



WA PORTS GOVERNANCE REFORM POST-IMPLEMENTATION REVIEW SOUTHERN PORTS AUTHORITY

Purpose To review the outcomes of the amalgamation of the Albany, Bunbury and Esperance port authorities, and the establishment of the Southern Ports Authority (SPA).

Objectives

1. Evaluate the extent to which the expected benefits of Tranche 1 amalgamations have been achieved by SPA.
2. Evaluate the extent to which the identified risks of Tranche 1 amalgamations have been avoided or mitigated by SPA.
3. Identify any additional benefits achieved, and risks or disadvantages realised, as a result of Tranche 1 amalgamations.
4. Identify opportunities to achieve further benefits from, and avoid or mitigate the risks of, the Tranche 1 amalgamation.

Term 28 August 2017 to 24 November 2017

Deliverable A report with findings and recommendations for consideration by the Minister for Transport

Working Group Membership

- Hon Laurie Graham MLC, Member for the Agricultural Region (Chair)
 - Catherine Wallace, Executive Director Ports & Maritime, Department of Transport (DoT)
 - Milka Klobucar, Executive Director Project Facilitation, Department Jobs, Tourism, Science and Innovation (JTSci)
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Responsibilities

The Working Group commits to:

- Develop clear, actionable findings and recommendations
 - Understand and represent the interests of stakeholders
 - Being open minded, impartial and transparent
 - Share relevant knowledge, experience and learnings
 - Ensure the project is aligned with policies and directions across Government as a whole
 - Actively participate in meetings through attendance, discussion, and review of Working Group documents
 - Support open discussion and debate, and encourage fellow Working Group members to voice their insights
 - Ensure that good corporate governance is maintained throughout the project
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Methodology

Data collection:

- (a) Literature review: WA Ports Governance Review Report (Aug 2011); A Vision for Western Australia's Ports; The Role of Ports in Western Australia (Feb 2012); latest Statement of Corporate Intent and Strategic Development Plan; and other relevant documents as identified by the Working Group.
- (b) Desktop review of relevant SPA documents (e.g. performance reports, employee and stakeholder surveys, etc)
- (c) Discussions with SPA board and senior management
- (d) Discussions with relevant government agencies, which may include DoT, Treasury, JTScl, DoPLH, DoPRIRD

Stakeholder engagement:

- (a) Identify information gaps and questions for different stakeholder groups
- (b) Meet with key port users and contractors
- (c) Meet with local MPs and consider any submissions from Local Government
- (d) Engage with SPA employees and employee representatives (the extent and method of engagement will be assessed after data collection, and depends on extent of data available from SPA's existing employee engagement surveys, etc)

Evaluation

- (a) Assess information gathered against review objectives
 - (b) Comparative analysis against other WA Ports Authorities (where relevant)
 - (c) Prepare report and recommendations
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Scope

In Scope

- Post-implementation performance of SPA
- Performance of Albany, Bunbury and Esperance port authorities pre-amalgamation
- Grievance and complaint processes and systems implemented by the port authority

Out of Scope

- Post-implementation performance of other port authorities (except as a benchmark/comparator)
Note: post-implementation reviews of other port authorities to be conducted after Tranche 2 amalgamations complete
 - Individual complaints or grievances that have been or are being addressed by the port authority (except where a case study to illustrate a specific matter is warranted)
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Consultation

A number of stakeholders will need to be engaged by the Working Group, including (but not limited to):

- SPA
- Albany, Bunbury and Esperance port users
- Local MPs, Shires, and other local stakeholders
- Relevant government departments (see Methodology)

A Stakeholder Engagement Plan will be prepared once the Working Group has met and the Terms of Reference are confirmed.

Consultation with SPA employees will be coordinated in consultation with the SPA board and management.

Meetings

- All meetings will be chaired by Hon Laurie Graham MLC
- A meeting quorum will require the Chair and one (1) other member of the Working Group (or proxy)
- Non-Chair Members can nominate a proxy to attend a meeting if the member is unable to attend
- Decisions are made by consensus. Where consensus cannot be reached, the Chair makes the final decision
- Meeting records (agenda, minutes, risk register, etc) will be provided and maintained by the Department of Transport
- The frequency, duration and location of meetings will be determined by the Working Group.
- The agenda and other meeting papers will typically be circulated five working days before a scheduled meeting

Amendment, modification or variation

These Terms of Reference may be amended, varied or modified in writing in consultation and agreement with the Working Group.