth 6
BBY-07-02-03-31	Pile 16A-W	Bell Bay Berth 6
BBY-07-02-03-313	Pile 61D	Bell Bay Berth 6
BBY-07-02-03-314	Pile 62D	Bell Bay Berth 6
BBY-07-02-03-318	Pile 66D	Bell Bay Berth 6
BBY-07-02-03-319	Pile 4E	Bell Bay Berth 6
BBY-07-02-03-32	Pile 17A-E	Bell Bay Berth 6
BBY-07-02-03-325	Pile 10E	Bell Bay Berth 6
BBY-07-02-03-326	Pile 11ER	Bell Bay Berth 6
BBY-07-02-03-327	Pile 12E	Bell Bay Berth 6
BBY-07-02-03-328	Pile 13ER	Bell Bay Berth 6
BBY-07-02-03-329	Pile 14E	Bell Bay Berth 6

BBY-07-02-03-33	Pile 17A-W	Bell Bay Berth 6
BBY-07-02-03-330	Pile 15ER	Bell Bay Berth 6
BBY-07-02-03-331	Pile 16E	Bell Bay Berth 6
BBY-07-02-03-332	Pile 17ER	Bell Bay Berth 6
BBY-07-02-03-333	Pile 18E	Bell Bay Berth 6
BBY-07-02-03-334	Pile 19ER	Bell Bay Berth 6
BBY-07-02-03-335	Pile 20E	Bell Bay Berth 6
BBY-07-02-03-336	Pile 21ER	Bell Bay Berth 6
BBY-07-02-03-337	Pile 22E	Bell Bay Berth 6
BBY-07-02-03-338	Pile 23ER	Bell Bay Berth 6
BBY-07-02-03-339	Pile 24E	Bell Bay Berth 6
BBY-07-02-03-34	Pile 18A-E	Bell Bay Berth 6
BBY-07-02-03-340	Pile 25ER	Bell Bay Berth 6
BBY-07-02-03-341	Pile 26E	Bell Bay Berth 6
BBY-07-02-03-342	Pile 27E	Bell Bay Berth 6
BBY-07-02-03-343	Pile 28E	Bell Bay Berth 6
BBY-07-02-03-344	Pile 29E	Bell Bay Berth 6
BBY-07-02-03-345	Pile 30E	Bell Bay Berth 6
BBY-07-02-03-346	Pile 31E	Bell Bay Berth 6
BBY-07-02-03-347	Pile 32E	Bell Bay Berth 6
BBY-07-02-03-348	Pile 33E	Bell Bay Berth 6
BBY-07-02-03-349	Pile 34E	Bell Bay Berth 6
BBY-07-02-03-35	Pile 18A-W	Bell Bay Berth 6
BBY-07-02-03-350	Pile 35E	Bell Bay Berth 6
BBY-07-02-03-351	Pile 36E	Bell Bay Berth 6
BBY-07-02-03-352	Pile 37E	Bell Bay Berth 6
BBY-07-02-03-353	Pile 38E	Bell Bay Berth 6
BBY-07-02-03-354	Pile 39E	Bell Bay Berth 6
BBY-07-02-03-355	Pile 40E	Bell Bay Berth 6
BBY-07-02-03-356	Pile 42E	Bell Bay Berth 6
BBY-07-02-03-357	Pile 43E	Bell Bay Berth 6

BBY-07-02-03-358	Pile 44E	Bell Bay Berth 6
BBY-07-02-03-359	Pile 45E	Bell Bay Berth 6
BBY-07-02-03-36	Pile 19AR-E	Bell Bay Berth 6
BBY-07-02-03-360	Pile 46E	Bell Bay Berth 6
BBY-07-02-03-361	Pile 47E	Bell Bay Berth 6
BBY-07-02-03-362	Pile 48E	Bell Bay Berth 6
BBY-07-02-03-363	Pile 49E	Bell Bay Berth 6
BBY-07-02-03-364	Pile 50E	Bell Bay Berth 6
BBY-07-02-03-37	Pile 19AR-W	Bell Bay Berth 6
BBY-07-02-03-375	Pile 61E	Bell Bay Berth 6
BBY-07-02-03-376	Pile 62E	Bell Bay Berth 6
BBY-07-02-03-38	Pile 20A-E	Bell Bay Berth 6
BBY-07-02-03-380	Pile 66E	Bell Bay Berth 6
BBY-07-02-03-381	Pile 4F	Bell Bay Berth 6
BBY-07-02-03-387	Pile 10F	Bell Bay Berth 6
BBY-07-02-03-388	Pile 11F	Bell Bay Berth 6
BBY-07-02-03-389	Pile 12F	Bell Bay Berth 6
BBY-07-02-03-39	Pile 20A-W	Bell Bay Berth 6
BBY-07-02-03-390	Pile 13F	Bell Bay Berth 6
BBY-07-02-03-391	Pile 14F	Bell Bay Berth 6
BBY-07-02-03-392	Pile 15F	Bell Bay Berth 6
BBY-07-02-03-393	Pile 16F	Bell Bay Berth 6
BBY-07-02-03-394	Pile 17F	Bell Bay Berth 6
BBY-07-02-03-395	Pile 18F	Bell Bay Berth 6
BBY-07-02-03-396	Pile 19F	Bell Bay Berth 6
BBY-07-02-03-397	Pile 20F	Bell Bay Berth 6
BBY-07-02-03-398	Pile 21F	Bell Bay Berth 6
BBY-07-02-03-399	Pile 22F	Bell Bay Berth 6
BBY-07-02-03-40	Pile 21A-E	Bell Bay Berth 6
BBY-07-02-03-400	Pile 23F	Bell Bay Berth 6
BBY-07-02-03-401	Pile 24F	Bell Bay Berth 6

BBY-07-02-03-402	Pile 25F	Bell Bay Berth 6
BBY-07-02-03-403	Pile 26F	Bell Bay Berth 6
BBY-07-02-03-404	Pile 27F	Bell Bay Berth 6
BBY-07-02-03-405	Pile 28F	Bell Bay Berth 6
BBY-07-02-03-406	Pile 29F	Bell Bay Berth 6
BBY-07-02-03-407	Pile 30F	Bell Bay Berth 6
BBY-07-02-03-408	Pile 31F	Bell Bay Berth 6
BBY-07-02-03-409	Pile 32F	Bell Bay Berth 6
BBY-07-02-03-41	Pile 21A-W	Bell Bay Berth 6
BBY-07-02-03-410	Pile 33F	Bell Bay Berth 6
BBY-07-02-03-411	Pile 34F	Bell Bay Berth 6
BBY-07-02-03-412	Pile 35F	Bell Bay Berth 6
BBY-07-02-03-413	Pile 36F	Bell Bay Berth 6
BBY-07-02-03-414	Pile 37F	Bell Bay Berth 6
BBY-07-02-03-415	Pile 38F	Bell Bay Berth 6
BBY-07-02-03-416	Pile 39F	Bell Bay Berth 6
BBY-07-02-03-417	Pile 40F	Bell Bay Berth 6
BBY-07-02-03-418	Pile 41F	Bell Bay Berth 6
BBY-07-02-03-419	Pile 42F	Bell Bay Berth 6
BBY-07-02-03-42	Pile 22A-E	Bell Bay Berth 6
BBY-07-02-03-420	Pile 43F	Bell Bay Berth 6
BBY-07-02-03-421	Pile 44F	Bell Bay Berth 6
BBY-07-02-03-422	Pile 45F	Bell Bay Berth 6
BBY-07-02-03-423	Pile 46F	Bell Bay Berth 6
BBY-07-02-03-424	Pile 47F	Bell Bay Berth 6
BBY-07-02-03-425	Pile 48F	Bell Bay Berth 6
BBY-07-02-03-426	Pile 49F	Bell Bay Berth 6
BBY-07-02-03-427	Pile 50F	Bell Bay Berth 6
BBY-07-02-03-428	Pile 4G-N	Bell Bay Berth 6
BBY-07-02-03-43	Pile 22A-W	Bell Bay Berth 6
BBY-07-02-03-434	Pile 10G	Bell Bay Berth 6

BBY-07-02-03-435	Pile 11G	Bell Bay Berth 6
BBY-07-02-03-436	Pile 12G	Bell Bay Berth 6
BBY-07-02-03-437	Pile 13G	Bell Bay Berth 6
BBY-07-02-03-438	Pile 14G	Bell Bay Berth 6
BBY-07-02-03-439	Pile 15G	Bell Bay Berth 6
BBY-07-02-03-44	Pile 23AR-E	Bell Bay Berth 6
BBY-07-02-03-440	Pile 16G	Bell Bay Berth 6
BBY-07-02-03-441	Pile 17G	Bell Bay Berth 6
BBY-07-02-03-442	Pile 18G	Bell Bay Berth 6
BBY-07-02-03-443	Pile 19G	Bell Bay Berth 6
BBY-07-02-03-444	Pile 20G	Bell Bay Berth 6
BBY-07-02-03-445	Pile 21G	Bell Bay Berth 6
BBY-07-02-03-446	Pile 22G	Bell Bay Berth 6
BBY-07-02-03-447	Pile 23G	Bell Bay Berth 6
BBY-07-02-03-448	Pile 24G	Bell Bay Berth 6
BBY-07-02-03-449	Pile 25G	Bell Bay Berth 6
BBY-07-02-03-45	Pile 23AR-W	Bell Bay Berth 6
BBY-07-02-03-450	Pile 26G	Bell Bay Berth 6
BBY-07-02-03-451	Pile 27G	Bell Bay Berth 6
BBY-07-02-03-452	Pile 28G	Bell Bay Berth 6
BBY-07-02-03-453	Pile 29G	Bell Bay Berth 6
BBY-07-02-03-454	Pile 30G	Bell Bay Berth 6
BBY-07-02-03-455	Pile 31G	Bell Bay Berth 6
BBY-07-02-03-456	Pile 32G	Bell Bay Berth 6
BBY-07-02-03-457	Pile 33G	Bell Bay Berth 6
BBY-07-02-03-458	Pile 34G	Bell Bay Berth 6
BBY-07-02-03-459	Pile 35G	Bell Bay Berth 6
BBY-07-02-03-46	Pile 24A-E	Bell Bay Berth 6
BBY-07-02-03-460	Pile 36G	Bell Bay Berth 6
BBY-07-02-03-461	Pile 37G	Bell Bay Berth 6
BBY-07-02-03-462	Pile 38G	Bell Bay Berth 6

BBY-07-02-03-463	Pile 39G	Bell Bay Berth 6
BBY-07-02-03-464	Pile 40G	Bell Bay Berth 6
BBY-07-02-03-465	Pile 41G	Bell Bay Berth 6
BBY-07-02-03-466	Pile 42G	Bell Bay Berth 6
BBY-07-02-03-467	Pile 43G	Bell Bay Berth 6
BBY-07-02-03-468	Pile 44G	Bell Bay Berth 6
BBY-07-02-03-469	Pile 45G	Bell Bay Berth 6
BBY-07-02-03-47	Pile 24A-W	Bell Bay Berth 6
BBY-07-02-03-470	Pile 46G	Bell Bay Berth 6
BBY-07-02-03-471	Pile 47G	Bell Bay Berth 6
BBY-07-02-03-472	Pile 48G	Bell Bay Berth 6
BBY-07-02-03-473	Pile 49G	Bell Bay Berth 6
BBY-07-02-03-474	Pile 50G	Bell Bay Berth 6
BBY-07-02-03-48	Pile 25A-E	Bell Bay Berth 6
BBY-07-02-03-482	Pile 10H	Bell Bay Berth 6
BBY-07-02-03-483	Pile 11H	Bell Bay Berth 6
BBY-07-02-03-484	Pile 12H	Bell Bay Berth 6
BBY-07-02-03-485	Pile 13H	Bell Bay Berth 6
BBY-07-02-03-486	Pile 14H	Bell Bay Berth 6
BBY-07-02-03-487	Pile 15H	Bell Bay Berth 6
BBY-07-02-03-488	Pile 16H	Bell Bay Berth 6
BBY-07-02-03-489	Pile 17H	Bell Bay Berth 6
BBY-07-02-03-49	Pile 25A-W	Bell Bay Berth 6
BBY-07-02-03-490	Pile 18H	Bell Bay Berth 6
BBY-07-02-03-491	Pile 19H	Bell Bay Berth 6
BBY-07-02-03-492	Pile 20H	Bell Bay Berth 6
BBY-07-02-03-493	Pile 21H	Bell Bay Berth 6
BBY-07-02-03-494	Pile 22H	Bell Bay Berth 6
BBY-07-02-03-495	Pile 23H	Bell Bay Berth 6
BBY-07-02-03-496	Pile 24H	Bell Bay Berth 6
BBY-07-02-03-497	Pile 25H	Bell Bay Berth 6

BBY-07-02-03-498	Pile 9J-S	Bell Bay Berth 6
BBY-07-02-03-499	Pile 10J-N	Bell Bay Berth 6
BBY-07-02-03-50	Pile 26A-E	Bell Bay Berth 6
BBY-07-02-03-500	Pile 10J-S	Bell Bay Berth 6
BBY-07-02-03-501	Pile 11J	Bell Bay Berth 6
BBY-07-02-03-502	Pile 11J-N	Bell Bay Berth 6
BBY-07-02-03-503	Pile 12J	Bell Bay Berth 6
BBY-07-02-03-504	Pile 13J	Bell Bay Berth 6
BBY-07-02-03-505	Pile 14J	Bell Bay Berth 6
BBY-07-02-03-506	Pile 15J	Bell Bay Berth 6
BBY-07-02-03-507	Pile 16J	Bell Bay Berth 6
BBY-07-02-03-508	Pile 17J	Bell Bay Berth 6
BBY-07-02-03-509	Pile 18J	Bell Bay Berth 6
BBY-07-02-03-51	Pile 26A-W	Bell Bay Berth 6
BBY-07-02-03-510	Pile 19J	Bell Bay Berth 6
BBY-07-02-03-511	Pile 20J	Bell Bay Berth 6
BBY-07-02-03-512	Pile 21J	Bell Bay Berth 6
BBY-07-02-03-513	Pile 22J	Bell Bay Berth 6
BBY-07-02-03-514	Pile 23J	Bell Bay Berth 6
BBY-07-02-03-515	Pile 24J	Bell Bay Berth 6
BBY-07-02-03-516	Pile 25J	Bell Bay Berth 6
BBY-07-02-03-517	Pile 12K-S	Bell Bay Berth 6
BBY-07-02-03-518	Pile 13K-N	Bell Bay Berth 6
BBY-07-02-03-519	Pile 13K-S	Bell Bay Berth 6
BBY-07-02-03-52	Pile 27AR-E	Bell Bay Berth 6
BBY-07-02-03-520	Pile 14K	Bell Bay Berth 6
BBY-07-02-03-521	Pile 14K-N	Bell Bay Berth 6
BBY-07-02-03-522	Pile 15K	Bell Bay Berth 6
BBY-07-02-03-523	Pile 16K	Bell Bay Berth 6
BBY-07-02-03-524	Pile 17K	Bell Bay Berth 6
BBY-07-02-03-525	Pile 18K	Bell Bay Berth 6

BBY-07-02-03-526	Pile 19K	Bell Bay Berth 6
BBY-07-02-03-527	Pile 20K	Bell Bay Berth 6
BBY-07-02-03-528	Pile 21K	Bell Bay Berth 6
BBY-07-02-03-529	Pile 22K	Bell Bay Berth 6
BBY-07-02-03-53	Pile 27AR-W	Bell Bay Berth 6
BBY-07-02-03-530	Pile 23K	Bell Bay Berth 6
BBY-07-02-03-531	Pile 24K	Bell Bay Berth 6
BBY-07-02-03-532	Pile 25K	Bell Bay Berth 6
BBY-07-02-03-533	Pile 15L-S	Bell Bay Berth 6
BBY-07-02-03-534	Pile 16L	Bell Bay Berth 6
BBY-07-02-03-535	Pile 17L	Bell Bay Berth 6
BBY-07-02-03-536	Pile 18L	Bell Bay Berth 6
BBY-07-02-03-537	Pile 19L	Bell Bay Berth 6
BBY-07-02-03-538	Pile 20L	Bell Bay Berth 6
BBY-07-02-03-539	Pile 21L	Bell Bay Berth 6
BBY-07-02-03-54	Pile 28A-E	Bell Bay Berth 6
BBY-07-02-03-540	Pile 22L	Bell Bay Berth 6
BBY-07-02-03-541	Pile 23L	Bell Bay Berth 6
BBY-07-02-03-542	Pile 24L	Bell Bay Berth 6
BBY-07-02-03-543	Pile 25L	Bell Bay Berth 6
BBY-07-02-03-546	Pile 48J	Bell Bay Berth 6
BBY-07-02-03-547	Pile 49J	Bell Bay Berth 6
BBY-07-02-03-548	Pile 48K	Bell Bay Berth 6
BBY-07-02-03-549	Pile 49K	Bell Bay Berth 6
BBY-07-02-03-55	Pile 28A-W	Bell Bay Berth 6
BBY-07-02-03-56	Pile 29A-E	Bell Bay Berth 6
BBY-07-02-03-57	Pile 29A-W	Bell Bay Berth 6
BBY-07-02-03-58	Pile 30A-E	Bell Bay Berth 6
BBY-07-02-03-59	Pile 30A-W	Bell Bay Berth 6
BBY-07-02-03-60	Pile 31AR-E	Bell Bay Berth 6
BBY-07-02-03-61	Pile 31AR-W	Bell Bay Berth 6

BBY-07-02-03-62	Pile 32A-E	Bell Bay Berth 6
BBY-07-02-03-63	Pile 32A-W	Bell Bay Berth 6
BBY-07-02-03-64	Pile 33A-E	Bell Bay Berth 6
BBY-07-02-03-65	Pile 33A-W	Bell Bay Berth 6
BBY-07-02-03-66	Pile 34A-E	Bell Bay Berth 6
BBY-07-02-03-67	Pile 34A-W	Bell Bay Berth 6
BBY-07-02-03-68	Pile 35AR-E	Bell Bay Berth 6
BBY-07-02-03-69	Pile 35AR-W	Bell Bay Berth 6
BBY-07-02-03-70	Pile 36A-E	Bell Bay Berth 6
BBY-07-02-03-71	Pile 36A-W	Bell Bay Berth 6
BBY-07-02-03-72	Pile 37A-E	Bell Bay Berth 6
BBY-07-02-03-73	Pile 37A-W	Bell Bay Berth 6
BBY-07-02-03-74	Pile 38AR-E	Bell Bay Berth 6
BBY-07-02-03-75	Pile 38AR-W	Bell Bay Berth 6
BBY-07-02-03-76	Pile 39A-E	Bell Bay Berth 6
BBY-07-02-03-77	Pile 39A-W	Bell Bay Berth 6
BBY-07-02-03-78	Pile 40A-E	Bell Bay Berth 6
BBY-07-02-03-79	Pile 40A-W	Bell Bay Berth 6
BBY-07-02-03-80	Pile 41AR-E	Bell Bay Berth 6
BBY-07-02-03-81	Pile 41AR-W	Bell Bay Berth 6
BBY-07-02-03-82	Pile 42A	Bell Bay Berth 6
BBY-07-02-03-83	Pile 43A	Bell Bay Berth 6
BBY-07-02-03-84	Pile 44A	Bell Bay Berth 6
BBY-07-02-03-85	Pile 45A	Bell Bay Berth 6
BBY-07-02-03-86	Pile 46A	Bell Bay Berth 6
BBY-07-02-03-87	Pile 47A	Bell Bay Berth 6
BBY-07-02-03-88	Pile 48A	Bell Bay Berth 6
BBY-07-02-03-89	Pile 49A	Bell Bay Berth 6
BBY-07-02-03-90	Pile 50A	Bell Bay Berth 6
BBY-07-02-07-401	Deck Top 38A-39D	Bell Bay Berth 6
BBY-07-02-07-402	Deck Top 38D-39G	Bell Bay Berth 6

BBY-07-02-07-403	Deck Top 39A-40D	Bell Bay Berth 6
BBY-07-02-07-404	Deck Top 39D-40G	Bell Bay Berth 6
BBY-07-02-07-405	Deck Top 40A-41D	Bell Bay Berth 6
BBY-07-02-07-406	Deck Top 40D-41G	Bell Bay Berth 6
BBY-07-02-07-407	Deck Top 41A-42D	Bell Bay Berth 6
BBY-07-02-07-408	Deck Top 41D-42G	Bell Bay Berth 6
BBY-07-02-07-409	Deck Top 43A-44D	Bell Bay Berth 6
BBY-07-02-07-410	Deck Top 43D-44G	Bell Bay Berth 6
BBY-07-02-07-411	Deck Top 44A-45D	Bell Bay Berth 6
BBY-07-02-07-412	Deck Top 44D-45G	Bell Bay Berth 6
BBY-07-02-07-413	Deck Top 45A-46D	Bell Bay Berth 6
BBY-07-02-07-414	Deck Top 45D-46G	Bell Bay Berth 6
BBY-07-02-07-415	Deck Top 46A-47D	Bell Bay Berth 6
BBY-07-02-07-416	Deck Top 46D-47G	Bell Bay Berth 6
BBY-07-02-07-417	Deck Top 47A-48D	Bell Bay Berth 6
BBY-07-02-07-418	Deck Top 47D-48G	Bell Bay Berth 6
BBY-07-02-07-419	Deck Top 48A-49D	Bell Bay Berth 6
BBY-07-02-07-420	Deck Top 48D-49G	Bell Bay Berth 6
BBY-07-02-07-421	Deck Top 49A-50D	Bell Bay Berth 6
BBY-07-02-07-422	Deck Top 49D-50G	Bell Bay Berth 6
BBY-07-02-08-100	Beam 18A-18C	Bell Bay Berth 6
BBY-07-02-08-101	Beam 18C-18D	Bell Bay Berth 6
BBY-07-02-08-102	Beam 18E-18F	Bell Bay Berth 6
BBY-07-02-08-103	Beam 18F-18G	Bell Bay Berth 6
BBY-07-02-08-104	Beam 18G-18H	Bell Bay Berth 6
BBY-07-02-08-105	Beam 18H-18J	Bell Bay Berth 6
BBY-07-02-08-106	Beam 18J-18K	Bell Bay Berth 6
BBY-07-02-08-107	Beam 18K-18L	Bell Bay Berth 6
BBY-07-02-08-108	Beam 19A-19C	Bell Bay Berth 6
BBY-07-02-08-109	Beam 19C-19D	Bell Bay Berth 6
BBY-07-02-08-110	Beam 19E-19F	Bell Bay Berth 6

BBY-07-02-08-111	Beam 19F-19G	Bell Bay Berth 6
BBY-07-02-08-112	Beam 19G-19H	Bell Bay Berth 6
BBY-07-02-08-113	Beam 19H-19J	Bell Bay Berth 6
BBY-07-02-08-114	Beam 19J-19K	Bell Bay Berth 6
BBY-07-02-08-115	Beam 19K-19L	Bell Bay Berth 6
BBY-07-02-08-132	Beam 22A-22C	Bell Bay Berth 6
BBY-07-02-08-133	Beam 22C-22D	Bell Bay Berth 6
BBY-07-02-08-134	Beam 22E-22F	Bell Bay Berth 6
BBY-07-02-08-135	Beam 22F-22G	Bell Bay Berth 6
BBY-07-02-08-136	Beam 22G-22H	Bell Bay Berth 6
BBY-07-02-08-137	Beam 22H-22J	Bell Bay Berth 6
BBY-07-02-08-138	Beam 22J-22K	Bell Bay Berth 6
BBY-07-02-08-139	Beam 22K-22L	Bell Bay Berth 6
BBY-07-02-08-21	Beam 7A-7C	Bell Bay Berth 6
BBY-07-02-08-22	Beam 7C-7D	Bell Bay Berth 6
BBY-07-02-08-23	Beam 7E-7F	Bell Bay Berth 6
BBY-07-02-08-24	Beam 7F-7G	Bell Bay Berth 6
BBY-07-02-08-25	Beam 7G-7H-S	Bell Bay Berth 6
BBY-07-02-08-26	Beam 7H-S-7H-N	Bell Bay Berth 6
BBY-07-02-08-344	Face Beam 1A-2A	Bell Bay Berth 6
BBY-07-02-08-345	Face Beam 2A-3A	Bell Bay Berth 6
BBY-07-02-08-346	Face Beam 3A-4A	Bell Bay Berth 6
BBY-07-02-08-347	Face Beam 4A-5A	Bell Bay Berth 6
BBY-07-02-08-348	Face Beam 5A-6A	Bell Bay Berth 6
BBY-07-02-08-349	Face Beam 6A-7A	Bell Bay Berth 6
BBY-07-02-08-350	Face Beam 7A-8A	Bell Bay Berth 6
BBY-07-02-08-351	Face Beam 8A-9A	Bell Bay Berth 6
BBY-07-02-08-352	Face Beam 9A-10A	Bell Bay Berth 6
BBY-07-02-08-353	Face Beam 10A-11A	Bell Bay Berth 6
BBY-07-02-08-354	Face Beam 11A-12A	Bell Bay Berth 6
BBY-07-02-08-355	Face Beam 12A-13A	Bell Bay Berth 6

BBY-07-02-08-356	Face Beam 13A-14A	Bell Bay Berth 6
BBY-07-02-08-357	Face Beam 14A-15A	Bell Bay Berth 6
BBY-07-02-08-358	Face Beam 15A-16A	Bell Bay Berth 6
BBY-07-02-08-359	Face Beam 16A-17A	Bell Bay Berth 6
BBY-07-02-08-360	Face Beam 17A-18A	Bell Bay Berth 6
BBY-07-02-08-361	Face Beam 18A-19A	Bell Bay Berth 6
BBY-07-02-08-362	Face Beam 19A-20A	Bell Bay Berth 6
BBY-07-02-08-363	Face Beam 20A-21A	Bell Bay Berth 6
BBY-07-02-08-364	Face Beam 21A-22A	Bell Bay Berth 6
BBY-07-02-08-365	Face Beam 22A-23A	Bell Bay Berth 6
BBY-07-02-08-39	Beam 10A-10C	Bell Bay Berth 6
BBY-07-02-08-40	Beam 10C-10D	Bell Bay Berth 6
BBY-07-02-08-409	Crane Beam 1A-2A	Bell Bay Berth 6
BBY-07-02-08-41	Beam 10E-10F	Bell Bay Berth 6
BBY-07-02-08-410	Crane Beam 2A-3A	Bell Bay Berth 6
BBY-07-02-08-411	Crane Beam 3A-4A	Bell Bay Berth 6
BBY-07-02-08-412	Crane Beam 4A-5A	Bell Bay Berth 6
BBY-07-02-08-413	Crane Beam 5A-6A	Bell Bay Berth 6
BBY-07-02-08-414	Crane Beam 6A-7A	Bell Bay Berth 6
BBY-07-02-08-415	Crane Beam 7A-8A	Bell Bay Berth 6
BBY-07-02-08-416	Crane Beam 8A-9A	Bell Bay Berth 6
BBY-07-02-08-417	Crane Beam 9A-10A	Bell Bay Berth 6
BBY-07-02-08-418	Crane Beam 10A-11A	Bell Bay Berth 6
BBY-07-02-08-419	Crane Beam 11A-12A	Bell Bay Berth 6
BBY-07-02-08-42	Beam 10F-10G	Bell Bay Berth 6
BBY-07-02-08-420	Crane Beam 12A-13A	Bell Bay Berth 6
BBY-07-02-08-421	Crane Beam 13A-14A	Bell Bay Berth 6
BBY-07-02-08-422	Crane Beam 14A-15A	Bell Bay Berth 6
BBY-07-02-08-423	Crane Beam 15A-16A	Bell Bay Berth 6
BBY-07-02-08-424	Crane Beam 16A-17A	Bell Bay Berth 6
BBY-07-02-08-425	Crane Beam 17A-18A	Bell Bay Berth 6

BBY-07-02-08-426	Crane Beam 18A-19A	Bell Bay Berth 6
BBY-07-02-08-427	Crane Beam 19A-20A	Bell Bay Berth 6
BBY-07-02-08-428	Crane Beam 20A-21A	Bell Bay Berth 6
BBY-07-02-08-429	Crane Beam 21A-22A	Bell Bay Berth 6
BBY-07-02-08-43	Beam 10G-10H	Bell Bay Berth 6
BBY-07-02-08-430	Crane Beam 22A-23A	Bell Bay Berth 6
BBY-07-02-08-431	Crane Beam 23A-24A	Bell Bay Berth 6
BBY-07-02-08-432	Crane Beam 24A-25A	Bell Bay Berth 6
BBY-07-02-08-44	Beam 10H-10J-S	Bell Bay Berth 6
BBY-07-02-08-45	Beam 10J-S-10J-N	Bell Bay Berth 6
BBY-07-02-08-53	Beam 12A-12C	Bell Bay Berth 6
BBY-07-02-08-54	Beam 12C-12D	Bell Bay Berth 6
BBY-07-02-08-55	Beam 12E-12F	Bell Bay Berth 6
BBY-07-02-08-56	Beam 12F-12G	Bell Bay Berth 6
BBY-07-02-08-57	Beam 12G-12H	Bell Bay Berth 6
BBY-07-02-08-58	Beam 12H-12J	Bell Bay Berth 6
BBY-07-02-08-59	Beam 12J-12K-S	Bell Bay Berth 6
BBY-07-02-08-76	Beam 15A-15C	Bell Bay Berth 6
BBY-07-02-08-77	Beam 15C-15D	Bell Bay Berth 6
BBY-07-02-08-78	Beam 15E-15F	Bell Bay Berth 6
BBY-07-02-08-79	Beam 15F-15G	Bell Bay Berth 6
BBY-07-02-08-80	Beam 15G-15H	Bell Bay Berth 6
BBY-07-02-08-81	Beam 15H-15J	Bell Bay Berth 6
BBY-07-02-08-82	Beam 15J-15K	Bell Bay Berth 6
BBY-07-02-08-83	Beam 15K-15L-S	Bell Bay Berth 6
BBY-17-02-03-04-01	Pile No.A34	Bell Bay West Tamar
BBY-17-02-03-04-02	Pile No.A35	Bell Bay West Tamar
BBY-17-02-03-04-03	Pile No.A36	Bell Bay West Tamar
BBY-17-02-03-04-04	Pile No.A37	Bell Bay West Tamar
BBY-17-02-03-04-05	Pile No.A38	Bell Bay West Tamar
BBY-17-02-03-04-06	Pile No.A39	Bell Bay West Tamar

BBY-17-02-03-04-07	Pile No.A40
BBY-17-02-03-04-08	Pile No.A41
BBY-17-02-03-04-09	Pile No.A42
BBY-17-02-03-04-10	Pile No.A43
BBY-17-02-03-04-100	Pile No.C51
BBY-17-02-03-04-101	Pile No.C52
BBY-17-02-03-04-102	Pile No.C53
BBY-17-02-03-04-103	Pile No.C54
BBY-17-02-03-04-104	Pile No.C55
BBY-17-02-03-04-105	Pile No.C56
BBY-17-02-03-04-106	Pile No.C57
BBY-17-02-03-04-107	Pile No.C58
BBY-17-02-03-04-108	Pile No.C59
BBY-17-02-03-04-109	Pile No.C60
BBY-17-02-03-04-11	Pile No.A44
BBY-17-02-03-04-110	Pile No.C61
BBY-17-02-03-04-111	Pile No.C62
BBY-17-02-03-04-112	Pile No.C63
BBY-17-02-03-04-113	Pile No.C64
BBY-17-02-03-04-114	Pile No.C65
BBY-17-02-03-04-115	Pile No.C66
BBY-17-02-03-04-116	Pile No.C67
BBY-17-02-03-04-117	Pile No.C68
BBY-17-02-03-04-118	Pile No.C69
BBY-17-02-03-04-119	Pile No.C70
BBY-17-02-03-04-12	Pile No.A45
BBY-17-02-03-04-120	Pile No.C71
BBY-17-02-03-04-121	Pile No.C72
BBY-17-02-03-04-122	Pile No.C73
BBY-17-02-03-04-123	Pile No.C74
BBY-17-02-03-04-124	Pile No.D34

[illegible]

BBY-17-02-03-04-125	Pile No.D35	Bell Bay West Tamar
BBY-17-02-03-04-126	Pile No.D36	Bell Bay West Tamar
BBY-17-02-03-04-127	Pile No.D37 - North	Bell Bay West Tamar
BBY-17-02-03-04-128	Pile No.D37 - South	Bell Bay West Tamar
BBY-17-02-03-04-129	Pile No.D37 - East	Bell Bay West Tamar
BBY-17-02-03-04-13	Pile No.A46	Bell Bay West Tamar
BBY-17-02-03-04-130	Pile No.D37 - West	Bell Bay West Tamar
BBY-17-02-03-04-131	Pile No.D38	Bell Bay West Tamar
BBY-17-02-03-04-132	Pile No.D39	Bell Bay West Tamar
BBY-17-02-03-04-133	Pile No.D40	Bell Bay West Tamar
BBY-17-02-03-04-134	Pile No.D41	Bell Bay West Tamar
BBY-17-02-03-04-135	Pile No.D42	Bell Bay West Tamar
BBY-17-02-03-04-136	Pile No.D43	Bell Bay West Tamar
BBY-17-02-03-04-137	Pile Cluster D43-D44 North	Bell Bay West Tamar
BBY-17-02-03-04-138	Pile Cluster D43-D44 NE	Bell Bay West Tamar
BBY-17-02-03-04-139	Pile Cluster D43-D44 East	Bell Bay West Tamar
BBY-17-02-03-04-14	Pile No.A47	Bell Bay West Tamar
BBY-17-02-03-04-140	Pile Cluster D43-D44 SE	Bell Bay West Tamar
BBY-17-02-03-04-141	Pile Cluster D43-D44 South	Bell Bay West Tamar
BBY-17-02-03-04-142	Pile Cluster D43-D44 SW	Bell Bay West Tamar
BBY-17-02-03-04-143	Pile Cluster D43-D44 West	Bell Bay West Tamar
BBY-17-02-03-04-144	Pile Cluster D43-D44 NW	Bell Bay West Tamar
BBY-17-02-03-04-145	Pile No.D44	Bell Bay West Tamar
BBY-17-02-03-04-146	Pile No.D45	Bell Bay West Tamar
BBY-17-02-03-04-147	Pile No.D46	Bell Bay West Tamar
BBY-17-02-03-04-148	Pile No.D47	Bell Bay West Tamar
BBY-17-02-03-04-149	Pile No.D48	Bell Bay West Tamar
BBY-17-02-03-04-15	Pile No.A48	Bell Bay West Tamar
BBY-17-02-03-04-150	Pile No.D49	Bell Bay West Tamar
BBY-17-02-03-04-151	Pile No.D50	Bell Bay West Tamar
BBY-17-02-03-04-152	Pile No.D51 - North	Bell Bay West Tamar

BBY-17-02-03-04-153	Pile No.D51 - South	Bell Bay West Tamar
BBY-17-02-03-04-154	Pile No.D51 - East	Bell Bay West Tamar
BBY-17-02-03-04-155	Pile No.D51 - West	Bell Bay West Tamar
BBY-17-02-03-04-156	Pile No.D52	Bell Bay West Tamar
BBY-17-02-03-04-157	Pile No.D53	Bell Bay West Tamar
BBY-17-02-03-04-158	Pile No.D54	Bell Bay West Tamar
BBY-17-02-03-04-159	Pile No.D55	Bell Bay West Tamar
BBY-17-02-03-04-16	Pile No.A49	Bell Bay West Tamar
BBY-17-02-03-04-160	Pile No.D56	Bell Bay West Tamar
BBY-17-02-03-04-161	Pile No.D57	Bell Bay West Tamar
BBY-17-02-03-04-162	Pile No.D58 - North	Bell Bay West Tamar
BBY-17-02-03-04-163	Pile No.D58 - South	Bell Bay West Tamar
BBY-17-02-03-04-164	Pile No.D58 - East	Bell Bay West Tamar
BBY-17-02-03-04-165	Pile No.D58 - West	Bell Bay West Tamar
BBY-17-02-03-04-166	Pile No.D59	Bell Bay West Tamar
BBY-17-02-03-04-167	Pile No.D60	Bell Bay West Tamar
BBY-17-02-03-04-168	Pile No.D61	Bell Bay West Tamar
BBY-17-02-03-04-169	Pile No.D62	Bell Bay West Tamar
BBY-17-02-03-04-17	Pile No.A50	Bell Bay West Tamar
BBY-17-02-03-04-170	Pile No.D63	Bell Bay West Tamar
BBY-17-02-03-04-171	Pile No.D64	Bell Bay West Tamar
BBY-17-02-03-04-172	Pile No.D65 - North	Bell Bay West Tamar
BBY-17-02-03-04-173	Pile No.D65 - South	Bell Bay West Tamar
BBY-17-02-03-04-174	Pile No.D65 - East	Bell Bay West Tamar
BBY-17-02-03-04-175	Pile No.D65 - West	Bell Bay West Tamar
BBY-17-02-03-04-176	Pile No.D66	Bell Bay West Tamar
BBY-17-02-03-04-177	Pile No.D67	Bell Bay West Tamar
BBY-17-02-03-04-178	Pile No.D68	Bell Bay West Tamar
BBY-17-02-03-04-179	Pile No.D69 - North	Bell Bay West Tamar
BBY-17-02-03-04-18	Pile No.A51	Bell Bay West Tamar
BBY-17-02-03-04-180	Pile No.D69 - South	Bell Bay West Tamar

BBY-17-02-03-04-181	Pile No.D69 - East	Bell Bay West Tamar
BBY-17-02-03-04-182	Pile No.D69 - West	Bell Bay West Tamar
BBY-17-02-03-04-183	Pile No.D69	Bell Bay West Tamar
BBY-17-02-03-04-184	Pile No.D70	Bell Bay West Tamar
BBY-17-02-03-04-185	Pile No.D71	Bell Bay West Tamar
BBY-17-02-03-04-186	Pile No.D72	Bell Bay West Tamar
BBY-17-02-03-04-187	Pile No.D73	Bell Bay West Tamar
BBY-17-02-03-04-188	Pile No.D74	Bell Bay West Tamar
BBY-17-02-03-04-189	Pile No.D73 - East	Bell Bay West Tamar
BBY-17-02-03-04-19	Pile No.A52	Bell Bay West Tamar
BBY-17-02-03-04-190	Pile No.D73 - North	Bell Bay West Tamar
BBY-17-02-03-04-191	Pile No.D73 - South	Bell Bay West Tamar
BBY-17-02-03-04-192	Pile No.D73 - West	Bell Bay West Tamar
BBY-17-02-03-04-193	Pile No.R20A	Bell Bay West Tamar
BBY-17-02-03-04-194	Pile No.R21A South	Bell Bay West Tamar
BBY-17-02-03-04-195	Pile No.R21A North	Bell Bay West Tamar
BBY-17-02-03-04-196	Pile No.R22A	Bell Bay West Tamar
BBY-17-02-03-04-197	Pile No.Q20A	Bell Bay West Tamar
BBY-17-02-03-04-198	Pile No.Q21A South	Bell Bay West Tamar
BBY-17-02-03-04-199	Pile No.Q21A North	Bell Bay West Tamar
BBY-17-02-03-04-20	Pile No.A53	Bell Bay West Tamar
BBY-17-02-03-04-200	Pile No.Q22A	Bell Bay West Tamar
BBY-17-02-03-04-201	Pile No.P20A	Bell Bay West Tamar
BBY-17-02-03-04-202	Pile No.P21A South	Bell Bay West Tamar
BBY-17-02-03-04-203	Pile No.P21A North	Bell Bay West Tamar
BBY-17-02-03-04-204	Pile No.P22A	Bell Bay West Tamar
BBY-17-02-03-04-205	Pile No.N20A	Bell Bay West Tamar
BBY-17-02-03-04-206	Pile No.N21A South	Bell Bay West Tamar
BBY-17-02-03-04-207	Pile No.N21A North	Bell Bay West Tamar
BBY-17-02-03-04-208	Pile No.N22A	Bell Bay West Tamar
BBY-17-02-03-04-209	Pile No.M20A	Bell Bay West Tamar

BBY-17-02-03-04-21	Pile No.A54	Bell Bay West Tamar
BBY-17-02-03-04-210	Pile No.M21A South	Bell Bay West Tamar
BBY-17-02-03-04-211	Pile No.M21A North	Bell Bay West Tamar
BBY-17-02-03-04-212	Pile No.M22A	Bell Bay West Tamar
BBY-17-02-03-04-213	Pile No.L20A	Bell Bay West Tamar
BBY-17-02-03-04-214	Pile No.L21A South	Bell Bay West Tamar
BBY-17-02-03-04-215	Pile No.L21A North	Bell Bay West Tamar
BBY-17-02-03-04-216	Pile No.L22A	Bell Bay West Tamar
BBY-17-02-03-04-217	Pile No.L56	Bell Bay West Tamar
BBY-17-02-03-04-218	Pile No.L57	Bell Bay West Tamar
BBY-17-02-03-04-219	Pile No.L58	Bell Bay West Tamar
BBY-17-02-03-04-22	Pile No.A55	Bell Bay West Tamar
BBY-17-02-03-04-220	Pile No.K1_56	Bell Bay West Tamar
BBY-17-02-03-04-221	Pile No.K1_57	Bell Bay West Tamar
BBY-17-02-03-04-222	Pile No.K20A	Bell Bay West Tamar
BBY-17-02-03-04-223	Pile No.K21A South	Bell Bay West Tamar
BBY-17-02-03-04-224	Pile No.K21A North	Bell Bay West Tamar
BBY-17-02-03-04-225	Pile No.K22A	Bell Bay West Tamar
BBY-17-02-03-04-226	Pile No.K58	Bell Bay West Tamar
BBY-17-02-03-04-227	Pile No.J1_56	Bell Bay West Tamar
BBY-17-02-03-04-228	Pile No.J1_57	Bell Bay West Tamar
BBY-17-02-03-04-229	Pile No.J53	Bell Bay West Tamar
BBY-17-02-03-04-23	Pile No.A56	Bell Bay West Tamar
BBY-17-02-03-04-230	Pile No.J54	Bell Bay West Tamar
BBY-17-02-03-04-231	Pile No.J55	Bell Bay West Tamar
BBY-17-02-03-04-232	Pile No.F36	Bell Bay West Tamar
BBY-17-02-03-04-233	Pile No.F37	Bell Bay West Tamar
BBY-17-02-03-04-234	Pile No.F38	Bell Bay West Tamar
BBY-17-02-03-04-235	Pile No.F39	Bell Bay West Tamar
BBY-17-02-03-04-236	Pile No.F40	Bell Bay West Tamar
BBY-17-02-03-04-237	Pile No.F41	Bell Bay West Tamar

BBY-17-02-03-04-294	Pile No.G57
BBY-17-02-03-04-295	Pile No.G58
BBY-17-02-03-04-296	Pile No.G59
BBY-17-02-03-04-297	Pile No.G60
BBY-17-02-03-04-298	Pile No.G61
BBY-17-02-03-04-299	Pile No.G62
BBY-17-02-03-04-30	Pile No.A63
BBY-17-02-03-04-300	Pile No.G63
BBY-17-02-03-04-301	Pile No.G64
BBY-17-02-03-04-302	Pile No.G65
BBY-17-02-03-04-303	Pile No.G66
BBY-17-02-03-04-304	Pile No.G67
BBY-17-02-03-04-305	Pile No.G68
BBY-17-02-03-04-306	Pile No.G69
BBY-17-02-03-04-307	Pile No.G70
BBY-17-02-03-04-308	Pile No.G71
BBY-17-02-03-04-309	Pile No.G72
BBY-17-02-03-04-31	Pile No.A64
BBY-17-02-03-04-310	Pile No.G73
BBY-17-02-03-04-311	Pile No.G74
BBY-17-02-03-04-312	Pile No.H34
BBY-17-02-03-04-313	Pile No.H35
BBY-17-02-03-04-314	Pile No.H36
BBY-17-02-03-04-315	Pile No.H37
BBY-17-02-03-04-316	Pile No.H38
BBY-17-02-03-04-317	Pile No.H39
BBY-17-02-03-04-318	Pile No.H40
BBY-17-02-03-04-319	Pile No.H41
BBY-17-02-03-04-32	Pile No.A65
BBY-17-02-03-04-320	Pile No.H42
BBY-17-02-03-04-321	Pile No.H43

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BBY-17-02-03-04-322	Pile No.H44
BBY-17-02-03-04-323	Pile No.H45
BBY-17-02-03-04-324	Pile No.H46
BBY-17-02-03-04-325	Pile No.H47
BBY-17-02-03-04-326	Pile No.H48
BBY-17-02-03-04-327	Pile No.H49
BBY-17-02-03-04-328	Pile No.H50
BBY-17-02-03-04-329	Pile No.H51
BBY-17-02-03-04-33	Pile No.A66
BBY-17-02-03-04-330	Pile No.H52
BBY-17-02-03-04-331	Pile No.H53
BBY-17-02-03-04-332	Pile No.H54
BBY-17-02-03-04-333	Pile No.H55
BBY-17-02-03-04-334	Pile No.H56
BBY-17-02-03-04-335	Pile No.H57
BBY-17-02-03-04-336	Pile No.H58
BBY-17-02-03-04-337	Pile No.H59
BBY-17-02-03-04-338	Pile No.H60
BBY-17-02-03-04-339	Pile No.H61
BBY-17-02-03-04-34	Pile No.A67
BBY-17-02-03-04-340	Pile No.H62
BBY-17-02-03-04-341	Pile No.H63
BBY-17-02-03-04-342	Pile No.H64
BBY-17-02-03-04-343	Pile No.H65
BBY-17-02-03-04-344	Pile No.H66
BBY-17-02-03-04-345	Pile No.H67
BBY-17-02-03-04-346	Pile No.H68
BBY-17-02-03-04-347	Pile No.H69
BBY-17-02-03-04-348	Pile No.H70
BBY-17-02-03-04-349	Pile No.H71
BBY-17-02-03-04-35	Pile No.A68

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BBY-17-02-03-04-64	Pile No.B56
BBY-17-02-03-04-65	Pile No.B57
BBY-17-02-03-04-66	Pile No.B58
BBY-17-02-03-04-67	Pile No.B59
BBY-17-02-03-04-68	Pile No.B60
BBY-17-02-03-04-69	Pile No.B61
BBY-17-02-03-04-70	Pile No.B62
BBY-17-02-03-04-71	Pile No.B63
BBY-17-02-03-04-72	Pile No.B64
BBY-17-02-03-04-73	Pile No.B65
BBY-17-02-03-04-74	Pile No.B66
BBY-17-02-03-04-75	Pile No.B67
BBY-17-02-03-04-76	Pile No.B68
BBY-17-02-03-04-77	Pile No.B69
BBY-17-02-03-04-78	Pile No.B70
BBY-17-02-03-04-79	Pile No.B71
BBY-17-02-03-04-80	Pile No.B72
BBY-17-02-03-04-81	Pile No.B73
BBY-17-02-03-04-82	Pile No.B74
BBY-17-02-03-04-83	Pile No.C34
BBY-17-02-03-04-84	Pile No.C35
BBY-17-02-03-04-85	Pile No.C36
BBY-17-02-03-04-86	Pile No.C37
BBY-17-02-03-04-87	Pile No.C38
BBY-17-02-03-04-88	Pile No.C39
BBY-17-02-03-04-89	Pile No.C40
BBY-17-02-03-04-90	Pile No.C41
BBY-17-02-03-04-91	Pile No.C42
BBY-17-02-03-04-92	Pile No.C43
BBY-17-02-03-04-93	Pile No.C44
BBY-17-02-03-04-94	Pile No.C45

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BBY-17-02-03-04-95	Pile No.C46	Bell Bay West Tamar
BBY-17-02-03-04-96	Pile No.C47	Bell Bay West Tamar
BBY-17-02-03-04-97	Pile No.C48	Bell Bay West Tamar
BBY-17-02-03-04-98	Pile No.C49	Bell Bay West Tamar
BBY-17-02-03-04-99	Pile No.C50	Bell Bay West Tamar
BBY-17-02-04-04-100	Pile No.C27-South Raker	Bell Bay West Tamar
BBY-17-02-04-04-101	Pile No.C27-East Raker	Bell Bay West Tamar
BBY-17-02-04-04-102	Pile No.C27-West Raker	Bell Bay West Tamar
BBY-17-02-04-04-106	Pile No.C31-North Raker	Bell Bay West Tamar
BBY-17-02-04-04-107	Pile No.C31-South Raker	Bell Bay West Tamar
BBY-17-02-04-04-108	Pile No.C31-East Raker	Bell Bay West Tamar
BBY-17-02-04-04-109	Pile No.C31-West Raker	Bell Bay West Tamar
BBY-17-02-04-04-246	Pile No.H03-North Raker	Bell Bay West Tamar
BBY-17-02-04-04-247	Pile No.H03-South Raker	Bell Bay West Tamar
BBY-17-02-04-04-248	Pile No.H03-East Raker	Bell Bay West Tamar
BBY-17-02-04-04-249	Pile No.H03-West Raker	Bell Bay West Tamar
BBY-17-02-04-04-253	Pile No.H07-North Raker	Bell Bay West Tamar
BBY-17-02-04-04-254	Pile No.H07-South Raker	Bell Bay West Tamar
BBY-17-02-04-04-255	Pile No.H07-East Raker	Bell Bay West Tamar
BBY-17-02-04-04-256	Pile No.H07-West Raker	Bell Bay West Tamar
BBY-17-02-04-04-276	Pile No.H27-North Raker	Bell Bay West Tamar
BBY-17-02-04-04-277	Pile No.H27-South Raker	Bell Bay West Tamar
BBY-17-02-04-04-278	Pile No.H27-East Raker	Bell Bay West Tamar
BBY-17-02-04-04-279	Pile No.H27-West Raker	Bell Bay West Tamar
BBY-17-02-04-04-283	Pile No.H31-North Raker	Bell Bay West Tamar
BBY-17-02-04-04-284	Pile No.H31-South Raker	Bell Bay West Tamar
BBY-17-02-04-04-285	Pile No.H31-East Raker	Bell Bay West Tamar
BBY-17-02-04-04-286	Pile No.H31-West Raker	Bell Bay West Tamar
BBY-17-02-04-04-357	Pile No.L14	Bell Bay West Tamar
BBY-17-02-04-04-358	Pile No.L15	Bell Bay West Tamar
BBY-17-02-04-04-359	Pile No.L15A	Bell Bay West Tamar

BBY-17-02-04-04-394	Fender Pile 11	Bell Bay West Tamar
BBY-17-02-04-04-396	Fender Pile 16	Bell Bay West Tamar
BBY-17-02-04-04-397	Fender Pile 17	Bell Bay West Tamar
BBY-17-02-04-04-69	Pile No.C03-North Raker	Bell Bay West Tamar
BBY-17-02-04-04-70	Pile No.C03-South Raker	Bell Bay West Tamar
BBY-17-02-04-04-71	Pile No.C03-East Raker	Bell Bay West Tamar
BBY-17-02-04-04-72	Pile No.C03-West Raker	Bell Bay West Tamar
BBY-17-02-04-04-76	Pile No.C07-North Raker	Bell Bay West Tamar
BBY-17-02-04-04-77	Pile No.C07-South Raker	Bell Bay West Tamar
BBY-17-02-04-04-78	Pile No.C07-East Raker	Bell Bay West Tamar
BBY-17-02-04-04-79	Pile No.C07-West Raker	Bell Bay West Tamar
BBY-17-02-04-04-99	Pile No.C27-North Raker	Bell Bay West Tamar
BBY-17-02-04-06-298	Beam No.32A-33A	Bell Bay West Tamar
BBY-17-02-04-06-307	Beam No.01A-02A	Bell Bay West Tamar
BBY-17-02-04-06-308	Beam No.02A-03A	Bell Bay West Tamar
BBY-17-02-04-06-309	Beam No.03A-04A	Bell Bay West Tamar
BBY-17-02-04-06-310	Beam No.04A-05A	Bell Bay West Tamar
BBY-17-02-04-06-311	Beam No.05A-06A	Bell Bay West Tamar
BBY-17-02-04-06-312	Beam No.06A-07A	Bell Bay West Tamar
BBY-17-02-04-06-313	Beam No.07A-08A	Bell Bay West Tamar
BBY-17-02-04-06-314	Beam No.08A-09A	Bell Bay West Tamar
BBY-17-02-04-06-315	Beam No.09A-10A	Bell Bay West Tamar
BBY-17-02-04-06-316	Beam No.10A-11A	Bell Bay West Tamar
BBY-17-02-04-06-317	Beam No.11A-12A	Bell Bay West Tamar
BBY-17-02-04-06-318	Beam No.12A-13A	Bell Bay West Tamar
BBY-17-02-04-06-319	Beam No.13A-14A	Bell Bay West Tamar
BBY-17-02-04-06-320	Beam No.14A-15A	Bell Bay West Tamar
BBY-17-02-04-06-321	Beam No.15A-16A	Bell Bay West Tamar
BBY-17-02-04-06-322	Beam No.16A-17A	Bell Bay West Tamar
BBY-17-02-04-06-323	Beam No.17A-18A	Bell Bay West Tamar
BBY-17-02-04-06-324	Beam No.19A-20A	Bell Bay West Tamar

BBY-17-02-04-06-325	Beam No.21A-22A	Bell Bay West Tamar
BBY-17-02-04-06-326	Beam No.22A-23A	Bell Bay West Tamar
BBY-17-02-04-06-327	Beam No.23A-24A	Bell Bay West Tamar
BBY-17-02-04-06-328	Beam No.24A-25A	Bell Bay West Tamar
BBY-17-02-04-06-329	Beam No.25A-26A	Bell Bay West Tamar
BBY-17-02-04-06-330	Beam No.26A-27A	Bell Bay West Tamar
BBY-17-02-04-06-331	Beam No.27A-28A	Bell Bay West Tamar
BBY-17-02-04-06-332	Beam No.29A-30A	Bell Bay West Tamar
BBY-17-02-04-06-333	Beam No.31A-32A	Bell Bay West Tamar
BBY-17-02-04-06-334	Beam No.32A-33A	Bell Bay West Tamar
BBY-17-02-04-06-335	Beam No.01K-02K	Bell Bay West Tamar
BBY-17-02-04-06-336	Beam No.02K-03K	Bell Bay West Tamar
BBY-17-02-04-06-337	Beam No.03K-04K	Bell Bay West Tamar
BBY-17-02-04-06-338	Beam No.04K-05K	Bell Bay West Tamar
BBY-17-02-04-06-339	Beam No.05K-06K	Bell Bay West Tamar
BBY-17-02-04-06-340	Beam No.06K-07K	Bell Bay West Tamar
BBY-17-02-04-06-341	Beam No.07K-08K	Bell Bay West Tamar
BBY-17-02-04-06-342	Beam No.08K-09K	Bell Bay West Tamar
BBY-17-02-04-06-343	Beam No.09K-10K	Bell Bay West Tamar
BBY-17-02-04-06-344	Beam No.10K-11K	Bell Bay West Tamar
BBY-17-02-04-06-345	Beam No.11K-12K	Bell Bay West Tamar
BBY-17-02-04-06-346	Beam No.12K-13K	Bell Bay West Tamar
BBY-17-02-04-06-347	Beam No.13K-14K	Bell Bay West Tamar
BBY-17-02-04-06-348	Beam No.14K-15K	Bell Bay West Tamar
BBY-17-02-04-06-411	Beam No.06H-07H	Bell Bay West Tamar
BBY-17-02-04-06-412	Beam No.07H-08H	Bell Bay West Tamar
BRN-05-02-01-02-01	Deck Segment CH0-5	Burnie Ocean Breakwater Precinct
BRN-05-02-01-02-02	Deck Segment CH5-10	Burnie Ocean Breakwater Precinct
BRN-05-02-01-02-03	Deck Segment CH10-15	Burnie Ocean Breakwater Precinct
BRN-05-02-01-02-04	Deck Segment CH15-20	Burnie Ocean Breakwater Precinct
BRN-05-02-01-02-05	Deck Segment CH20-25	Burnie Ocean Breakwater Precinct

BRN-05-02-01-02-06	Deck Segment CH25-30	Burnie Ocean Breakwater Precinct
BRN-05-02-01-02-07	Deck Segment CH30-35	Burnie Ocean Breakwater Precinct
BRN-05-02-01-02-08	Deck Segment CH35-40	Burnie Ocean Breakwater Precinct
BRN-05-02-01-02-09	Deck Segment CH45-50	Burnie Ocean Breakwater Precinct
BRN-05-02-01-02-10	Deck Segment CH55-60	Burnie Ocean Breakwater Precinct
BRN-05-02-01-02-11	Deck Segment CH60-65	Burnie Ocean Breakwater Precinct
BRN-05-02-01-02-12	Deck Segment CH65-70	Burnie Ocean Breakwater Precinct
BRN-05-02-01-02-13	Deck Segment CH70-75	Burnie Ocean Breakwater Precinct
BRN-05-02-01-02-14	Deck Segment CH75-80	Burnie Ocean Breakwater Precinct
BRN-05-02-01-02-15	Deck Segment CH80-85	Burnie Ocean Breakwater Precinct
BRN-05-02-01-02-16	Deck Segment CH85-90	Burnie Ocean Breakwater Precinct
BRN-05-02-01-02-17	Deck Segment CH90-95	Burnie Ocean Breakwater Precinct
BRN-05-02-01-02-18	Deck Segment CH95-100	Burnie Ocean Breakwater Precinct
BRN-05-02-01-02-19	Deck Segment CH100-105	Burnie Ocean Breakwater Precinct
BRN-05-02-01-02-20	Deck Segment CH105-110	Burnie Ocean Breakwater Precinct
BRN-05-02-01-02-21	Deck Segment CH110-115	Burnie Ocean Breakwater Precinct
BRN-05-02-01-02-22	Deck Segment CH115-121	Burnie Ocean Breakwater Precinct
BRN-05-02-01-06-01-01	Ocean Wall Landside Section 1-2	Burnie Ocean Breakwater Precinct
BRN-05-02-01-06-01-02	Ocean Wall Landside Section 2-3	Burnie Ocean Breakwater Precinct
BRN-05-02-01-06-01-03	Ocean Wall Landside Section 3-4	Burnie Ocean Breakwater Precinct
BRN-05-02-01-06-01-04	Ocean Wall Landside Section 4-5	Burnie Ocean Breakwater Precinct
BRN-05-02-01-06-01-05	Ocean Wall Landside Section 5-6	Burnie Ocean Breakwater Precinct
BRN-05-02-01-06-01-06	Ocean Wall Landside Section 6-7	Burnie Ocean Breakwater Precinct
BRN-05-02-01-06-01-102	Ocean Wall Landside Section 103-104	Burnie Ocean Breakwater Precinct
BRN-05-02-01-06-01-103	Ocean Wall Landside Section 104-105	Burnie Ocean Breakwater Precinct
BRN-05-02-01-06-01-105	Ocean Wall Landside Section 106-107	Burnie Ocean Breakwater Precinct
BRN-05-02-01-06-01-119	Ocean Wall Landside Section 120-121	Burnie Ocean Breakwater Precinct
BRN-05-02-01-06-01-24	Ocean Wall Landside Section 24-25	Burnie Ocean Breakwater Precinct
BRN-05-02-01-06-01-47	Ocean Wall Landside Section 47-48	Burnie Ocean Breakwater Precinct
BRN-05-02-01-06-01-55	Ocean Wall Landside Section 55-56	Burnie Ocean Breakwater Precinct
BRN-05-02-01-06-01-56	Ocean Wall Landside Section 56-57	Burnie Ocean Breakwater Precinct

BRN-05-02-01-06-01-60	Ocean Wall Landside Section 60-61	Burnie Ocean Breakwater Precinct
BRN-05-02-01-06-01-62	Ocean Wall Landside Section 62-63	Burnie Ocean Breakwater Precinct
BRN-05-02-01-06-01-63	Ocean Wall Landside Section 63-64	Burnie Ocean Breakwater Precinct
BRN-05-02-01-06-01-65	Ocean Wall Landside Section 65-66	Burnie Ocean Breakwater Precinct
BRN-05-02-01-06-01-86	Ocean Wall Landside Section 87-88	Burnie Ocean Breakwater Precinct
BRN-05-02-01-06-01-88	Ocean Wall Landside Section 89-90	Burnie Ocean Breakwater Precinct
BRN-05-02-01-06-01-90	Ocean Wall Landside Section 91-92	Burnie Ocean Breakwater Precinct
BRN-06-02-03-07-01	Deck	Burnie Berth 4
BRN-06-02-05-03-01	Deck Segment CH0-5	Burnie Berth 4
BRN-06-02-05-03-02	Deck Segment CH5-10	Burnie Berth 4
BRN-06-02-05-03-03	Deck Segment CH10-15	Burnie Berth 4
BRN-06-02-05-03-04	Deck Segment CH15-20	Burnie Berth 4
BRN-06-02-05-03-05	Deck Segment CH20-25	Burnie Berth 4
BRN-06-02-05-03-06	Deck Segment CH25-30	Burnie Berth 4
BRN-06-02-05-03-07	Deck Segment CH30-35	Burnie Berth 4
BRN-06-02-05-03-08	Deck Segment CH35-40	Burnie Berth 4
BRN-06-02-05-03-09	Deck Segment CH45-50	Burnie Berth 4
BRN-06-02-05-03-10	Deck Segment CH55-60	Burnie Berth 4
BRN-06-02-05-03-11	Deck Segment CH60-65	Burnie Berth 4
BRN-06-02-05-03-12	Deck Segment CH65-70	Burnie Berth 4
BRN-06-02-05-03-13	Deck Segment CH70-75	Burnie Berth 4
BRN-06-02-05-03-14	Deck Segment CH75-80	Burnie Berth 4
BRN-06-02-05-03-15	Deck Segment CH80-85	Burnie Berth 4
BRN-06-02-05-03-16	Deck Segment CH85-90	Burnie Berth 4
BRN-06-02-05-03-17	Deck Segment CH90-96	Burnie Berth 4
BRN-06-02-05-04-02	Fender System No.2 - Parallel Motion	Burnie Berth 4
BRN-06-02-05-04-02-01	Facing pad - UHMW-PE 50mm THK	Burnie Berth 4
BRN-06-02-05-04-02-02	Torsion arm	Burnie Berth 4
BRN-06-02-05-04-02-02-01	Top bush	Burnie Berth 4
BRN-06-02-05-04-02-02-02	Bottom bush	Burnie Berth 4
BRN-06-02-05-04-02-03	Top bush	Burnie Berth 4

BRN-06-02-05-04-02-04	Bottom bush	Burnie Berth 4
BRN-06-02-05-04-02-05	Torsion arm brackets	Burnie Berth 4
BRN-06-02-05-04-02-06	Grease lines	Burnie Berth 4
BRN-06-02-05-04-02-07	Chain tether	Burnie Berth 4
BRN-06-02-05-04-02-07-01	Chain (FWD)	Burnie Berth 4
BRN-06-02-05-04-02-07-02	Chain (AFT)	Burnie Berth 4
BRN-06-02-05-04-02-07-03	Shackle (FWD)	Burnie Berth 4
BRN-06-02-05-04-02-07-04	Shackle (AFT)	Burnie Berth 4
BRN-06-02-05-04-02-07-05	Hammerlock (FWD)	Burnie Berth 4
BRN-06-02-05-04-02-07-06	Hammerlock (AFT)	Burnie Berth 4
BRN-06-02-05-04-02-08	Frontal frame	Burnie Berth 4
BRN-06-02-05-04-02-08-01	Top bush	Burnie Berth 4
BRN-06-02-05-04-02-08-02	Bottom bush	Burnie Berth 4
BRN-06-02-05-04-02-09	Face retaining studs	Burnie Berth 4
BRN-06-02-05-04-02-10	Top steel pin	Burnie Berth 4
BRN-06-02-05-04-02-11	Bottom steel pin	Burnie Berth 4
BRN-06-02-05-04-02-12	Fender element	Burnie Berth 4
BRN-06-02-05-04-03	Fender System No.3 - Parallel Motion	Burnie Berth 4
BRN-06-02-05-04-03-01	Facing pad - UHMW-PE 50mm THK	Burnie Berth 4
BRN-06-02-05-04-03-02	Torsion arm	Burnie Berth 4
BRN-06-02-05-04-03-02-01	Top bush	Burnie Berth 4
BRN-06-02-05-04-03-02-02	Bottom bush	Burnie Berth 4
BRN-06-02-05-04-03-03	Top bush	Burnie Berth 4
BRN-06-02-05-04-03-04	Bottom bush	Burnie Berth 4
BRN-06-02-05-04-03-05	Torsion arm brackets	Burnie Berth 4
BRN-06-02-05-04-03-06	Grease lines	Burnie Berth 4
BRN-06-02-05-04-03-07	Chain tether	Burnie Berth 4
BRN-06-02-05-04-03-07-01	Chain (FWD)	Burnie Berth 4
BRN-06-02-05-04-03-07-02	Chain (AFT)	Burnie Berth 4
BRN-06-02-05-04-03-07-03	Shackle (FWD)	Burnie Berth 4
BRN-06-02-05-04-03-07-04	Shackle (AFT)	Burnie Berth 4

BRN-06-02-05-04-03-07-05	Turnbuckle (FWD)	Burnie Berth 4
BRN-06-02-05-04-03-07-06	Turnbuckle (AFT)	Burnie Berth 4
BRN-06-02-05-04-03-08	Frontal frame	Burnie Berth 4
BRN-06-02-05-04-03-08-01	Top bush	Burnie Berth 4
BRN-06-02-05-04-03-08-02	Bottom bush	Burnie Berth 4
BRN-06-02-05-04-03-09	Face retaining studs	Burnie Berth 4
BRN-06-02-05-04-03-10	Top steel pin	Burnie Berth 4
BRN-06-02-05-04-03-11	Bottom steel pin	Burnie Berth 4
BRN-06-02-05-04-03-12	Fender element	Burnie Berth 4
BRN-06-02-05-07-01	Rock Formation CH0-5	Burnie Berth 4
BRN-06-02-05-07-02	Rock Formation CH5-10	Burnie Berth 4
BRN-06-02-05-07-03	Rock Formation CH10-15	Burnie Berth 4
BRN-06-02-05-07-04	Rock Formation CH15-20	Burnie Berth 4
BRN-06-02-05-07-05	Rock Formation CH20-25	Burnie Berth 4
BRN-06-02-05-07-06	Rock Formation CH25-30	Burnie Berth 4
BRN-06-02-05-07-07	Rock Formation CH30-35	Burnie Berth 4
BRN-06-02-05-07-08	Rock Formation CH35-40	Burnie Berth 4
BRN-06-02-05-07-09	Rock Formation CH45-50	Burnie Berth 4
BRN-06-02-05-07-10	Rock Formation CH55-60	Burnie Berth 4
BRN-06-02-05-07-11	Rock Formation CH60-65	Burnie Berth 4
BRN-06-02-05-07-12	Rock Formation CH65-70	Burnie Berth 4
BRN-06-02-05-07-13	Rock Formation CH70-75	Burnie Berth 4
BRN-06-02-05-07-14	Rock Formation CH75-80	Burnie Berth 4
BRN-06-02-05-07-15	Rock Formation CH80-85	Burnie Berth 4
BRN-06-02-05-07-16	Rock Formation CH85-90	Burnie Berth 4
BRN-06-02-05-07-17	Rock Formation CH90-96	Burnie Berth 4
BRN-06-02-05-07-18	Rock Formation CH40-45	Burnie Berth 4
BRN-06-02-05-07-19	Rock Formation CH50-55	Burnie Berth 4
BRN-06-02-05-07-20	Rock Formation CH95-100	Burnie Berth 4
BRN-06-02-05-07-21	Rock Formation CH100-105	Burnie Berth 4
BRN-06-02-05-07-22	Rock Formation CH105-110	Burnie Berth 4

BRN-06-02-05-07-23	Rock Formation CH110-115	Burnie Berth 4
BRN-06-02-05-07-24	Rock Formation CH115-120	Burnie Berth 4
BRN-06-02-05-07-25	Rock Formation CH120-125	Burnie Berth 4
BRN-06-02-05-07-26	Rock Formation CH125-130	Burnie Berth 4
BRN-06-02-05-07-27	Rock Formation CH130-135	Burnie Berth 4
BRN-06-02-05-07-28	Rock Formation CH135-140	Burnie Berth 4
BRN-06-02-05-07-29	Rock Formation CH140-145	Burnie Berth 4
BRN-06-02-05-07-30	Rock Formation CH145-150	Burnie Berth 4
BRN-06-02-05-07-31	Rock Formation CH150-155	Burnie Berth 4
BRN-06-02-05-07-32	Rock Formation CH155-160	Burnie Berth 4
BRN-06-02-05-07-33	Rock Formation CH160-165	Burnie Berth 4
BRN-06-02-05-07-34	Rock Formation CH165-170	Burnie Berth 4
BRN-08-02-08-440	Deck Soffit 76D	Burnie Berth 6
DEV-01-02-03-04	Deck Top CH 30A-40E	Devonport Berth 1 East
DEV-01-02-03-05	Deck Top CH 40B-50E	Devonport Berth 1 East
DEV-01-02-03-06	Deck Top CH 50B-60E	Devonport Berth 1 East
DEV-01-02-03-07	Deck Top CH 60B-70E	Devonport Berth 1 East
DEV-01-02-03-08	Deck Top CH 70B-80E	Devonport Berth 1 East
DEV-01-02-03-09	Deck Top CH 80B-90E	Devonport Berth 1 East
DEV-01-02-03-10	Deck Top CH 90B-100E	Devonport Berth 1 East
DEV-01-02-06-10	Sheet Pile CH 90-100	Devonport Berth 1 East
DEV-01-02-06-11	Sheet Pile CH 100-110	Devonport Berth 1 East
DEV-01-02-06-12	Sheet Pile CH 110-120	Devonport Berth 1 East
DEV-01-02-06-13	Sheet Pile CH 120-130	Devonport Berth 1 East
DEV-01-02-06-14	Sheet Pile CH 130-140	Devonport Berth 1 East
DEV-02-02-03-01	Deck Top CH 163-170 (South Knuckle)	Devonport Berth 3 West
DEV-02-02-03-02	Deck Top CH 170-180	Devonport Berth 3 West
DEV-02-02-03-03	Deck Top CH 180-190	Devonport Berth 3 West
DEV-02-02-03-04	Deck Top CH 190-200	Devonport Berth 3 West
DEV-02-02-03-05	Deck Top CH 200-210	Devonport Berth 3 West
DEV-02-02-03-06	Deck Top CH 210-220	Devonport Berth 3 West

DEV-02-02-03-07	Deck Top CH 220-230	Devonport Berth 3 West
DEV-02-02-03-08	Deck Top CH 230-240	Devonport Berth 3 West
DEV-02-02-03-09	Deck Top CH 240-250	Devonport Berth 3 West
DEV-02-02-03-10	Deck Top CH 250-260	Devonport Berth 3 West
DEV-02-02-03-11	Deck Top CH 260-270	Devonport Berth 3 West
DEV-02-02-03-12	Deck Top CH 270-280	Devonport Berth 3 West
DEV-03-02-06-329	Face Beam 14G-15G	Devonport Berth 2 East
DEV-03-02-06-330	Face Beam 15G-16G	Devonport Berth 2 East
DEV-03-02-06-331	Face Beam 16G-17G	Devonport Berth 2 East
DEV-03-02-06-332	Face Beam 17G-18G	Devonport Berth 2 East
DEV-03-02-06-333	Face Beam 18G-19G	Devonport Berth 2 East
DEV-03-02-06-334	Face Beam 19G-20G	Devonport Berth 2 East
DEV-03-02-06-335	Face Beam 20G-21G	Devonport Berth 2 East
DEV-03-02-06-336	Face Beam 21G-22G	Devonport Berth 2 East
DEV-03-02-06-337	Face Beam 22G-23G	Devonport Berth 2 East
DEV-03-02-06-338	Face Beam 23G-24G	Devonport Berth 2 East
DEV-03-02-06-339	Face Beam 24G-25G	Devonport Berth 2 East
DEV-03-02-06-340	Face Beam 25G-26G	Devonport Berth 2 East
DEV-03-02-06-341	Face Beam 26G-27G	Devonport Berth 2 East
DEV-03-02-06-342	Face Beam 27G-28G	Devonport Berth 2 East
DEV-03-02-06-343	Face Beam 28G-29G	Devonport Berth 2 East
DEV-03-02-06-344	Face Beam 29G-30G	Devonport Berth 2 East
DEV-03-02-06-345	Face Beam 30G-31G	Devonport Berth 2 East
DEV-03-02-06-346	Face Beam 31G-32G	Devonport Berth 2 East
DEV-03-02-06-347	Face Beam 32G-33G	Devonport Berth 2 East
DEV-03-02-06-348	Face Beam 33G-34G	Devonport Berth 2 East
DEV-03-02-06-349	Face Beam 34G-35G	Devonport Berth 2 East
DEV-03-02-06-350	Face Beam 35G-36G	Devonport Berth 2 East
DEV-03-02-06-351	Face Beam 36G-37G	Devonport Berth 2 East
DEV-03-02-06-352	Face Beam 37G-38G	Devonport Berth 2 East
DEV-03-02-06-353	Face Beam 38G-39G	Devonport Berth 2 East

DEV-03-02-06-354	Face Beam 39G-40G	Devonport Berth 2 East
DEV-03-02-06-355	Face Beam 40G-41G	Devonport Berth 2 East
DEV-03-02-06-356	Face Beam 41G-42G	Devonport Berth 2 East
DEV-03-02-06-357	Face Beam 42G-43G	Devonport Berth 2 East
DEV-03-02-06-364	Crane Beam 14E-15E	Devonport Berth 2 East
DEV-03-02-06-365	Crane Beam 15E-16E	Devonport Berth 2 East
DEV-03-02-06-366	Crane Beam 16E-17E	Devonport Berth 2 East
DEV-03-02-06-367	Crane Beam 17E-18E	Devonport Berth 2 East
DEV-03-02-06-368	Crane Beam 18E-19E	Devonport Berth 2 East
DEV-03-02-06-369	Crane Beam 19E-20E	Devonport Berth 2 East
DEV-03-02-06-370	Crane Beam 20E-21E	Devonport Berth 2 East
DEV-03-02-06-371	Crane Beam 21E-22E	Devonport Berth 2 East
DEV-03-02-06-372	Crane Beam 22E-23E	Devonport Berth 2 East
DEV-03-02-06-373	Crane Beam 23E-24E	Devonport Berth 2 East
DEV-03-02-06-374	Crane Beam 24E-25E	Devonport Berth 2 East
DEV-03-02-06-375	Crane Beam 25E-26E	Devonport Berth 2 East
DEV-03-02-06-376	Crane Beam 26E-27E	Devonport Berth 2 East
DEV-03-02-06-377	Crane Beam 27E-28E	Devonport Berth 2 East
DEV-03-02-06-378	Crane Beam 28E-29E	Devonport Berth 2 East
DEV-03-02-06-379	Crane Beam 29E-30E	Devonport Berth 2 East
DEV-03-02-06-380	Crane Beam 30E-31E	Devonport Berth 2 East
DEV-03-02-06-381	Crane Beam 31E-32E	Devonport Berth 2 East
DEV-03-02-06-382	Crane Beam 32E-33E	Devonport Berth 2 East
DEV-03-02-06-383	Crane Beam 33E-34E	Devonport Berth 2 East
DEV-03-02-06-384	Crane Beam 34E-35E	Devonport Berth 2 East
DEV-03-02-06-385	Crane Beam 35E-36E	Devonport Berth 2 East
DEV-03-02-06-386	Crane Beam 36E-37E	Devonport Berth 2 East
DEV-03-02-06-387	Crane Beam 37E-38E	Devonport Berth 2 East
DEV-03-02-06-388	Crane Beam 38E-39E	Devonport Berth 2 East
DEV-03-02-06-389	Crane Beam 39E-40E	Devonport Berth 2 East
DEV-03-02-06-390	Crane Beam 40E-41E	Devonport Berth 2 East

DEV-03-02-06-391	Crane Beam 41E-42E	Devonport Berth 2 East
DEV-03-02-06-392	Crane Beam 42E-43E	Devonport Berth 2 East
DEV-03-02-06-393	Crane Beam 14G-15G	Devonport Berth 2 East
DEV-03-02-06-394	Crane Beam 15G-16G	Devonport Berth 2 East
DEV-03-02-06-395	Crane Beam 16G-17G	Devonport Berth 2 East
DEV-03-02-06-396	Crane Beam 17G-18G	Devonport Berth 2 East
DEV-03-02-06-397	Crane Beam 18G-19G	Devonport Berth 2 East
DEV-03-02-06-398	Crane Beam 19G-20G	Devonport Berth 2 East
DEV-03-02-06-399	Crane Beam 20G-21G	Devonport Berth 2 East
DEV-03-02-06-400	Crane Beam 21G-22G	Devonport Berth 2 East
DEV-03-02-06-401	Crane Beam 22G-23G	Devonport Berth 2 East
DEV-03-02-06-402	Crane Beam 23G-24G	Devonport Berth 2 East
DEV-03-02-06-403	Crane Beam 24G-25G	Devonport Berth 2 East
DEV-03-02-06-404	Crane Beam 25G-26G	Devonport Berth 2 East
DEV-03-02-06-405	Crane Beam 26G-27G	Devonport Berth 2 East
DEV-03-02-06-406	Crane Beam 27G-28G	Devonport Berth 2 East
DEV-03-02-06-407	Crane Beam 28G-29G	Devonport Berth 2 East
DEV-03-02-06-408	Crane Beam 29G-30G	Devonport Berth 2 East
DEV-03-02-06-409	Crane Beam 30G-31G	Devonport Berth 2 East
DEV-03-02-06-410	Crane Beam 31G-32G	Devonport Berth 2 East
DEV-03-02-06-411	Crane Beam 32G-33G	Devonport Berth 2 East
DEV-03-02-06-412	Crane Beam 33G-34G	Devonport Berth 2 East
DEV-03-02-06-413	Crane Beam 34G-35G	Devonport Berth 2 East
DEV-03-02-06-414	Crane Beam 35G-36G	Devonport Berth 2 East
DEV-03-02-06-415	Crane Beam 36G-37G	Devonport Berth 2 East
DEV-03-02-06-416	Crane Beam 37G-38G	Devonport Berth 2 East
DEV-03-02-06-417	Crane Beam 38G-39G	Devonport Berth 2 East
DEV-03-02-06-418	Crane Beam 39G-40G	Devonport Berth 2 East
DEV-03-02-06-419	Crane Beam 40G-41G	Devonport Berth 2 East
DEV-03-02-06-420	Crane Beam 41G-42G	Devonport Berth 2 East
DEV-03-02-06-421	Crane Beam 42G-43G	Devonport Berth 2 East

DEV-03-02-06-422	Crane Beam 43G-44G	Devonport Berth 2 East
DEV-03-02-06-423	Crane Beam 44G-45G	Devonport Berth 2 East
DEV-03-02-06-424	Crane Beam 45G-46G	Devonport Berth 2 East
DEV-03-02-06-425	Crane Beam 46G-47G	Devonport Berth 2 East
DEV-03-02-06-426	Crane Beam 47G-48G	Devonport Berth 2 East
DEV-13-07-01-12	Fender Pile 5B-b	Devonport Berth 1 West
DEV-13-07-01-19	Fender Pile 10B	Devonport Berth 1 West
DEV-13-07-01-20	Fender Pile 11B	Devonport Berth 1 West
DEV-13-07-04-100	Deck Top 16A-17D	Devonport Berth 1 West
DEV-13-07-04-21	Deck Soffit 7E-8F	Devonport Berth 1 West
DEV-13-07-04-93	Deck Top 11B-12F	Devonport Berth 1 West
DEV-14-09-02-01-15	Pile H4	Devonport Berth 5 West
DEV-14-09-14	Cathodic Protection System	Devonport Berth 5 West
DEV-14-09-14-01	Sacrificial Anode No.SD-01	Devonport Berth 5 West
DEV-14-09-14-02	Sacrificial Anode No.SD-02	Devonport Berth 5 West
DEV-14-09-14-03	Sacrificial Anode No.SD-03	Devonport Berth 5 West
DEV-14-09-14-04	Sacrificial Anode No.SD-04	Devonport Berth 5 West
DEV-14-09-14-05	Sacrificial Anode No.SID-05	Devonport Berth 5 West
DEV-14-09-14-06	Sacrificial Anode No.SID-06	Devonport Berth 5 West
DEV-14-09-14-07	Sacrificial Anode No.ND-07	Devonport Berth 5 West
DEV-14-09-14-09	Sacrificial Anode No.ND-09	Devonport Berth 5 West
DEV-14-09-14-10	Sacrificial Anode No.ND-10	Devonport Berth 5 West
FLI-01-05-03-01-07-01	Pile L 12	Flinders Island Lady Barron
FLI-01-05-03-01-07-02	Pile L 13	Flinders Island Lady Barron
FLI-01-05-03-01-07-03	Pile L 13 - Raker	Flinders Island Lady Barron
FLI-01-05-03-01-07-04	Pile M 12	Flinders Island Lady Barron
FLI-01-05-03-01-07-05	Pile M 13	Flinders Island Lady Barron
FLI-01-05-03-01-07-06	Pile M 13 - Raker	Flinders Island Lady Barron
FLI-01-05-03-01-07-07	Pile N 12	Flinders Island Lady Barron
FLI-01-05-03-01-07-08	Pile N 13	Flinders Island Lady Barron
FLI-01-05-03-01-07-09	Pile N 13 - Raker	Flinders Island Lady Barron

FLI-01-05-03-01-07-10	Pile P 12	Flinders Island Lady Barron
FLI-01-05-03-01-07-11	Pile P 13	Flinders Island Lady Barron
FLI-01-05-03-01-07-12	Pile P 13 - Raker	Flinders Island Lady Barron
FLI-01-05-03-01-07-13	Pile Q 12	Flinders Island Lady Barron
FLI-01-05-03-01-07-14	Pile Q 13	Flinders Island Lady Barron
FLI-01-05-03-01-07-15	Pile Q 13 - Raker	Flinders Island Lady Barron
FLI-01-05-03-01-07-16	Pile R 12	Flinders Island Lady Barron
FLI-01-05-03-01-07-17	Pile R 13	Flinders Island Lady Barron
FLI-01-05-03-01-07-18	Pile R 13 - Raker	Flinders Island Lady Barron
FLI-01-05-03-01-07-19	Pile S 12	Flinders Island Lady Barron
FLI-01-05-03-05-04	Deck Top Segment 6-7	Flinders Island Lady Barron
FLI-01-05-03-05-05	Deck Top Segment 7-8	Flinders Island Lady Barron
FLI-01-05-03-05-06	Deck Top Segment 8-9	Flinders Island Lady Barron
FLI-01-05-03-05-17	Deck Top Segment A-AA	Flinders Island Lady Barron
FLI-01-05-03-05-18	Deck Top Segment AA-C	Flinders Island Lady Barron
FLI-01-05-03-05-19	Deck Top Segment C-D	Flinders Island Lady Barron
FLI-01-05-03-05-20	Deck Top Segment D-E	Flinders Island Lady Barron
FLI-01-05-03-05-21	Deck Top Segment E-F	Flinders Island Lady Barron
FLI-01-05-03-05-22	Deck Top Segment F-G	Flinders Island Lady Barron
FLI-01-05-03-07-22	Pile A 11	Flinders Island Lady Barron
FLI-01-05-03-07-23	Pile A 12	Flinders Island Lady Barron
FLI-01-05-03-07-24	Pile A 13	Flinders Island Lady Barron
FLI-01-20-06-01-02	No.2 (ULP) - Motor	Flinders Island Lady Barron
FLI-01-20-06-02-02	No.1 (PULP) - Motor	Flinders Island Lady Barron
FLI-01-20-06-03-02	No.3 (Diesel) - Motor	Flinders Island Lady Barron
FLI-01-20-06-04	Pump Discharge Control Panel	Flinders Island Lady Barron
FLI-01-20-06-04-01	No.2 (ULP) - Start/Stop Control	Flinders Island Lady Barron
FLI-01-20-06-04-02	No.1 (PULP) - Start/Stop Control	Flinders Island Lady Barron
FLI-01-20-06-04-03	No.3 (Diesel) - Start/Stop Control	Flinders Island Lady Barron
FLI-01-20-06-04-04	Emergency Stop Button	Flinders Island Lady Barron
FLI-01-20-06-04-05	Power Outlet and Switch	Flinders Island Lady Barron

FLI-01-20-06-04-06	Pump Selector Switch (0,1,2) - Fuel Type selector	Flinders Island Lady Barron
FLI-01-20-08-03-01	Switching Station (Ground Floor)	Flinders Island Lady Barron
FLI-01-20-08-03-01-01	Start/Stop Control - Diesel Pump No.4	Flinders Island Lady Barron
FLI-01-20-08-03-01-02	Start/Stop Control - ULP Pump No.5	Flinders Island Lady Barron
FLI-01-20-08-03-01-03	Start/Stop Control - PULP Pump No.6	Flinders Island Lady Barron
FLI-01-20-08-03-01-04	Start/Stop Control - Slops Pump No.7	Flinders Island Lady Barron
FLI-01-20-08-03-01-05	Start/Stop Control - Diesel Pump No.8	Flinders Island Lady Barron
FLI-01-20-08-03-01-06	Start/Stop Control - Seperator No.9	Flinders Island Lady Barron
FLI-01-20-08-03-01-07	Junction Box	Flinders Island Lady Barron
FLI-01-20-08-03-02	Emergency Stop Control (Ground Floor)	Flinders Island Lady Barron
FLI-01-20-08-03-03	Emergency Stop Control (First Floor)	Flinders Island Lady Barron
FLI-01-20-10-02	Pump	Flinders Island Lady Barron
FLI-01-20-10-02-01-02	No.4 (Diesel) - Motor	Flinders Island Lady Barron
FLI-01-20-10-02-01-03	No.4 (Diesel) - Manifold	Flinders Island Lady Barron
FLI-01-20-10-02-02-01	No.5 (ULP) - Pump	Flinders Island Lady Barron
FLI-01-20-10-02-02-02	No.5 (ULP) - Motor	Flinders Island Lady Barron
FLI-01-20-10-02-02-03	No.5 (ULP) - Manifold	Flinders Island Lady Barron
FLI-01-20-10-02-03-01	No.6 (PULP) - Pump	Flinders Island Lady Barron
FLI-01-20-10-02-03-02	No.6 (PULP) - Motor	Flinders Island Lady Barron
FLI-01-20-10-02-03-03	No.6 (PULP) - Manifold	Flinders Island Lady Barron
FLI-01-20-10-02-04-01	No.7 (Diesel) - Pump	Flinders Island Lady Barron
FLI-01-20-10-02-04-02	No.7 (Diesel) - Motor	Flinders Island Lady Barron
FLI-01-20-10-02-04-03	No.7 (Diesel) - Manifold	Flinders Island Lady Barron
FLI-01-20-10-02-05-01	No.8 (Slops) - Pump	Flinders Island Lady Barron
FLI-01-20-10-02-05-02	No.8 (Slops) - Motor	Flinders Island Lady Barron
FLI-01-20-10-02-05-03	No.8 (Slops) - Manifold	Flinders Island Lady Barron
FLI-01-20-10-02-06-01	No.9 (Skimmer) - Pump	Flinders Island Lady Barron
FLI-01-20-10-02-06-02	No.9 (Skimmer) - Motor	Flinders Island Lady Barron
FLI-01-20-10-05	Control Panel	Flinders Island Lady Barron
FLI-02-04-02-01-03	Paver Strip (Between Fender No.01-02)	Flinders Island Whitemark
FLI-02-04-02-01-07	Paver Strip (Between Fender No.05-06)	Flinders Island Whitemark

FLI-02-04-02-01-08	Paver Strip (Between Fender No.06-07)	Flinders Island Whitemark
FLI-02-04-02-01-09	Paver Strip (Between Fender No.07-08)	Flinders Island Whitemark
FLI-02-04-02-01-10	Paver Strip (Between Fender No.08-09)	Flinders Island Whitemark
FLI-02-04-02-01-11	Paver Strip (Between Fender No.09-10)	Flinders Island Whitemark
FLI-02-04-02-01-12	Paver Strip (Between Fender No.10-11)	Flinders Island Whitemark
HBT-04-02-04-02-15	Upper Beam 4B-4C	Hobart Princes No. 1
HBT-04-02-04-02-206	Upper Beam 5A-6A	Hobart Princes No. 1
HBT-04-02-04-02-207	Upper Beam 6A-7A	Hobart Princes No. 1
HBT-04-02-04-02-210	Upper Beam 9A-10A	Hobart Princes No. 1
HBT-04-02-04-02-211	Upper Beam 10A-11A	Hobart Princes No. 1
HBT-04-02-04-02-224	Upper Beam 23A-24A	Hobart Princes No. 1
HBT-04-02-04-02-225	Upper Beam 24A-25A	Hobart Princes No. 1
HBT-04-02-04-02-251	Upper Beam 1D-2D	Hobart Princes No. 1
HBT-04-02-04-02-255	Upper Beam 5D-6D	Hobart Princes No. 1
HBT-04-02-04-02-256	Upper Beam 6D-7D	Hobart Princes No. 1
HBT-04-02-04-02-257	Upper Beam 7D-8D	Hobart Princes No. 1
HBT-04-02-04-02-259	Upper Beam 9D-10D	Hobart Princes No. 1
HBT-04-02-04-02-87	Upper Beam 22B-22C	Hobart Princes No. 1
HBT-04-02-04-02-96	Upper Beam 24C-24D	Hobart Princes No. 1
HBT-04-02-04-03-27	Fender Beam 27E-28E	Hobart Princes No. 1
HBT-04-02-05-08	Pile 8A	Hobart Princes No. 1
HBT-04-02-05-10	Pile 10A	Hobart Princes No. 1
HBT-04-02-05-162	Pile 6C	Hobart Princes No. 1
HBT-04-02-05-164	Pile 8C	Hobart Princes No. 1
HBT-04-02-05-244	Pile 10D	Hobart Princes No. 1
HBT-04-02-05-258	Pile 24D	Hobart Princes No. 1
HBT-04-02-05-265	Pile 31D	Hobart Princes No. 1
HBT-04-02-05-83	Pile 5B	Hobart Princes No. 1
HBT-04-02-08-120	Deck Soffit 20D	Hobart Princes No. 1
HBT-04-02-08-52	Deck Soffit 2C	Hobart Princes No. 1
HBT-05-02-03-01	Safety Ladder 53A	Hobart Macquarie No. 1

HBT-05-02-09-01	Expansion Joint 50	Hobart Macquarie No. 1
HBT-15-02-01-09	Fender 2L	Hobart Murray St Pier
HBT-15-02-04-01-02	Upper Transverse Beam Segment 1B-1C	Hobart Murray St Pier
HBT-15-02-04-01-03	Upper Transverse Beam Segment 1C-1D	Hobart Murray St Pier
HBT-15-02-04-01-04	Upper Transverse Beam Segment 1D-1E	Hobart Murray St Pier
HBT-15-02-04-01-05	Upper Transverse Beam Segment 1E-1F	Hobart Murray St Pier
HBT-15-02-04-01-06	Upper Transverse Beam Segment 1F-1G	Hobart Murray St Pier
HBT-15-02-04-01-07	Upper Transverse Beam Segment 1G-1H	Hobart Murray St Pier
HBT-15-02-04-01-08	Upper Transverse Beam Segment 1H-1I	Hobart Murray St Pier
HBT-15-02-04-01-09	Upper Transverse Beam Segment 1I-1J	Hobart Murray St Pier
HBT-15-02-04-01-10	Upper Transverse Beam Segment 1J-1L	Hobart Murray St Pier
HBT-15-02-04-01-100	Upper Transverse Beam Segment 7F-7G	Hobart Murray St Pier
HBT-15-02-04-01-101	Upper Transverse Beam Segment 7G-7H	Hobart Murray St Pier
HBT-15-02-04-01-102	Upper Transverse Beam Segment 7H-7I	Hobart Murray St Pier
HBT-15-02-04-01-103	Upper Transverse Beam Segment 7I-7J	Hobart Murray St Pier
HBT-15-02-04-01-104	Upper Transverse Beam Segment 7J-7L	Hobart Murray St Pier
HBT-15-02-04-01-105	Upper Transverse Beam Segment 8A-8B	Hobart Murray St Pier
HBT-15-02-04-01-106	Upper Transverse Beam Segment 9A-9B	Hobart Murray St Pier
HBT-15-02-04-01-12	Upper Transverse Beam Segment 2B-2C	Hobart Murray St Pier
HBT-15-02-04-01-14	Upper Transverse Beam Segment 2C-2D	Hobart Murray St Pier
HBT-15-02-04-01-16	Upper Transverse Beam Segment 2D-2E	Hobart Murray St Pier
HBT-15-02-04-01-18	Upper Transverse Beam Segment 2E-2F	Hobart Murray St Pier
HBT-15-02-04-01-20	Upper Transverse Beam Segment 2F-2G	Hobart Murray St Pier
HBT-15-02-04-01-22	Upper Transverse Beam Segment 2G-2H	Hobart Murray St Pier
HBT-15-02-04-01-24	Upper Transverse Beam Segment 2H-2I	Hobart Murray St Pier
HBT-15-02-04-01-25	Upper Transverse Beam Segment 2I-2J	Hobart Murray St Pier
HBT-15-02-04-01-26	Upper Transverse Beam Segment 2J-2L	Hobart Murray St Pier
HBT-15-02-04-01-28	Upper Transverse Beam Segment 3B-3C	Hobart Murray St Pier
HBT-15-02-04-01-30	Upper Transverse Beam Segment 3C-3D	Hobart Murray St Pier
HBT-15-02-04-01-32	Upper Transverse Beam Segment 3D-3E	Hobart Murray St Pier
HBT-15-02-04-01-34	Upper Transverse Beam Segment 3E-3F	Hobart Murray St Pier

HBT-15-02-04-01-36	Upper Transverse Beam Segment 3F-3G	Hobart Murray St Pier
HBT-15-02-04-01-38	Upper Transverse Beam Segment 3G-3H	Hobart Murray St Pier
HBT-15-02-04-01-40	Upper Transverse Beam Segment 3H-3I	Hobart Murray St Pier
HBT-15-02-04-01-41	Upper Transverse Beam Segment 3I-3J	Hobart Murray St Pier
HBT-15-02-04-01-42	Upper Transverse Beam Segment 3J-3L	Hobart Murray St Pier
HBT-15-02-04-01-45	Upper Transverse Beam Segment 4B-4C	Hobart Murray St Pier
HBT-15-02-04-01-47	Upper Transverse Beam Segment 4C-4D	Hobart Murray St Pier
HBT-15-02-04-01-49	Upper Transverse Beam Segment 4D-4E	Hobart Murray St Pier
HBT-15-02-04-01-51	Upper Transverse Beam Segment 4E-4F	Hobart Murray St Pier
HBT-15-02-04-01-53	Upper Transverse Beam Segment 4F-4G	Hobart Murray St Pier
HBT-15-02-04-01-55	Upper Transverse Beam Segment 4G-4H	Hobart Murray St Pier
HBT-15-02-04-01-57	Upper Transverse Beam Segment 4H-4I	Hobart Murray St Pier
HBT-15-02-04-01-58	Upper Transverse Beam Segment 4I-4J	Hobart Murray St Pier
HBT-15-02-04-01-59	Upper Transverse Beam Segment 4J-4L	Hobart Murray St Pier
HBT-15-02-04-01-63	Upper Transverse Beam Segment 5B-5C	Hobart Murray St Pier
HBT-15-02-04-01-65	Upper Transverse Beam Segment 5C-5D	Hobart Murray St Pier
HBT-15-02-04-01-68	Upper Transverse Beam Segment 5D-5E	Hobart Murray St Pier
HBT-15-02-04-01-70	Upper Transverse Beam Segment 5E-5F	Hobart Murray St Pier
HBT-15-02-04-01-72	Upper Transverse Beam Segment 5F-5G	Hobart Murray St Pier
HBT-15-02-04-01-74	Upper Transverse Beam Segment 5G-5H	Hobart Murray St Pier
HBT-15-02-04-01-76	Upper Transverse Beam Segment 5H-5I	Hobart Murray St Pier
HBT-15-02-04-01-77	Upper Transverse Beam Segment 5I-5J	Hobart Murray St Pier
HBT-15-02-04-01-78	Upper Transverse Beam Segment 5J-5L	Hobart Murray St Pier
HBT-15-02-04-01-80	Upper Transverse Beam Segment 6B-6C	Hobart Murray St Pier
HBT-15-02-04-01-82	Upper Transverse Beam Segment 6C-6D	Hobart Murray St Pier
HBT-15-02-04-01-84	Upper Transverse Beam Segment 6D-6E	Hobart Murray St Pier
HBT-15-02-04-01-86	Upper Transverse Beam Segment 6E-6F	Hobart Murray St Pier
HBT-15-02-04-01-88	Upper Transverse Beam Segment 6F-6G	Hobart Murray St Pier
HBT-15-02-04-01-90	Upper Transverse Beam Segment 6G-6H	Hobart Murray St Pier
HBT-15-02-04-01-92	Upper Transverse Beam Segment 6H-6I	Hobart Murray St Pier
HBT-15-02-04-01-93	Upper Transverse Beam Segment 6I-6J	Hobart Murray St Pier

HBT-15-02-04-01-94	Upper Transverse Beam Segment 6J-6L	Hobart Murray St Pier
HBT-15-02-04-01-95	Upper Transverse Beam Segment 7A-7B	Hobart Murray St Pier
HBT-15-02-04-01-96	Upper Transverse Beam Segment 7B-7C	Hobart Murray St Pier
HBT-15-02-04-01-97	Upper Transverse Beam Segment 7C-7D	Hobart Murray St Pier
HBT-15-02-04-01-98	Upper Transverse Beam Segment 7D-7E	Hobart Murray St Pier
HBT-15-02-04-01-99	Upper Transverse Beam Segment 7E-7F	Hobart Murray St Pier
HBT-15-02-04-02-10	Upper Longitudinal Beam Segment 1B-2B	Hobart Murray St Pier
HBT-15-02-04-02-11	Upper Longitudinal Beam Segment 2B-3B	Hobart Murray St Pier
HBT-15-02-04-02-12	Upper Longitudinal Beam Segment 3B-4B	Hobart Murray St Pier
HBT-15-02-04-02-13	Upper Longitudinal Beam Segment 4B-5B	Hobart Murray St Pier
HBT-15-02-04-02-14	Upper Longitudinal Beam Segment 5B-6B	Hobart Murray St Pier
HBT-15-02-04-02-15	Upper Longitudinal Beam Segment 6B-7B	Hobart Murray St Pier
HBT-15-02-04-02-16	Upper Longitudinal Beam Segment 7B-8B	Hobart Murray St Pier
HBT-15-02-04-02-17	Upper Longitudinal Beam Segment 8B-9B	Hobart Murray St Pier
HBT-15-02-04-02-18	Upper Longitudinal Beam Segment 9B-10B	Hobart Murray St Pier
HBT-15-02-04-02-19	Upper Longitudinal Beam Segment 1C-2C	Hobart Murray St Pier
HBT-15-02-04-02-20	Upper Longitudinal Beam Segment 2C-3C	Hobart Murray St Pier
HBT-15-02-04-02-21	Upper Longitudinal Beam Segment 3C-4C	Hobart Murray St Pier
HBT-15-02-04-02-22	Upper Longitudinal Beam Segment 4C-5C	Hobart Murray St Pier
HBT-15-02-04-02-23	Upper Longitudinal Beam Segment 5C-6C	Hobart Murray St Pier
HBT-15-02-04-02-24	Upper Longitudinal Beam Segment 6C-7C	Hobart Murray St Pier
HBT-15-02-04-02-25	Upper Longitudinal Beam Segment 1D-2D	Hobart Murray St Pier
HBT-15-02-04-02-26	Upper Longitudinal Beam Segment 2D-3D	Hobart Murray St Pier
HBT-15-02-04-02-27	Upper Longitudinal Beam Segment 3D-4D	Hobart Murray St Pier
HBT-15-02-04-02-28	Upper Longitudinal Beam Segment 4D-5D	Hobart Murray St Pier
HBT-15-02-04-02-29	Upper Longitudinal Beam Segment 5D-6D	Hobart Murray St Pier
HBT-15-02-04-02-30	Upper Longitudinal Beam Segment 6D-7D	Hobart Murray St Pier
HBT-15-02-04-02-31	Upper Longitudinal Beam Segment 1E-2E	Hobart Murray St Pier
HBT-15-02-04-02-32	Upper Longitudinal Beam Segment 2E-3E	Hobart Murray St Pier
HBT-15-02-04-02-33	Upper Longitudinal Beam Segment 3E-4E	Hobart Murray St Pier
HBT-15-02-04-02-34	Upper Longitudinal Beam Segment 4E-5E	Hobart Murray St Pier

HBT-15-02-04-02-35	Upper Longitudinal Beam Segment 5E-6E	Hobart Murray St Pier
HBT-15-02-04-02-36	Upper Longitudinal Beam Segment 6E-7E	Hobart Murray St Pier
HBT-15-02-04-02-37	Upper Longitudinal Beam Segment 1F-2F	Hobart Murray St Pier
HBT-15-02-04-02-38	Upper Longitudinal Beam Segment 2F-3F	Hobart Murray St Pier
HBT-15-02-04-02-39	Upper Longitudinal Beam Segment 3F-4F	Hobart Murray St Pier
HBT-15-02-04-02-41	Upper Longitudinal Beam Segment 4F-5F	Hobart Murray St Pier
HBT-15-02-04-02-42	Upper Longitudinal Beam Segment 5F-6F	Hobart Murray St Pier
HBT-15-02-04-02-43	Upper Longitudinal Beam Segment 6F-7F	Hobart Murray St Pier
HBT-15-02-04-02-44	Upper Longitudinal Beam Segment 1G-2G	Hobart Murray St Pier
HBT-15-02-04-02-45	Upper Longitudinal Beam Segment 2G-3G	Hobart Murray St Pier
HBT-15-02-04-02-46	Upper Longitudinal Beam Segment 3G-4G	Hobart Murray St Pier
HBT-15-02-04-02-47	Upper Longitudinal Beam Segment 4G-5G	Hobart Murray St Pier
HBT-15-02-04-02-48	Upper Longitudinal Beam Segment 5G-6G	Hobart Murray St Pier
HBT-15-02-04-02-49	Upper Longitudinal Beam Segment 6G-7G	Hobart Murray St Pier
HBT-15-02-04-02-50	Upper Longitudinal Beam Segment 1H-2H	Hobart Murray St Pier
HBT-15-02-04-02-51	Upper Longitudinal Beam Segment 2H-3H	Hobart Murray St Pier
HBT-15-02-04-02-52	Upper Longitudinal Beam Segment 3H-4H	Hobart Murray St Pier
HBT-15-02-04-02-53	Upper Longitudinal Beam Segment 4H-5H	Hobart Murray St Pier
HBT-15-02-04-02-54	Upper Longitudinal Beam Segment 5H-6H	Hobart Murray St Pier
HBT-15-02-04-02-55	Upper Longitudinal Beam Segment 6H-7H	Hobart Murray St Pier
HBT-15-02-04-02-56	Upper Longitudinal Beam Segment 1I-2I	Hobart Murray St Pier
HBT-15-02-04-02-57	Upper Longitudinal Beam Segment 2I-3I	Hobart Murray St Pier
HBT-15-02-04-02-58	Upper Longitudinal Beam Segment 3I-4I	Hobart Murray St Pier
HBT-15-02-04-02-59	Upper Longitudinal Beam Segment 4I-5I	Hobart Murray St Pier
HBT-15-02-04-02-60	Upper Longitudinal Beam Segment 5I-6I	Hobart Murray St Pier
HBT-15-02-04-02-61	Upper Longitudinal Beam Segment 6I-7I	Hobart Murray St Pier
HBT-15-02-04-02-62	Upper Longitudinal Beam Segment 1J-2J	Hobart Murray St Pier
HBT-15-02-04-02-63	Upper Longitudinal Beam Segment 2J-3J	Hobart Murray St Pier
HBT-15-02-04-02-64	Upper Longitudinal Beam Segment 3J-4J	Hobart Murray St Pier
HBT-15-02-04-02-65	Upper Longitudinal Beam Segment 4J-5J	Hobart Murray St Pier
HBT-15-02-04-02-66	Upper Longitudinal Beam Segment 5J-6J	Hobart Murray St Pier

HBT-15-02-04-02-67	Upper Longitudinal Beam Segment 6J-7J	Hobart Murray St Pier
HBT-15-02-04-02-68	Upper Longitudinal Beam Segment 1L-2L	Hobart Murray St Pier
HBT-15-02-04-02-69	Upper Longitudinal Beam Segment 2L-3L	Hobart Murray St Pier
HBT-15-02-04-02-70	Upper Longitudinal Beam Segment 3L-4L	Hobart Murray St Pier
HBT-15-02-04-02-71	Upper Longitudinal Beam Segment 4L-5L	Hobart Murray St Pier
HBT-15-02-04-02-72	Upper Longitudinal Beam Segment 5L-6L	Hobart Murray St Pier
HBT-15-02-04-02-73	Upper Longitudinal Beam Segment 6L-7L	Hobart Murray St Pier
HBT-15-02-06-07	Seawall Segment 7-8	Hobart Murray St Pier
HBT-22-02-01-01	Timber Fender A40	Hobart Franklin Wharf
HBT-22-02-01-02	Timber Fender A42	Hobart Franklin Wharf
HBT-22-02-01-03	Timber Fender A43	Hobart Franklin Wharf
HBT-22-02-01-04	Timber Fender A44	Hobart Franklin Wharf
HBT-22-02-01-05	Timber Fender A45	Hobart Franklin Wharf
HBT-22-02-01-06	Timber Fender A46	Hobart Franklin Wharf
HBT-22-02-01-07	Timber Fender A47	Hobart Franklin Wharf
HBT-22-02-01-08	Timber Fender A48	Hobart Franklin Wharf
HBT-22-02-01-09	Timber Fender A49	Hobart Franklin Wharf
HBT-22-02-01-10	Timber Fender A50	Hobart Franklin Wharf
HBT-22-02-01-11	Timber Fender A51	Hobart Franklin Wharf
HBT-22-02-01-12	Timber Fender A52	Hobart Franklin Wharf
HBT-22-02-01-13	Timber Fender A53	Hobart Franklin Wharf
HBT-22-02-01-14	Timber Fender A54	Hobart Franklin Wharf
HBT-22-02-01-16	Timber Fender A56	Hobart Franklin Wharf
HBT-22-02-01-21	Timber Fender A61	Hobart Franklin Wharf
HBT-22-02-01-23	Timber Fender A63	Hobart Franklin Wharf
HBT-22-02-01-24	Timber Fender A64	Hobart Franklin Wharf
HBT-22-02-01-25	Timber Fender A65	Hobart Franklin Wharf
HBT-22-02-01-26	Timber Fender A66	Hobart Franklin Wharf
HBT-22-02-01-27	Timber Fender A67	Hobart Franklin Wharf
HBT-22-02-05-01-101	Upper Longitudinal Beam D30-D31	Hobart Franklin Wharf
HBT-22-02-05-01-102	Upper Longitudinal Beam D31-D32	Hobart Franklin Wharf

HBT-22-02-05-01-103	Upper Longitudinal Beam D32-D33	Hobart Franklin Wharf
HBT-22-02-05-01-104	Upper Longitudinal Beam D33-D34	Hobart Franklin Wharf
HBT-22-02-05-01-105	Upper Longitudinal Beam E20-E21	Hobart Franklin Wharf
HBT-22-02-05-01-110	Upper Longitudinal Beam E25-E26	Hobart Franklin Wharf
HBT-22-02-05-01-112	Upper Longitudinal Beam E27-E28	Hobart Franklin Wharf
HBT-22-02-05-01-113	Upper Longitudinal Beam E28-E29	Hobart Franklin Wharf
HBT-22-02-05-01-114	Upper Longitudinal Beam E29-E30	Hobart Franklin Wharf
HBT-22-02-05-01-115	Upper Longitudinal Beam E30-E31	Hobart Franklin Wharf
HBT-22-02-05-01-116	Upper Longitudinal Beam E31-E32	Hobart Franklin Wharf
HBT-22-02-05-01-117	Upper Longitudinal Beam E32-E33	Hobart Franklin Wharf
HBT-22-02-05-01-118	Upper Longitudinal Beam E33-E34	Hobart Franklin Wharf
HBT-22-02-05-01-119	Upper Longitudinal Beam E34-E35	Hobart Franklin Wharf
HBT-22-02-05-01-120	Upper Longitudinal Beam E35-E36	Hobart Franklin Wharf
HBT-22-02-05-01-121	Upper Longitudinal Beam E36-E37	Hobart Franklin Wharf
HBT-22-02-05-01-122	Upper Longitudinal Beam E37-E39	Hobart Franklin Wharf
HBT-22-02-05-01-123	Upper Longitudinal Beam A40-A42	Hobart Franklin Wharf
HBT-22-02-05-01-124	Upper Longitudinal Beam A42-A43	Hobart Franklin Wharf
HBT-22-02-05-01-125	Upper Longitudinal Beam A43-A44	Hobart Franklin Wharf
HBT-22-02-05-01-126	Upper Longitudinal Beam A44-A45	Hobart Franklin Wharf
HBT-22-02-05-01-127	Upper Longitudinal Beam A45-A46	Hobart Franklin Wharf
HBT-22-02-05-01-128	Upper Longitudinal Beam C40-C42	Hobart Franklin Wharf
HBT-22-02-05-01-129	Upper Longitudinal Beam C42-C43	Hobart Franklin Wharf
HBT-22-02-05-01-130	Upper Longitudinal Beam C43-C44	Hobart Franklin Wharf
HBT-22-02-05-01-131	Upper Longitudinal Beam C44-C45	Hobart Franklin Wharf
HBT-22-02-05-01-132	Upper Longitudinal Beam C45-C46	Hobart Franklin Wharf
HBT-22-02-05-01-133	Upper Longitudinal Beam C53-C54	Hobart Franklin Wharf
HBT-22-02-05-01-135	Upper Longitudinal Beam C55-C56	Hobart Franklin Wharf
HBT-22-02-05-01-136	Upper Longitudinal Beam C56-C57	Hobart Franklin Wharf
HBT-22-02-05-01-146	Upper Longitudinal Beam C66-C67	Hobart Franklin Wharf
HBT-22-02-05-01-15	Upper Longitudinal Beam A17-A18	Hobart Franklin Wharf
HBT-22-02-05-01-152	Upper Longitudinal Beam D58-D59	Hobart Franklin Wharf

HBT-22-02-05-01-153	Upper Longitudinal Beam D59-D60	Hobart Franklin Wharf
HBT-22-02-05-01-155	Upper Longitudinal Beam D61-D62	Hobart Franklin Wharf
HBT-22-02-05-01-157	Upper Longitudinal Beam D63-D64	Hobart Franklin Wharf
HBT-22-02-05-01-161	Upper Longitudinal Beam E53-E54	Hobart Franklin Wharf
HBT-22-02-05-01-166	Upper Longitudinal Beam E58-E59	Hobart Franklin Wharf
HBT-22-02-05-01-167	Upper Longitudinal Beam E59-E60	Hobart Franklin Wharf
HBT-22-02-05-01-168	Upper Longitudinal Beam E60-E61	Hobart Franklin Wharf
HBT-22-02-05-01-169	Upper Longitudinal Beam E61-E62	Hobart Franklin Wharf
HBT-22-02-05-01-173	Upper Longitudinal Beam E65-E66	Hobart Franklin Wharf
HBT-22-02-05-01-174	Upper Longitudinal Beam E66-E67	Hobart Franklin Wharf
HBT-22-02-05-01-185	Upper Transverse Beam A14-C14	Hobart Franklin Wharf
HBT-22-02-05-01-191	Upper Transverse Beam A20-C20	Hobart Franklin Wharf
HBT-22-02-05-01-198	Upper Transverse Beam C12-E12	Hobart Franklin Wharf
HBT-22-02-05-01-207	Upper Transverse Beam C20-D20	Hobart Franklin Wharf
HBT-22-02-05-01-209	Upper Transverse Beam D20-ESP	Hobart Franklin Wharf
HBT-22-02-05-01-210	Upper Transverse Beam D20a-ESP	Hobart Franklin Wharf
HBT-22-02-05-01-214	Upper Transverse Beam D21-ESP	Hobart Franklin Wharf
HBT-22-02-05-01-215	Upper Transverse Beam D21a-ESP	Hobart Franklin Wharf
HBT-22-02-05-01-216	Upper Transverse Beam D21b-ESP	Hobart Franklin Wharf
HBT-22-02-05-01-217	Upper Transverse Beam A22-C22	Hobart Franklin Wharf
HBT-22-02-05-01-220	Upper Transverse Beam C22-D22	Hobart Franklin Wharf
HBT-22-02-05-01-226	Upper Transverse Beam A23-C23	Hobart Franklin Wharf
HBT-22-02-05-01-227	Upper Transverse Beam A23a-C23a	Hobart Franklin Wharf
HBT-22-02-05-01-228	Upper Transverse Beam A23b-C23b	Hobart Franklin Wharf
HBT-22-02-05-01-229	Upper Transverse Beam C23-D23	Hobart Franklin Wharf
HBT-22-02-05-01-235	Upper Transverse Beam A24-C24	Hobart Franklin Wharf
HBT-22-02-05-01-244	Upper Transverse Beam A25-C25	Hobart Franklin Wharf
HBT-22-02-05-01-245	Upper Transverse Beam A25a-C25a	Hobart Franklin Wharf
HBT-22-02-05-01-247	Upper Transverse Beam C25-D25	Hobart Franklin Wharf
HBT-22-02-05-01-253	Upper Transverse Beam A26-C26	Hobart Franklin Wharf
HBT-22-02-05-01-254	Upper Transverse Beam A26a-C26a	Hobart Franklin Wharf

HBT-22-02-05-01-255	Upper Transverse Beam A26b-C26b	Hobart Franklin Wharf
HBT-22-02-05-01-271	Upper Transverse Beam A28-C28	Hobart Franklin Wharf
HBT-22-02-05-01-274	Upper Transverse Beam A29-C29	Hobart Franklin Wharf
HBT-22-02-05-01-276	Upper Transverse Beam A30-C30	Hobart Franklin Wharf
HBT-22-02-05-01-277	Upper Transverse Beam C30-E30	Hobart Franklin Wharf
HBT-22-02-05-01-278	Upper Transverse Beam A31-C31	Hobart Franklin Wharf
HBT-22-02-05-01-279	Upper Transverse Beam C31-E31	Hobart Franklin Wharf
HBT-22-02-05-01-280	Upper Transverse Beam A32-C32	Hobart Franklin Wharf
HBT-22-02-05-01-281	Upper Transverse Beam C32-E32	Hobart Franklin Wharf
HBT-22-02-05-01-282	Upper Transverse Beam A33-C33	Hobart Franklin Wharf
HBT-22-02-05-01-283	Upper Transverse Beam C33-E33	Hobart Franklin Wharf
HBT-22-02-05-01-284	Upper Transverse Beam A34-C34	Hobart Franklin Wharf
HBT-22-02-05-01-285	Upper Transverse Beam C34-E34	Hobart Franklin Wharf
HBT-22-02-05-01-286	Upper Transverse Beam A35-C35	Hobart Franklin Wharf
HBT-22-02-05-01-287	Upper Transverse Beam C35-E35	Hobart Franklin Wharf
HBT-22-02-05-01-288	Upper Transverse Beam A36-C36	Hobart Franklin Wharf
HBT-22-02-05-01-289	Upper Transverse Beam C36-E36	Hobart Franklin Wharf
HBT-22-02-05-01-296	Upper Transverse Beam A42-B42	Hobart Franklin Wharf
HBT-22-02-05-01-297	Upper Transverse Beam B42-C42	Hobart Franklin Wharf
HBT-22-02-05-01-298	Upper Transverse Beam A43-B43	Hobart Franklin Wharf
HBT-22-02-05-01-299	Upper Transverse Beam B43-C43	Hobart Franklin Wharf
HBT-22-02-05-01-300	Upper Transverse Beam A44-B44	Hobart Franklin Wharf
HBT-22-02-05-01-301	Upper Transverse Beam B44-C44	Hobart Franklin Wharf
HBT-22-02-05-01-302	Upper Transverse Beam A45-B45	Hobart Franklin Wharf
HBT-22-02-05-01-303	Upper Transverse Beam B45-C45	Hobart Franklin Wharf
HBT-22-02-05-01-304	Upper Transverse Beam A46-B46	Hobart Franklin Wharf
HBT-22-02-05-01-305	Upper Transverse Beam B46-C46	Hobart Franklin Wharf
HBT-22-02-05-01-322	Upper Transverse Beam C53-D53	Hobart Franklin Wharf
HBT-22-02-05-01-323	Upper Transverse Beam D53-E53	Hobart Franklin Wharf
HBT-22-02-05-01-325	Upper Transverse Beam D54-E54	Hobart Franklin Wharf
HBT-22-02-05-01-329	Upper Transverse Beam D56-E56	Hobart Franklin Wharf

HBT-22-02-05-01-330	Upper Transverse Beam C57-D57	Hobart Franklin Wharf
HBT-22-02-05-01-331	Upper Transverse Beam D57-E57	Hobart Franklin Wharf
HBT-22-02-05-01-332	Upper Transverse Beam C58-D58	Hobart Franklin Wharf
HBT-22-02-05-01-333	Upper Transverse Beam D58-E58	Hobart Franklin Wharf
HBT-22-02-05-01-334	Upper Transverse Beam C59-D59	Hobart Franklin Wharf
HBT-22-02-05-01-337	Upper Transverse Beam D60-E60	Hobart Franklin Wharf
HBT-22-02-05-01-338	Upper Transverse Beam C61-D61	Hobart Franklin Wharf
HBT-22-02-05-01-339	Upper Transverse Beam D61-E61	Hobart Franklin Wharf
HBT-22-02-05-01-340	Upper Transverse Beam C62-D62	Hobart Franklin Wharf
HBT-22-02-05-01-341	Upper Transverse Beam D62-E62	Hobart Franklin Wharf
HBT-22-02-05-01-347	Upper Transverse Beam D65-E65	Hobart Franklin Wharf
HBT-22-02-05-01-348	Upper Transverse Beam C66-D66	Hobart Franklin Wharf
HBT-22-02-05-01-351	Upper Transverse Beam D67-E67	Hobart Franklin Wharf
HBT-22-02-05-01-365	Fender Beam E17-E18	Hobart Franklin Wharf
HBT-22-02-05-01-63	Upper Longitudinal Beam A22-A23	Hobart Franklin Wharf
HBT-22-02-05-01-64	Upper Longitudinal Beam A23-A24	Hobart Franklin Wharf
HBT-22-02-05-01-65	Upper Longitudinal Beam A24-A25	Hobart Franklin Wharf
HBT-22-02-05-01-66	Upper Longitudinal Beam A25-A26	Hobart Franklin Wharf
HBT-22-02-05-01-67	Upper Longitudinal Beam A26-A27	Hobart Franklin Wharf
HBT-22-02-05-01-68	Upper Longitudinal Beam A27-A28	Hobart Franklin Wharf
HBT-22-02-05-01-69	Upper Longitudinal Beam A28-A29	Hobart Franklin Wharf
HBT-22-02-05-01-70	Upper Longitudinal Beam A29-A30	Hobart Franklin Wharf
HBT-22-02-05-01-71	Upper Longitudinal Beam A30-A31	Hobart Franklin Wharf
HBT-22-02-05-01-72	Upper Longitudinal Beam A31-A32	Hobart Franklin Wharf
HBT-22-02-05-01-73	Upper Longitudinal Beam A32-A33	Hobart Franklin Wharf
HBT-22-02-05-01-74	Upper Longitudinal Beam A33-A34	Hobart Franklin Wharf
HBT-22-02-05-01-75	Upper Longitudinal Beam A34-A35	Hobart Franklin Wharf
HBT-22-02-05-01-76	Upper Longitudinal Beam A35-A36	Hobart Franklin Wharf
HBT-22-02-05-01-77	Upper Longitudinal Beam A36-A37	Hobart Franklin Wharf
HBT-22-02-05-01-78	Upper Longitudinal Beam A37-A39	Hobart Franklin Wharf
HBT-22-02-05-01-79	Upper Longitudinal Beam B28-B29	Hobart Franklin Wharf

HBT-22-02-05-01-80	Upper Longitudinal Beam B29-B30	Hobart Franklin Wharf
HBT-22-02-05-01-81	Upper Longitudinal Beam B30-B31	Hobart Franklin Wharf
HBT-22-02-05-01-82	Upper Longitudinal Beam B31-B32	Hobart Franklin Wharf
HBT-22-02-05-01-83	Upper Longitudinal Beam B32-B33	Hobart Franklin Wharf
HBT-22-02-05-01-84	Upper Longitudinal Beam B33-B34	Hobart Franklin Wharf
HBT-22-02-05-01-91	Upper Longitudinal Beam C26-C27	Hobart Franklin Wharf
HBT-22-02-05-01-92	Upper Longitudinal Beam C27-C28	Hobart Franklin Wharf
HBT-22-02-05-01-93	Upper Longitudinal Beam C28-C29	Hobart Franklin Wharf
HBT-22-02-05-01-94	Upper Longitudinal Beam C29-C30	Hobart Franklin Wharf
HBT-22-02-05-01-95	Upper Longitudinal Beam C30-C31	Hobart Franklin Wharf
HBT-22-02-05-01-96	Upper Longitudinal Beam C31-C32	Hobart Franklin Wharf
HBT-22-02-05-01-97	Upper Longitudinal Beam C32-C33	Hobart Franklin Wharf
HBT-22-02-05-01-98	Upper Longitudinal Beam C33-C34	Hobart Franklin Wharf
HBT-22-02-05-01-99	Upper Longitudinal Beam D28-D29	Hobart Franklin Wharf
HBT-22-02-05-02-106	Lower Transverse Beam C30-E30	Hobart Franklin Wharf
HBT-22-02-05-02-109	Lower Transverse Beam A32-C32	Hobart Franklin Wharf
HBT-22-02-05-02-110	Lower Transverse Beam C32-E32	Hobart Franklin Wharf
HBT-22-02-05-02-114	Lower Transverse Beam C34-E34	Hobart Franklin Wharf
HBT-22-02-05-02-116	Lower Transverse Beam C35-E35	Hobart Franklin Wharf
HBT-22-02-05-02-118	Lower Transverse Beam C36-E36	Hobart Franklin Wharf
HBT-22-02-05-02-144	Lower Transverse Beam B46-C46	Hobart Franklin Wharf
HBT-22-02-05-02-25	Lower Longitudinal Beam E29-E30	Hobart Franklin Wharf
HBT-22-02-05-02-27	Lower Longitudinal Beam E31-E32	Hobart Franklin Wharf
HBT-22-02-05-02-29	Lower Longitudinal Beam E33-E34	Hobart Franklin Wharf
HBT-22-02-05-02-30	Lower Longitudinal Beam E34-E35	Hobart Franklin Wharf
HBT-22-02-05-02-32	Lower Longitudinal Beam E36-E37	Hobart Franklin Wharf
HBT-22-02-05-02-39	Lower Longitudinal Beam C44-C45	Hobart Franklin Wharf
HBT-22-02-05-02-40	Lower Longitudinal Beam C45-C46	Hobart Franklin Wharf
HBT-22-02-05-02-42	Lower Longitudinal Beam E54-E55	Hobart Franklin Wharf
HBT-22-02-05-02-46	Lower Longitudinal Beam E58-E59	Hobart Franklin Wharf
HBT-22-02-05-02-47	Lower Longitudinal Beam E59-E60	Hobart Franklin Wharf

HBT-22-02-05-02-48	Lower Longitudinal Beam E60-E61	Hobart Franklin Wharf
HBT-22-02-05-02-50	Lower Longitudinal Beam E62-E63	Hobart Franklin Wharf
HBT-22-02-05-02-51	Lower Longitudinal Beam E63-E64	Hobart Franklin Wharf
HBT-22-02-05-02-52	Lower Longitudinal Beam E64-E65	Hobart Franklin Wharf
HBT-22-02-05-02-53	Lower Longitudinal Beam E65-E66	Hobart Franklin Wharf
HBT-22-02-05-02-54	Lower Longitudinal Beam E66-E67	Hobart Franklin Wharf
HBT-22-02-05-02-71	Lower Transverse Beam A20-B20	Hobart Franklin Wharf
HBT-22-02-05-02-86	Lower Transverse Beam B20-C20	Hobart Franklin Wharf
HBT-22-02-05-02-96	Lower Transverse Beam B25-C25	Hobart Franklin Wharf
HBT-22-02-08-84	Pile Cap A29	Hobart Franklin Wharf
HBT-25-02-01-17	Southern Dock Wall - Fender 28	Hobart Watermans Dock
HBT-25-02-01-20	Southern Dock Wall - Fender 31	Hobart Watermans Dock
HBT-25-02-01-24	Southern Dock Wall - Fender Pile 33 (Property of HHC)	Hobart Watermans Dock
HBT-25-02-04-01-01	Deck Segment 1-2	Hobart Watermans Dock
HBT-25-02-04-01-02	Deck Segment 2-3	Hobart Watermans Dock
HBT-25-02-04-01-05	Deck Segment 5-6	Hobart Watermans Dock
HBT-25-02-04-01-06	Deck Segment 6-7	Hobart Watermans Dock
HBT-25-02-04-01-07	Deck Segment 7-8	Hobart Watermans Dock
HBT-25-02-04-01-08	Deck Segment 8-9	Hobart Watermans Dock
HBT-25-02-04-01-10	Deck Segment 10-11	Hobart Watermans Dock
HBT-25-02-04-01-11	Deck Segment 11-12	Hobart Watermans Dock
HBT-25-02-04-01-13	Deck Segment 13-14	Hobart Watermans Dock
HBT-25-02-04-01-14	Deck Segment 14-15	Hobart Watermans Dock
HBT-25-02-04-01-16	Deck Segment 16-17	Hobart Watermans Dock
HBT-25-02-04-01-17	Deck Segment 17-18	Hobart Watermans Dock
HBT-25-02-04-01-18	Deck Segment 18-19	Hobart Watermans Dock
HBT-25-02-04-01-22	Deck Segment 22-23	Hobart Watermans Dock
HBT-25-02-04-01-23	Deck Segment 23-24	Hobart Watermans Dock
HBT-25-02-04-01-24	Deck Segment 24-25	Hobart Watermans Dock
HBT-25-02-04-01-25	Deck Segment 25-26	Hobart Watermans Dock
HBT-25-02-04-01-26	Deck Segment 26-27	Hobart Watermans Dock

HBT-25-02-04-01-27	Deck Segment 27-28	Hobart Watermans Dock
HBT-25-02-04-01-31	Deck Segment 31-32	Hobart Watermans Dock
HBT-25-02-04-02-09	Deck Soffit 9B	Hobart Watermans Dock
HBT-25-02-04-02-10	Deck Soffit 10B	Hobart Watermans Dock
HBT-25-02-04-02-12	Deck Soffit 12B	Hobart Watermans Dock
HBT-25-02-04-02-13	Deck Soffit 13B	Hobart Watermans Dock
HBT-25-02-04-02-14	Deck Soffit 14B	Hobart Watermans Dock
HBT-25-02-04-02-16	Deck Soffit 16B	Hobart Watermans Dock
HBT-25-02-04-02-19	Deck Soffit 19B	Hobart Watermans Dock
HBT-25-02-04-02-21	Deck Soffit 21B	Hobart Watermans Dock
HBT-25-02-04-02-22	Deck Soffit 22B	Hobart Watermans Dock
HBT-25-02-04-02-23	Deck Soffit 23B	Hobart Watermans Dock
HBT-25-02-04-02-24	Deck Soffit 24B	Hobart Watermans Dock
HBT-25-02-04-02-25	Deck Soffit 25B	Hobart Watermans Dock
HBT-25-02-04-02-26	Deck Soffit 26B	Hobart Watermans Dock
HBT-25-02-04-02-27	Deck Soffit 27B	Hobart Watermans Dock
HBT-25-02-04-02-28	Deck Soffit 28B	Hobart Watermans Dock
HBT-25-02-04-02-30	Deck Soffit 30B	Hobart Watermans Dock
HBT-25-02-05-05	Beam Segment 12A-12B	Hobart Watermans Dock
HBT-25-02-05-08	Beam Segment 15A-15B	Hobart Watermans Dock
HBT-25-02-05-16	Beam Segment 23A-23B	Hobart Watermans Dock
HBT-25-02-05-29	Beam Segment 2A-3A	Hobart Watermans Dock
HBT-25-02-05-30	Beam Segment 3A-4A	Hobart Watermans Dock
HBT-25-02-05-31	Beam Segment 4A-5A	Hobart Watermans Dock
HBT-25-02-05-35	Beam Segment 8A-9A	Hobart Watermans Dock
HBT-25-02-05-37	Beam Segment 10A-11A	Hobart Watermans Dock
HBT-25-02-05-39	Beam Segment 12A-13A	Hobart Watermans Dock
HBT-25-02-05-40	Beam Segment 13A-14A	Hobart Watermans Dock
HBT-25-02-05-41	Beam Segment 14A-15A	Hobart Watermans Dock
HBT-25-02-05-43	Beam Segment 16A-17A	Hobart Watermans Dock
HBT-25-02-05-44	Beam Segment 17A-18A	Hobart Watermans Dock

HBT-25-02-05-45	Beam Segment 18A-19A	Hobart Watermans Dock
HBT-25-02-05-46	Beam Segment 19A-20A	Hobart Watermans Dock
HBT-25-02-05-47	Beam Segment 20A-21A	Hobart Watermans Dock
HBT-25-02-05-48	Beam Segment 21A-22A	Hobart Watermans Dock
HBT-25-02-05-49	Beam Segment 22A-23A	Hobart Watermans Dock
HBT-25-02-05-50	Beam Segment 23A-24A	Hobart Watermans Dock
HBT-25-02-05-51	Beam Segment 24A-25A	Hobart Watermans Dock
HBT-25-02-05-52	Beam Segment 25A-26A	Hobart Watermans Dock
HBT-25-02-05-53	Beam Segment 26A-27A	Hobart Watermans Dock
HBT-25-02-05-54	Beam Segment 27A-28A	Hobart Watermans Dock
HBT-25-02-05-55	Beam Segment 28A-29A	Hobart Watermans Dock
HBT-25-02-05-56	Beam Segment 29A-30A	Hobart Watermans Dock
HBT-25-02-05-57	Beam Segment 30A-31A	Hobart Watermans Dock
HBT-25-02-05-58	Beam Segment 31A-32A	Hobart Watermans Dock
HBT-25-02-06-23	Pile 12A	Hobart Watermans Dock
HBT-26-14-05-01	Crosshead 1A - 1B	Hobart Huon Quays
HBT-26-14-05-02	Crosshead 2A - 2B	Hobart Huon Quays
HBT-26-14-05-03	Crosshead 3A - 3B	Hobart Huon Quays
HBT-26-14-05-04	Crosshead 4A - 4B	Hobart Huon Quays
HBT-26-14-05-05	Crosshead 5A - 5B	Hobart Huon Quays
HBT-26-14-05-06	Crosshead 5C - 6C	Hobart Huon Quays
HBT-26-14-05-07	Crosshead 5D - 6D	Hobart Huon Quays
HBT-26-14-05-09	Crosshead 5F - 6F	Hobart Huon Quays
HBT-26-14-05-10	Crosshead 5G - 6G	Hobart Huon Quays
HBT-26-14-05-11	Crosshead 5H - 6H	Hobart Huon Quays
HBT-26-14-05-12	Crosshead 6A - 6B	Hobart Huon Quays
HBT-26-14-05-13	Crosshead 7A - 7B	Hobart Huon Quays
HBT-26-14-05-14	Crosshead 8A - 8B	Hobart Huon Quays
HBT-26-14-05-15	Crosshead 9A - 9B	Hobart Huon Quays
HBT-26-14-05-16	Crosshead 10A - 7B	Hobart Huon Quays
HBT-26-14-05-17	Crossbrace 1AT - 1BL	Hobart Huon Quays

HBT-26-14-05-18	Crossbrace 1AT - 2AL	Hobart Huon Quays
HBT-26-14-05-19	Crossbrace 1AL - 2AT	Hobart Huon Quays
HBT-26-14-05-20	Crossbrace 1BT - 2BL	Hobart Huon Quays
HBT-26-14-05-21	Crossbrace 1BL - 2BT	Hobart Huon Quays
HBT-26-14-05-22	Crossbrace 5BT - 6BL	Hobart Huon Quays
HBT-26-14-05-23	Crossbrace 5CT - 6CL	Hobart Huon Quays
HBT-26-14-05-24	Crossbrace 5DT - 6DL	Hobart Huon Quays
HBT-26-14-05-25	Crossbrace 5ET - 6EL	Hobart Huon Quays
HBT-26-14-05-26	Crossbrace 5FT - 6FL	Hobart Huon Quays
HBT-26-14-05-27	Crossbrace 5GT - 6GL	Hobart Huon Quays
HBT-27-13-06-03-01	Waler 0A-1A	Hobart Domain Slip
HBT-27-13-06-03-02	Waler 1A-2A	Hobart Domain Slip
HBT-27-13-06-03-03	Waler 2A-3A	Hobart Domain Slip
HBT-27-13-06-03-04	Waler 3A-4A	Hobart Domain Slip
HBT-27-13-06-03-05	Waler 4A-5A	Hobart Domain Slip
HBT-27-13-06-03-06	Waler 5A-6A	Hobart Domain Slip
HBT-27-13-06-03-07	Waler 6A-7A	Hobart Domain Slip
HBT-27-13-06-03-08	Waler 7A-8A	Hobart Domain Slip
HBT-27-13-06-03-09	Waler 8A-9A	Hobart Domain Slip
HBT-27-13-06-03-10	Waler 9A-10A	Hobart Domain Slip
HBT-27-13-06-03-11	Waler 10A-11A	Hobart Domain Slip
HBT-27-13-06-03-12	Waler 11A-12A	Hobart Domain Slip
HBT-27-13-06-03-13	Waler 12A-13A	Hobart Domain Slip
HBT-27-13-06-03-14	Waler 13A-14A	Hobart Domain Slip
HBT-27-13-06-03-15	Waler 0C-1C	Hobart Domain Slip
HBT-27-13-06-03-16	Waler 1C-2C	Hobart Domain Slip
HBT-27-13-06-03-17	Waler 2C-3C	Hobart Domain Slip
HBT-27-13-06-03-18	Waler 3C-4C	Hobart Domain Slip
HBT-27-13-06-03-19	Waler 4C-5C	Hobart Domain Slip
HBT-27-13-06-03-20	Waler 5C-6C	Hobart Domain Slip
HBT-27-13-06-03-21	Waler 6C-7C	Hobart Domain Slip

HBT-27-13-06-03-22	Waler 7C-8C	Hobart Domain Slip
HBT-27-13-06-03-23	Waler 8C-9C	Hobart Domain Slip
HBT-27-13-06-03-24	Waler 9C-10C	Hobart Domain Slip
HBT-27-13-06-03-25	Waler 10C-11C	Hobart Domain Slip
HBT-27-13-06-03-26	Waler 11C-12C	Hobart Domain Slip
HBT-27-13-06-03-27	Waler 12C-13C	Hobart Domain Slip
HBT-27-13-06-03-28	Waler 13C-14C	Hobart Domain Slip
HBT-27-14-03-02	Fender Pile B2	Hobart Domain Slip
HBT-27-14-03-07	Fender Pile F2	Hobart Domain Slip
HBT-27-14-03-08	Fender Pile G	Hobart Domain Slip
HBT-27-14-03-10	Fender Pile H2	Hobart Domain Slip
HBT-34-01-03-09-22	Deck Soffit 42C	Hobart Princes Intermediate
HBT-34-01-06-01-50	Lower Beam 48D-49D	Hobart Princes Intermediate
HBT-34-01-06-02-65	Upper Beam 40D-41D	Hobart Princes Intermediate
HBT-34-01-06-02-72	Upper Beam 47D-48D	Hobart Princes Intermediate
HBT-34-01-06-02-73	Upper Beam 48D-49D	Hobart Princes Intermediate
STA-23-05-02	Pile No.A6	Stanley Fish Factory Wharf
STA-23-05-20	Pile No.C5	Stanley Fish Factory Wharf
STA-23-05-21	Pile No.C6	Stanley Fish Factory Wharf
STA-23-05-22	Pile No.C7	Stanley Fish Factory Wharf
STA-23-05-23	Pile No.C8	Stanley Fish Factory Wharf
STA-23-05-24	Pile No.C9	Stanley Fish Factory Wharf
STA-23-05-25	Pile No.C10	Stanley Fish Factory Wharf
STA-23-05-26	Pile No.C11	Stanley Fish Factory Wharf
STA-23-05-27	Pile No.C12	Stanley Fish Factory Wharf
STA-23-05-28	Pile No.C13	Stanley Fish Factory Wharf
STA-23-05-29	Pile No.D6	Stanley Fish Factory Wharf
STA-23-05-30	Pile No.D7	Stanley Fish Factory Wharf
STA-23-05-31	Pile No.D8	Stanley Fish Factory Wharf
STA-23-05-32	Pile No.D9	Stanley Fish Factory Wharf
STA-23-05-33	Pile No.D10	Stanley Fish Factory Wharf

STA-23-05-38	Pile No.E5	Stanley Fish Factory Wharf
STA-23-05-39	Pile No.E6	Stanley Fish Factory Wharf
STA-23-05-40	Pile No.E7	Stanley Fish Factory Wharf
STA-23-05-41	Pile No.E8	Stanley Fish Factory Wharf
STA-23-05-42	Pile No.E9	Stanley Fish Factory Wharf
STA-23-05-43	Pile No.E10	Stanley Fish Factory Wharf
STA-23-05-44	Pile No.E11	Stanley Fish Factory Wharf
STA-23-05-45	Pile No.E12	Stanley Fish Factory Wharf
STA-23-05-46	Pile No.E13	Stanley Fish Factory Wharf

Appendix Two – TasPorts Capital and Operational Expenditure

Summary (Capex)

Port	2019	2020	2021	2022	2023	Capex Grand Total
Bell Bay	79,173			11,561		90,734
Burnie	640,369	1,840,667	280,643		497,633	3,259,313
Devonport	174,011		1,764,802	1,151,928		3,090,741
Hobart	943,239	904,698	1,154,455	5,475,165	515,514	8,993,070
King Island	482,774	627,388	40,107		1,082,284	2,232,553
Stanley					1,453,569	1,453,569
Strahan	4,387,983					4,387,983
Total	6,707,549	3,372,753	3,240,007	6,638,654	3,549,000	23,507,963

Summary (Opex)

Port	2019	2020	2021	2022	2023	Maintenance Grand Total
Bell Bay	1,999,300	1,638,590	1,178,036	2,408,584	2,321,235	9,545,745
Burnie	530,646	50,412	271,658	260,383	879,038	1,992,137
Devonport	2,585,695	289,215	96,995	145,197	373,972	3,491,074
Hobart	2,911,204	1,602,104	1,992,265	2,710,873	2,518,394	11,734,840
Other	1,151,983	1,023,839	1,191,809	720,772	600,553	4,688,956
Total	9,178,828	4,604,160	4,730,763	6,245,809	6,693,192	31,452,752

Summary (Capex + Opex)

Port	2019	2020	2021	2022	2023	Total Spend (Capex + Opex)
Bell Bay	2,078,473	1,638,590	1,178,036	2,420,145	2,321,235	9,636,479
Burnie	1,171,015	1,891,079	552,301	260,383	1,376,671	5,251,450
Devonport	2,759,706	289,215	1,861,797	1,297,125	373,972	6,581,815
Hobart	3,854,443	2,506,802	3,146,720	8,186,038	3,033,908	20,727,910
Other	6,022,740	1,651,227	1,231,916	720,772	3,136,406	12,763,061
Total	15,886,377	7,976,913	7,970,770	12,884,463	10,242,192	54,960,715

APPENDIX C – MINUTES OF TUESDAY 5 DECEMBER 2023

**LEGISLATIVE COUNCIL SELECT COMMITTEE
GOVERNMENT BUSINESSES SCRUTINY COMMITTEE 'A'**

MINUTES

TUESDAY 5 DECEMBER 2023

The Committee met at 9:00 am in Committee Room No. 2, Parliament House, Hobart.

Present

Mr *Edmunds*
Ms *Forrest* (Chair)
Mr *Gaffney*
Mr *Harriss*
Ms *Lovell*

In Attendance

Jenny Mannering (Secretary)
Ali Scott (Committee Secretariat)

Correspondence

Incoming

- Letter received 30 November 2023 from Hon Nick Duigan MLC, Minister for Energy and Renewables providing answers to questions taken on notice in relation TasNetworks Pty Ltd.
- Letter dated 30 November 2023 from the Hon Michael Ferguson MP, Minister for Infrastructure and Transport, providing answers to questions taken on notice in relation to TasPorts Pty Ltd.

Outgoing

- Letter dated 23 November 2023 to Hon Nick Duigan MLC, Minister for Energy and Renewables seeking answers to questions taken on notice in relation to TasNetworks Pty Ltd.
- Letter dated 23 November 2023 to Hon Michael Ferguson MP, Minister for Infrastructure and Transport seeking answers to questions taken on notice in relation to TasPorts Pty Ltd.

The correspondence was received and endorsed:

Business Arising from Incoming Correspondence

The Committee noted responses from TasPorts did not fully address the questions that were asked by the Committee.

The Committee **RESOLVED** to forward the question on notice to Government Administration Committee A to consider recalling TasPorts in 2024 for further inquiry.

Report Deliberations

The Committee considered the draft report.

The Committee **RESOLVED** to attach the minutes of the final meeting to the Report.

The Committee **RESOLVED** that the draft report be adopted as the final report of the Committee.

The Committee **RESOLVED** that Ms Forrest present the Report to the President out of session on Thursday, 7 December 2023.

Other Business

A discussion took place regarding the release of media statements during an inquiry.

The Committee noted the discussion.

Adjournment

At 9:20 am the Committee adjourned *sine die*.

DATE 5/12/2023

CONFIRMED

A handwritten signature in black ink, appearing to read "F. Jones", is written over the "CONFIRMED" text.

CHAIR