



PORTAL

MARCH 2018

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UP FRONT

It's an exciting time for our port. Through changes of our own and changes at central government, our position as a key link in the supply chain and logistics sector has been enhanced.

The hard work continues, though, as we ensure we are 'fit for purpose' in a rapidly changing business environment – meeting the needs of our customers, providing service excellence and maximising the use of our assets.

Our most significant change has been the decision to exit the container sector.

Having not had a full container service at Port Taranaki for three years, in late January we cut ties completely by closing our container transfer site. With permanent supply chain changes impacting coastal shipping services to provincial ports, we determined our path lay in developing our growing log business, focusing on our core business of bulk liquids, bulk dry products and support of the offshore oil and gas sector, and actively investigating further business opportunities.

This decision fits with our objective of being adaptable and flexible to changing business needs, and allows us to look further afield with a broader scope.

The burgeoning cruise industry is one such opportunity. We recently had a visit from the New Zealand Cruise Association, who were impressed with our facilities and liked the vision of our business and the region. We will continue to work alongside the likes of Venture Taranaki and tourism operators to promote our port and the region as a cruise ship destination.



Guy Roper Chief Executive

The recent announcement that Taranaki is included in a Government-led regional development focus on rail provides another business opportunity. The KiwiRail feasibility study will look at rail opportunities for the export forestry industry in Taranaki.

The value of our growing log business was highlighted in our strong half-year results, with log volumes up 63% on the same period the previous year. Total trade increased by 6% and helped us lift total revenue by 14%.

To maximise our trade volumes we need good planning, and with that in mind we have had a change to our Executive Leadership Team. Experienced senior executive Scotia Boelee has been appointed to the newly created role of head of marine services and planning, which allows planning to be thoroughly integrated with the marine business.

Change brings new opportunities, and we are excited by the prospects ahead.



Guy Roper
Chief Executive



CHALLENGE A THRILL FOR SCOTIA

It's no surprise Scotia Boelee likes sport that comes with a degree of risk.

The keen triathlete, snowboarder and mountainbiker describes herself as a thrill seeker, and the excitement of the challenge has led to a professional career that has soared, breaking boundaries and stereotypes along the way.

Scotia has been appointed Port Taranaki's head of marine services and planning, a newly created role that enables planning to be thoroughly integrated with the marine business, ensuring the company's assets are being utilised fully and customers' needs are met.

The role plays to Scotia's strengths and experience built up over more than 25 years.

Raised in the Bay of Plenty, Scotia began her career as a tanker chemist for Mobil at Wellington's Seaview terminal in the early 1990s, and rose through the ranks of ExxonMobil in technical, operations, commercial and managerial roles in New Zealand and the United Kingdom

"I had 16 years with ExxonMobil, and during that time I went all the way up from testing petroleum products to negotiating major 'life-of-field' contracts, which was unusual for the industry. If I see something that really interests me, I work hard to get the opportunity to do that job," she says.

That desire to take on a challenge led to the centre of the oil and gas producing world – the Middle East – where she

became the first western woman to earn a position as lead negotiator with state-owned Qatar Petroleum.

After initially being told to settle in and "relax" as she was assessed by management, she was assigned the role of commercial asset owner of the Ras Laffan port and terminals, which contains the world's largest LNG export facility.

Scotia identified and rectified commercial loss in the contracts, and negotiated sharing arrangements among some of the world's largest international oil companies, ensuring the port's assets were being fully utilised.

"Qatar is a fantastic place. In one generation it has gone from a society where people lived in tents, to now being the richest country in the world," she says. "It is a very privileged lifestyle, but because of that, it is a place in which you have to self-police as there is the opportunity to take advantage of workers, which unfortunately many western expats do."

Returning to New Zealand for family reasons 18 months ago, Scotia worked as the NZ hydrocarbon sector lead for New Plymouth-based consulting company Advisian. During this time she developed a good understanding and appreciation of Port Taranaki when leading a land-side planning workshop and the external review of the company's health and safety management system. The strong team culture, in particular, spurred her to apply for her current role when it came up.

"I had been interested in Port Taranaki for a long time as it's an important port in an oil producing area, which was the perfect blend for me," she says.

"It's a great opportunity to work with the pilots and in real time with the vessels. There's a really good team here who are very experienced, and there's a real drive to do things right and a desire to improve and transform – everyone is committed to it."

Scotia says she wants to ensure everything the port does adds value to both the company and the customers, and that there is maximum utilisation of the port's assets.

"We need an inclusive approach, using the vast knowledge here to come up with the right strategy and deliver it as a team in a systematic way," she says.



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THREE 'R'S A LESSON IN PORT SAFETY

Port Taranaki's continuous striving for improved health and safety has brought about a focus on the three 'R's.

But reading, writing and arithmetic are not getting a classroom revisit – it is risk, relationships and resources that are being emphasised and which have a key impact on the safety of everyone who works at Port Taranaki.

"We believe that questioning the things we do and putting them under the microscope has the biggest impact on improving health and safety," Port Taranaki chief executive Guy Roper says.

"In terms of risk, we ask ourselves are we learning from areas we are good at and not so good at and, if things go wrong, are we able to 'fail safely' for our people and port users," he says.

"For relationships, it's asking if our communication is effective across all the people and businesses that interact with the port, while in terms of resources, it's asking have all workers at the port got the capability and capacity to manage risk in the jobs that they do.

"The health of our workers has also received added focus, with quarterly initiatives around the general health of port staff, supporting the principle that healthy minds and bodies play a crucial role in work safety and the success of a business. We cannot take this for granted,

and checking in on the health and wellbeing of our team members is key as our work demands change," Guy says.

Port Taranaki is an industry leader in health and safety through its minimum standards of entry requirements, including random drug and alcohol testing at the gate and across all port sites, the site-wide smoke-free policy, stringent permit to work procedures, online induction processes, and engagement with its many port users.

Recently, among other things, it has developed wharf side operational standards to ensure there is a health and safety framework around shared working areas, established the Contractor Partnership Forum to ensure there is education for and consultation with the 28 contractors who work for

Port Taranaki, and undertaken a risk assessment of the business. Currently there are 13 critical risks identified, which are undergoing review, pinpointing the controls in place and establishing what improvement actions are needed.

"We don't always get things right but we are continuing to learn through our participation in wide-ranging forums and communication with the likes of WorkSafe. Being up front and questioning how work is done is the primary way to ensure that everyone goes home safely every day," Guy says.

"Whilst we look to improve the controls we have in place, it is also bringing the right mindset for those controls to succeed. The adage 'see something, say something, do something' is reiterated to all people who come on-site," he says.



RANFURLY SHIELD A HIT IN TARANAKI

New Zealand's oldest sporting trophy has attracted plenty of new fans since making its home in Taranaki.

The Port Taranaki Bulls upset Canterbury in a thrilling Ranfurly Shield challenge last October, and from the moment the fulltime whistle blew, the Log o' Wood has been admired, touched and held by thousands of fans, young and old, as it has been shuttled from one end of the region to the other.

Taranaki Rugby commercial manager Geoff Hitchcock says the shield draws crowds wherever it goes.

"It's been very busy since the Port Taranaki Bulls' great win. It's a tremendous piece of New Zealand sporting history so it's fantastic we have the ability to provide access to it," he says.

During its time in the region, the shield has been to numerous kindergartens, schools, resthomes, and sporting and community clubs, race meetings, the Egmont A&P Show, Taranaki Base Hospital, the New Plymouth Police, Christmas parades, the Taranaki Disabilities Trust, and Camp Quality, which runs camps for children living with cancer.

It also sat proudly on display alongside the world's oldest sporting trophy, the America's Cup, at the New Plymouth Yacht Club, was beside New Zealand's oldest sporting cup, the Dean Cup, at the Toko Rugby Club's AGM, spent two weeks at the New Zealand Rugby Museum in Palmerston North, attended the New Zealand Rugby Awards, and experienced a Taranaki family Christmas with Taranaki Rugby Football Union chairman Lindsay Thomson.

The shield has also visited Port Taranaki, with chief executive Guy Roper saying it remains New Zealand

provincial rugby's greatest prize.

"Taranaki is a strong sporting province, so it was a proud and memorable night when the Port Taranaki Bulls lifted the shield. It's always tough being the defender of the shield, so we're looking forward to continuing our support as the team puts it on the line this year."

After 2018 pre-season challenges from Heartland Championship teams Poverty Bay and Wanganui, the Port Taranaki Bulls will face Manawatu, Waikato, North Harbour, Auckland and Wellington.



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DIVERSITY HIGHLIGHTS PORT CHANGES

As Port Taranaki has changed from a traditional port business to a company providing world-class logistics services, so has the face of the workforce.

A broad range of people with complementary skills are being employed to help the port adapt to rapid shifts in the industry, and among them is a number of women, who now make up a third of the traditionally male-dominated 110-strong workforce.

"Hiring more women isn't necessarily something we have particularly focused on," says Port Taranaki head of human resources, safety and operations Delys Tansley. "It wasn't until someone pointed this out to me recently, that I had even considered the extent of the change.

"It's just a result of our overall recruitment strategy – we look for people with the right qualifications, skills and mindset to move the port forward," she says.

"This means women and men are both competing for positions, and whoever is best for the role is successful."

Just as there is an increasing number of women in leading roles with the customers and stakeholders the port works with, in the past two years Port Taranaki has added women across all aspects of the business.

The board of directors has gone from being an all-male line-up to now include two women – Taranaki Regional Councillor Charlotte Littlewood and former Lyttelton Port executive Kathy Meads.

The executive leadership team (ELT) also has two women in a team of five. Scotia Boelee, who has been a leading executive for oil companies around the world, has recently taken up the position of head of marine services and planning. This position, along with the head of safety and operations aspect of Delys' ELT role, involve leading the "frontline" of the port's business – wharf-side and on-water operations.

The next tier of leadership also has a number of women in a wide range of roles. Kim Daine manages the wharf services teams including moorings and cargo operators, Catherine Lo-Giacco



is the port's senior human resources advisor, Christine Northcott is health and safety advisor, and Carlie Yukich has moved into the role of operations planner from her prior safety role. Bridget Harrison is the environmental manager and a port engineer, and there are five women in the communications and security services team. The list goes on across other areas of the business.

"We have a CEO and a board here who are very strategic in thinking about the future of the business and are backers of trying things differently, which allows for diversity. There is also a focus on continued professional development, which is attracting a wider range of people and ages," Delys says.

"The personnel profile of the port has changed, both men and women, and it is a shift that others are beginning to notice."

RELATIONSHIP FOR REGIONAL SUCCESS

Port Taranaki and the Taranaki Regional Council are working together to help the region prosper and grow.

With Port Taranaki being wholly owned by the TRC, the success of the company has a direct impact on the wellbeing of the region – each year dividends paid by the port help offset regional council rates.

In the latest TRC-commissioned Business and Economic Research Limited (BERL) report, released late last year, it was calculated that Port Taranaki's annual dividend of close to \$5 million is equal to approximately 52% of revenue from rates.

"Earning a significant dividend from a strategic investment like Port Taranaki allows the Regional Council to provide legislated services to a high standard without putting undue pressure on ratepayers," the report says.

The relationship extends to the Port Taranaki board, where two regional councillors are appointed to board positions and have a hands-on approach for governance decisions regarding port development and investment.

But it is not only through ownership and governance that Port Taranaki

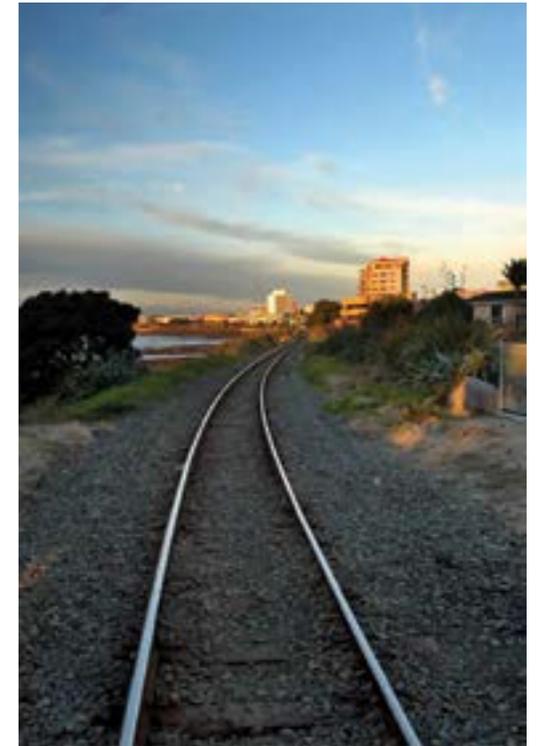
and the TRC are closely aligned. The entities regularly work together on projects and initiatives to assist and lead regional growth.

One of these is the Tapuae Roa: Make Way for Taranaki project, which is a collaborative effort between local councils, including the TRC, local business leaders, iwi and central government. It is focused on unlocking the best opportunities for regional economic growth. Like the TRC, Port Taranaki is actively involved in assisting the direction and vision of this project.

The Government's recent announcement of a \$250,000 KiwiRail feasibility study into the increased use of rail for the export logging sector in Taranaki is another initiative involving both Port Taranaki and the TRC. With Port Taranaki being a busy log-exporting port and opportunities opening up to extend the logging catchment area to the lower North Island, the company will play a leading role in this study along with support from the TRC.

"Our aim is to make a real difference to the Taranaki region and economy, and the connection between Port Taranaki and the TRC is vitally important to achieving this," Port Taranaki chief executive Guy Roper says.

"This relationship has been instrumental in the prosperity of the Taranaki region and we want to build on that in the future."



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DEVELOPMENT OF PORT IN SPOTLIGHT

When the first fuel flowed at Port Taranaki's refurbished storage and distribution terminal late last year, so too did the long-term benefits to the region.

The operational agreement with lessee BP has enabled larger parcels of petrol and diesel to be shipped in, stored and distributed throughout the region, reducing costs and the number of road tankers coming into Taranaki.

The successful operation was the culmination of years of planning and development, as a key piece of infrastructure was bought, refurbished and utilised to support ongoing growth in Taranaki.

Port Taranaki chief executive Guy Roper says it's this kind of work that highlights Port Taranaki's key role in the prosperity and wellbeing of the wider Taranaki region – being able to adapt and change, and develop and diversify, to meet the needs of the region's businesses and industries.

To what extent the port can do this in the future is being discussed in two local government plans – the New Plymouth District Council Draft District Plan and the Taranaki Regional Council Proposed Coastal Plan – which are in various stages of public consultation and feedback.

In the Draft District Plan, the port is included as a 'major facility zone' – designed to recognise the national or regional importance of significant infrastructure. In the Proposed Coastal

Plan, there is also recognition of and provision for regionally significant infrastructure and activities, such as Port Taranaki, "subject to appropriate management of their adverse effects".

Ensuring the final plans are balanced and acceptable to keep Taranaki moving and progressing is crucial, says Guy.

"On behalf of the wide stakeholder base who rely in some shape or form on the port company, we want to ensure this regionally important infrastructure can progress with the changing demands in the coming decade and beyond," Guy says.

"As our sole shareholder is owned by the community, we have a responsibility to the Taranaki region to be sustainable and successful, and develop to meet the needs of our customers."

He says the future role of ports in New Zealand is highly topical, particularly given the Government's recently announced commitment to regional development through its plans for, and investigations into, increased rail usage, which includes Taranaki.



"As the country grows and more goods and products are imported and exported, ports are increasingly a key link in the supply chain. We are part of that and must be able to develop to meet these changes."

Guy says with Port Taranaki's location close to the centre of the city, bordered by a marine reserve, and alongside popular water-based recreational areas, there is wide community interest in the port's activities.

"We understand there is high interest in what goes on here," he says. "We welcome the public discussion and will take the opportunity through the submission process to outline our operations and plans for the future."

Public feedback on the Draft District Plan closed on 16 March and the comments will be used to finalise a Proposed District Plan, which will be open to formal submissions from mid-2018.

The Proposed Coastal Plan was publicly notified late last month and formal written submissions can be made until 27 April.

SAFETY FIRST IN BUSY HARBOUR

The Port Taranaki harbour's popularity as a playground and workspace has increased markedly in recent years, and with it has come increased safety vigilance.

"The harbour has become a very busy mixed-use area," Taranaki Regional Council harbour master Tony Parr says. "During summer there can be a hundred or more people in the water at Ngāmotu Beach, long-distance swimmers training, kayakers, waterskiers, jetskiers, yachts, boats of most descriptions and, of course, the big ships all using the harbour and port area."

Tony says it is important users educate themselves on the rules of the harbour area, especially the speed limit of five knots in the inshore area making Ngāmotu Beach, in particular, a safe area for swimmers. There is a marked water-ski lane at the western end of the beach and there is an area in the vicinity of the wharves where small craft and the public cannot

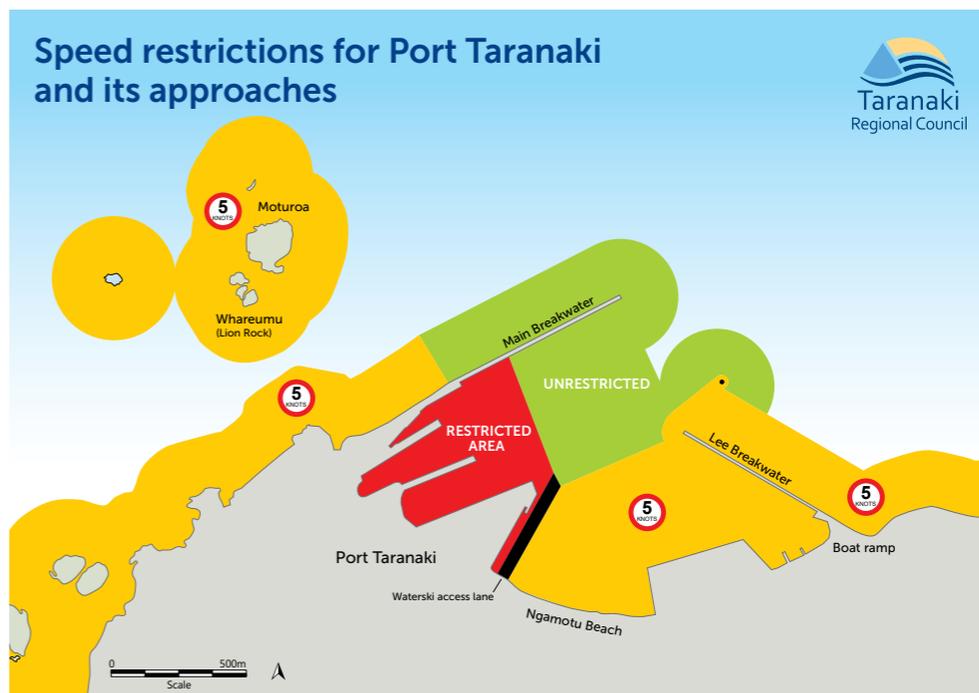
enter in order to ensure that the area remains safe for port operations.

"There are harbour by-laws and maritime rules as well as general safety guidelines that all boaties, yachties and jetskiers must be aware of. The speed zones are clearly set out on signpost maps at the boat ramp at the Lee Breakwater carpark and on the beach at Ngāmotu," he says.

"Along with myself, we have the Port Taranaki pilots, who are deputy harbour

masters, and harbour wardens keeping an eye on the area for observance of the by-laws. Our initial approach is to educate those breaking the rules. The next stage is issuing an infringement notice, and for repeat offenders prosecution can follow."

Tony also urges boat users to remember that life jackets must be carried, and should be worn for all on board a boat, and to "prep your boat, check your gear, and know the rules".



Port Taranaki Limited, PO Box 348, New Plymouth 4340, New Zealand
P. 06 751 0200 F. 06 751 0886 E. porttaranaki@porttaranaki.co.nz
www.porttaranaki.co.nz

Editor: Maureen Revell | Editorial: West Quinn | Photos: pip Guthrie Photographer | Design & print: Digital Fuel
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