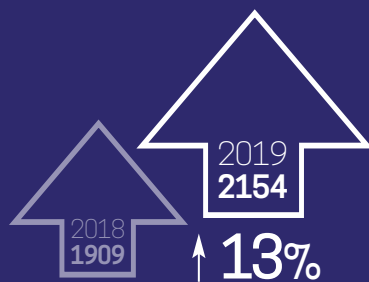




Darwin Port  
**A Year in Review**  
2018-19

# HIGHLIGHTS

# 2018-19



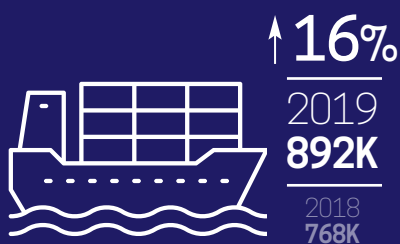
## TOTAL VESSEL VISITS

An increase of 245



## LNG VESSEL VISITS

An increase of 64



## DRY BULK EXPORTS

An increase of 124K



## COMMUNITY SPONSORSHIP

Committed to local  
organisations and groups



## LIVESTOCK EXPORTS

An increase of 32K  
head of cattle



## PILOTAGE MOVEMENTS



## CRUISE SHIP VISITS



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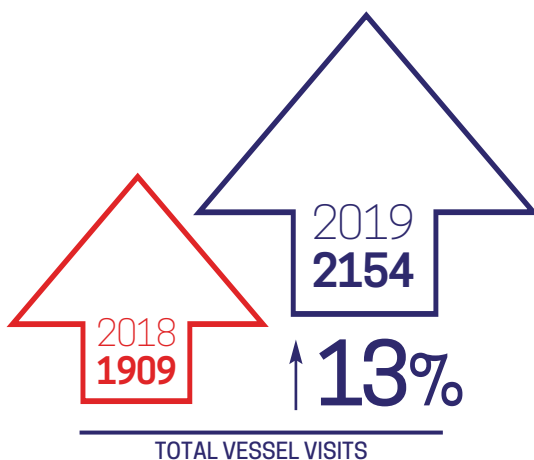


Vessels berthed at East Arm Wharf

# 2019 has seen a significant increase in activity.



The 2018-19 financial year has seen strong progress made at Darwin Port, continuing on from the excellent development of the Port's management and facilities since Landbridge took over operations in November 2015.



I'm very pleased to report revenue was up more than \$59 million and our critical measure, EBITDA, was up 17% to more than \$25 million. The main driver of this strong result was the commencement of export operations by INPEX in October 2018, and in June 2019 the Shell Prelude floating LNG facility shipped its first cargo to market. Both of these organisations' offshore facilities depended upon Darwin Port's capability during the construction phase and will continue to use the port's Marine Supply Base throughout their operations. Given we now have demonstrated capability in this area, we look forward to continuing our work with ConocoPhillips as they move towards a final investment decision for the Barossa Project's backfill option for their Darwin LNG facility.

Our continued focus on safety appears to be producing significant benefits for both Darwin Port staff and our stakeholders. The positioning of all members of the Port's safety and environment teams at East Arm Wharf has contributed greatly to our staff's work in this crucial area. The continuing evolution of Darwin Port's safety culture is pleasing to see, reflecting our focus on maintaining top-tier standards in health and safety.

Landbridge continues to invest in Darwin Port, and work has begun on the Westin Hotel development on the Darwin waterfront. The location of the hotel adjacent to the Fort Hill Wharf Cruise Ship facility will further add to the attraction



Darwin Port container storage yard

of the Port as a cruise destination. We have already seen promising growth in this sector, primarily around the smaller luxury-expedition style of vessels, but we are also keen to see growth in larger vessel numbers. Design and engineering work is currently being undertaken on an expansion of the berthing capability of Fort Hill Wharf to ensure that we are able to cater for larger ships as they come online in future years.

**This financial year saw the successful finalisation of the first Enterprise Agreements since the leasing of the Port by Landbridge – a noteworthy milestone.** This was a significant task, as the agreements in place at the time of the lease transaction were based upon government employment, and the current agreements are now suitable for the Port's private enterprise ownership. I am confident that this has resulted in a positive outcome for staff in the current challenging business environment and also offers a high level of security for the business over the life of the agreements. I congratulate all involved in reaching this positive outcome.

Darwin Port continues to work with the Australian Department of Defence, the Australian Border Force and the United States Defence Force to ensure that they are able to carry out their important responsibilities in and around the Port. In September 2018 the Port was the central focus for Exercise Kakadu, which involved 24 vessels, 21 aircraft and more than 3,000 personnel and observers from 27 nations. These exercises are a regular occurrence for the team at Darwin Port, and it is a credit to all staff involved that yet another exercise was considered a resounding success. The Port also continues to play its role as a strategic defence location for US Marine contingent mobilisations, which has seen an area of East Arm Wharf transformed into a vertical take off facility for US helicopters and Osprey aircraft. I am not aware of any other commercial port that has been able to provide this service.

**Landbridge and Darwin Port continue to support our local community in the Northern Territory.** We have provided sponsorship in excess of \$1 million since November 2015 in diverse initiatives, such as Darwin Festival and the Darwin Harbour clean-up day. We continue to be major supporters of the Clontarf and Stars Foundations both financially and through a mentoring role, where staff host and facilitate worksite visits for young Indigenous people, and assist Indigenous students preparing for employment through interview training.

“Landbridge continues to invest in Darwin Port's facilities to improve its world-class infrastructure and operational efficiency, ensuring the Port's long-term potential to stimulate and diversify international trade through Darwin. The Port's achievements within the last twelve months are a credit to our staff. I thank Terry O'Connor for his tenure as Chief Executive Officer of the Port, and welcome our new CEO Darren Lambourn to his new role leading Darwin Port to new heights of growth and prosperity.”

Ye Cheng, Chairman of Landbridge Group

**One of the most pleasing aspects of our work at Darwin Port since Landbridge took up the lease has been the high level of staff retention.** While this has been a constant at all levels of the team over nearly four years of Landbridge's involvement with the port, this year saw the departure of long-term Chief Executive Terry O'Connor. Terry was with the Port for 11 years, with eight of those as Chief Executive. He was closely involved in the privatisation transaction and his professionalism through that process prompted Landbridge to retain him in that role. Terry's natural leadership and professional approach continued right up until his last day, as anyone who knows him would have expected, and this has contributed greatly to the successful transition of his responsibilities to our new CEO Darren Lambourn. I want to take this opportunity to thank Terry for his contribution to the Port over many years, and I wish both he and his wife Allison all the best in whatever the future brings.

Landbridge remains proud of the achievements of the Port management and staff over the past year; I thank them for their contribution and look forward to their commitment and dedication continuing into the next year. I welcome Darren into his new role as CEO and am confident that under his leadership our staff and stakeholders will continue the good work that contributes to driving the Northern Territory economy onwards and upwards.

**Mike Hughes**  
Managing Director



# The Port's reputation amongst its stakeholders is strong.

I am highly supportive of the work that has been undertaken in recent years to reinvigorate and evolve the safety culture within Darwin Port, not only with Port staff but also with all users of the Port facilities.



To say that I was happy to have been appointed to the role of Chief Executive of Darwin Port would be an understatement.

I have a long history in the shipping industry, having started out as a stevedore in Brisbane. More recently, I was the General Manager of the port of Bunbury in southern Western Australia for four years. Bunbury has many similarities to Darwin Port. It is a multi-commodity facility; it is a regional port; and importantly, it is a focus of the local community. However, unlike Bunbury, Darwin Port is a private-enterprise port, and I look forward to the agility and innovation that working in the private sector allows.

Having now taken on the role, two things really stood out to me as I looked over the Port's facilities and met the team. Firstly, Darwin Port is in a good place and has been well-run for a number of years. This is a testament to the leadership and direction shown by the previous CEO, Terry O'Connor.

Terry holds a very positive reputation in the ports industry, and I am aware of the work that Terry and his team have done to bring the Port to the high level of professionalism that I have inherited. My goal is to continue with that good work.



Reviewing security arrangements at Fort Hill Wharf

Secondly, the Port has a very good reputation amongst its stakeholders. I have reviewed the outcomes of the last two customer surveys; whilst there were issues raised in the feedback of those surveys, both showed a very high level of satisfaction from the Port's customer and stakeholder group. Most importantly, they revealed that (where possible) the issues raised have been addressed either through changes in infrastructure or procedure or, if the issue could not be addressed, feedback was provided as to the reasoning behind the decision. I was gratified to see this approach being taken at the Port, as the same approach is the basis from which I have done business all of my working life.

While I have met many stakeholders informally during my first few months as Chief Executive, I intend to meet as many as I can over the next couple of months. I believe that it is important to gain a better understanding of the issues that they face within their businesses on a day-to-day basis. This will assist the Port team and I to tailor solutions to assist us all in growing the Port's business.

**Growing trade is in my DNA. I look forward to working in partnership with existing importers and exporters to help them grow their business activities.** Additionally, with my background in the resources sector, I look forward to assisting the many natural resources proponents working towards project finalisation to get their products to market.

Our LNG customers ConocoPhillips and INPEX will play a significant role in the future of the Port, and we will work to keep offering the best possible service to achieve strong growth in this area of the business.

I have been reviewing the port expansion concept design work that was undertaken prior to my arrival to Darwin; interestingly, I recently led a similar project at the port of Bunbury, so I am confident that this puts me in a strong position to be able to continue on with this important task as we finalise the Darwin Port 30-year master plan. In this particular aspect of Darwin Port's work, I am happy to see that Landbridge has a strong desire to invest in the infrastructure that will be required to grow trade through the Port and therefore continue to contribute to the Northern Territory economy.

“Landbridge has shown ongoing dedication to their commitment to contribute strongly to the economic development of the Northern Territory through Darwin Port. It remains a vital hub for some of the Territory's most important sectors, including agriculture, oil and gas, and tourism. Many businesses across the northern regions of Australia rely on Darwin Port, and I look forward to seeing another strong year for the Port, and the many NT producers that depend on it.”

Michael Gunner, Chief Minister of the Northern Territory

I am highly supportive of the work that has been undertaken in recent years to reinvigorate and evolve the safety culture within Darwin Port, not only with Port staff but also with all users of the Port facilities.

The Port team and I have a fundamental responsibility to ensure that we can all return to our families in a fit and healthy state at the end of our working day, and I take that responsibility very seriously. **You can be assured that the already-strong safety focus will continue to be expanded and maintained.**

Finally, I want to thank everyone at the Port for the warm welcome my partner Emma and I have received since arriving in Darwin. The openness that I have experienced, and obvious enthusiasm that I have seen, augers well for an enjoyable and productive tenure in the role.

**Darren Lambourn**  
Chief Executive Officer

# Our Management Team

## Darren Lambourn

Chief Executive Officer



Darren joined Darwin Port in 2019 as the CEO, and he is responsible for the overall operations and management of the port.

Darren has a wealth of experience in port supply chain operations in general cargo and bulk logistics, most recently in his role as General Manager Bunbury for Southern Ports Authority where he was instrumental in the implementation of new port master plans. Darren has a strong focus on safety and environment, with extensive experience in asset utilisation, port commissioning, stakeholder management and new business development.

## Captain Ian Niblock

General Manager Operations



Ian was appointed Darwin Harbourmaster in 2010 and took up the position of General Manager Operations in 2012, where he manages all marine operations.

Ian is a Master Mariner; he has 46 years of marine industry experience with a pilotage focus. Ian completed his marine pilot training in the UK, before relocating to New Zealand where he held senior maritime positions over a period of 24 years before relocating to Darwin. Ian also has considerable experience in marine emergency response management, having been incident controller during several high profile international incidents.

## Peter Dummett

General Manager Port Development



Peter joined Darwin Port in 2011 as General Manager Port Development and has continued in that role. Peter has significant maritime experience, having served with the Royal Australian Navy for 20 years, in administration and logistics roles. Peter left the Navy in 1997 to settle in Darwin where he worked in senior management roles within the shipping industry. Peter has extensive knowledge of the Northern Territory business sector and its logistics drivers, which enables him to assist many organisations in streamlining their supply chain costs.

As General Manager Port Development, Peter is responsible for business development, infrastructure and client and stakeholder liaison.

## Rhys Jones

General Manager Engineering



Rhys joined Darwin Port in 2018 as the General Manager Engineering. Within this role Rhys's areas of responsibility include the management of routine maintenance and improvement projects, works planning, asset management system governance and the delivery of capital development projects.

Rhys is a Chartered Professional Engineer with approximately 15 years' experience, and has previously held a number of port and maritime focused roles with businesses ranging from specialist consultancies to industry major's in the resources sector. Across his career, Rhys has had experience ranging from design and feasibility studies, through construction and into the management of operating facilities.



## Celia Lloyd

General Manager Business Support Services



Celia joined Darwin Port in August 2017. Celia's responsibilities include Finance, ICT, Information & Records Management, Procurement and HR.

Celia is a Chartered Accountant with more than 20 years of experience in senior finance roles across various industries within Australia and the U.K. Prior to joining Darwin Port, Celia held senior finance roles within the electricity industry in both Darwin and Brisbane. Celia has extensive experience in finance management roles, covering financial disciplines, policy development, business analytics, contract and business process improvement.

## Peter Raines

General Manager Facilities



Peter commenced at Darwin Port as General Manager City Wharves in 2010 and was appointed General Manager Facilities in 2013. Peter has 35 years of experience in facilities management and contract maintenance operations. Prior to joining Darwin Port, Peter owned and managed a property services business with six branches throughout the Northern Territory and jointly owned a banking franchise.

As General Manager Facilities, Peter is responsible for wharf services and facilities maintenance at East Arm Wharf, Fort Hill Wharf and the Administration Building.

## Katherine-Anne Waldron

General Manager Legal



Katherine-Anne joined Darwin Port in 2019 as General Manager Legal on a secondment for 12 months from the Landbridge Group, whilst Sarah-Jane Archdale is on maternity leave for the duration of 2019.

Prior to joining Darwin Port, Katherine-Anne has worked in the oil and gas, manufacturing and industrial sectors and has spent a number of years specialising in mergers and acquisitions and general commercial and procurement law in private practice.

As General Manager Legal, Katherine-Anne is responsible for the day to day management of legal issues within Darwin Port including providing procurement, construction, contracting, regulatory and commercial advice.

## Wayne Bodkin

WHS, Environment & Security Manager



Wayne commenced with Darwin Port in 2006, and was appointed as the Port Security Manager in 2008, responsible for the management of the port's security department. Wayne was also appointed as the Port Security Officer in 2012.

Wayne has over 20 years' experience in various operational and management roles across the security industry. Wayne was appointed as the Work Health, Safety, Environment and Security Manager in April 2019, responsible for the relevant port management systems and compliance with health, safety, environment and security policy and legislation.

# Port Development



Multi-modal facilities catering for a variety of vessels at East Arm Wharf

Darwin Port continues to have strong trade relationships with domestic and international carriers, with trade volumes remaining consistent with prior year averages.

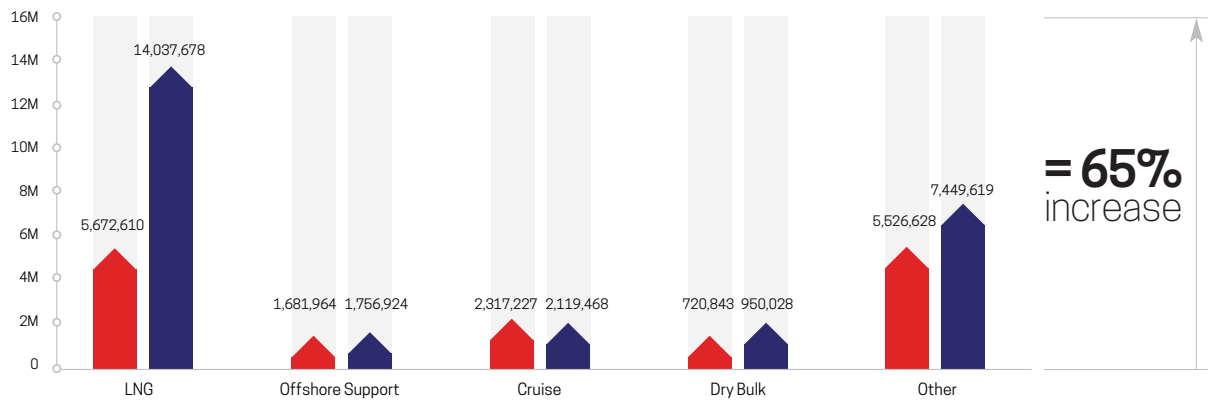


## Trade

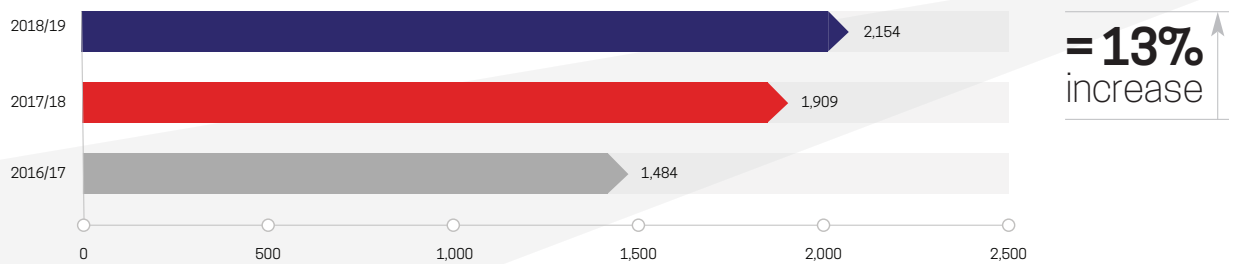
Darwin Port experienced a 65% increase in Gross Registered Tonnage (GRT) to over 26 million over the reporting period. The major contributor to this increase came from LNG, LPG and condensate vessels transiting the harbour to load export cargo from the INPEX facility since it became operational in October 2018. As a result of this we have seen the number of LNG vessels more than double year on year, with Darwin Port earning pilotage revenue and port dues from these export activities.

Rig tender numbers remained strong during the year with continued support during the construction and commissioning phases of both the INPEX Ichthys offshore facility and Shell Prelude floating LNG processing facility in the Browse Basin off the Western Australian coast. Resupply through the Darwin Marine Supply Base at East Arm continues now that both of these facilities are operational. Additional activities surrounding the exploration and development of the Barossa gas and light condensate field north of Darwin have also contributed to visit numbers. Barossa is the lead candidate to backfill the Darwin LNG facility.

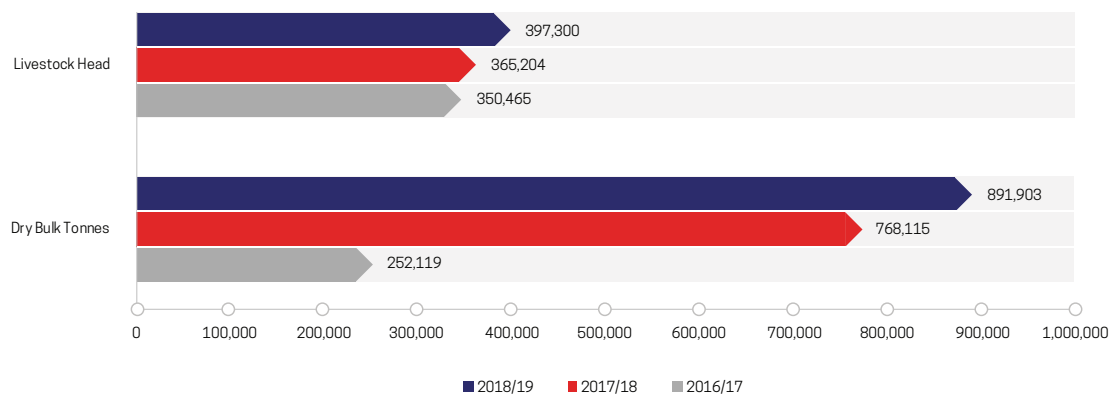
## Total Gross Registered Tonnage



## Total Vessel Visits



## Major Commodity Exports





## Port Development cont.

Darwin Port continues to have strong trade relationships with domestic and international carriers, with trade volumes remaining consistent with prior year averages. Sectors that performed well included natural resources, with Manganese exports exceeding OM Manganese's initial forecasts with just under 900,000 tonnes of the product moving to overseas markets. This represented an increase of 16% on the previous year's numbers.

Live cattle was up by nearly 10% year on year with just under 400,000 head moved through the port, despite extreme weather conditions within the northern Australian catchment area which were expected to have a significant effect on export cattle availability.

Trade sectors such as motor vehicles and fuel imports remained steady on last year's performance as demand throughout the Northern Territory continued.

Looking forward to 2020, Darwin Port sees real opportunity for growth in the dry bulk sector and has continued to work closely with several resource proponents throughout the year. Core Lithium have made good progress through the regulatory approvals process and are working towards first exports in the second quarter of 2020.

A spike in the iron ore price towards the end of the reporting year saw increased interest from a few proponents in that sector in progressing their approval status. Subject to the price remaining strong, the Port expects to once again be moving this commodity through the bulk loading system.



Swire Shipping is a regular caller to East Arm Wharf

## Defence

Darwin Port was again able to facilitate Defence requirements both in the handling of cargos across its wharves and in the provision of berthing facilities for visiting ships. The Royal Australian Navy once again hosted Exercise Kakadu at Darwin Port in late August and early September, which saw a large number of vessels visiting the Port throughout Australia's largest maritime exercise; at one stage of the exercise, 24 fleet units from 15 nations were berthed or anchored in the harbour. The Darwin Port team provided berths, pilots and support services throughout and sponsored the sporting competition between visiting navies.

**Exercise Kakadu 18 was the largest naval exercise to be hosted in Darwin with the Naval Harbour Master acknowledging Darwin Port employees for their excellent cooperation, flexibility and support in assisting with the success of the exercise.**



Darwin Port continues to service visiting Australian and US Naval vessels

Darwin Port experienced a notable 9% year-on-year increase in total cruise ship calls for the 18-19 financial year through its dedicated facility at Fort Hill Wharf.



AIDAvita - a colourful visitor at Fort Hill Wharf



## Port Development cont.



Darwin is a popular destination for expedition cruise vessels

### Cruise Ships

The past year saw some consolidation in the expedition vessel sector, with some of the smaller vessels due to be replaced with new, larger capacity vessels. Despite this, we did see a small increase in vessel numbers in the expedition vessel category, hinting at overall growth across the cruise sector in Darwin.

Darwin Port works very closely with various Northern Territory government departments, tourism sector representative bodies, city traders and the Waterfront Corporation to ensure that cruise ship passengers and crew receive the best possible visitor arrival experience. Feedback from the cruise lines obtained from passenger port surveys throughout the year remained positive.

### Fort Hill Wharf Development

Work on the development proposal to accommodate the worlds' largest and newest cruise ships for Fort Hill Wharf has progressed, with the appointment of internationally recognised design consultants and a number of significant studies being undertaken at the Port during FY19.

#### Notable progress included:

- the simulation of vessel berthing activities, leveraging the skills and experience of Darwin Port's pilots, to help understand the likely behaviour of vessels approaching and departing Fort Hill Wharf;
- assessing a range of environmental data, including waves, winds and currents to understand the suitability of the site for larger vessels; and
- completing a drilling investigation into the subsurface geology of Fort Hill Wharf which required collection of samples up to 20m below the seabed.

Darwin Port continues to refine its proposal towards a final optimised design that will secure the future of Fort Hill Wharf for decades to come. Work will intensify during FY20 as we move towards a final investment decision.



Work is progressing to accommodate future larger cruise ships at Fort Hill Wharf

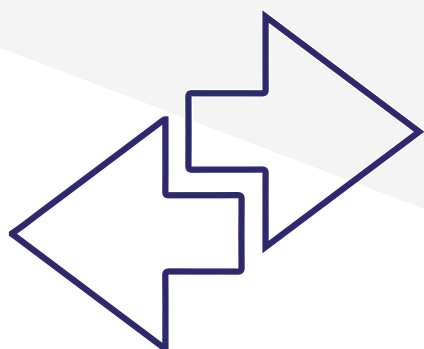


# Port Operations



World-class harbour control systems assist safe passage of vessels through the harbour

The Port Operations team provide services to all vessels transiting the Port of Darwin waters.



# 1796

PILOTAGE MOVEMENTS

Our pilots are transported to and from visiting vessels by our purpose-built pilot boats and, once on board the ship, provide specialist advice and ship handling skills to assist the ship's safe passage to and from its berth.

Depending on the cargo, vessels may require vetting during the access assessment process to ensure all safety certificates and insurances are current. A notification and checking process is also in place for vessels carrying dangerous goods.

All vessel movements are coordinated by our Shipping Scheduler with after-hours assistance from the Harbour Control team. Vessel movements are continually monitored 24 hours per day by Harbour Control using Radar, AIS, CCTV and VHF radio.

In late 2018, to ensure vessel accessibility alongside our facilities, Darwin Port completed maintenance dredging to maintain the designed depths of berths at East Arm Wharf, Fort Hill Wharf and the Marine Supply Base.

## Port Operations cont.

### Pilotage

Our marine pilots are Master Mariners and undertake comprehensive training for all marine facilities in the Port of Darwin and for all visiting vessel types.

In September 2018, Captain Christopher Cridland joined our marine pilot team and has provided the below overview of his career journey since joining Darwin Port.

*"I joined Darwin Port in September 2018 as a Master 1 after 30 years in the maritime industry, which involved 20 years in the pearling industry and 11 years in the oil and gas, offshore sector.*

*I have worked with Darwin as my homeport on and off since the mid-1990s; in 2006 I relocated to and settled in the rural area of Darwin. It had always been in the back of my mind that becoming a marine pilot would be the pinnacle of my maritime career.*

*With a growing young family of three children, it was apparent that leaving to go to sea was becoming more challenging, when the opportunity arose for a marine pilot position, I thought the time had come to transition into a shore-based role and I was delighted to secure the job with Darwin Port.*

*Now after one year of employment I am thoroughly enjoying my role and the many challenges that present with the diverse range of shipping that we have here within the Port of Darwin.*

*I have found the Darwin Port pilotage group to be very professional, supportive and proactive in my training; furthermore, upon the commencement of my employment I was humbled by just how welcoming and helpful the whole Darwin Port team were through all sectors - I am thankful for this support.*

*Moving forward, my main focus over the next couple of years will be progressing through my licences to reach an MPL 5 (Unrestricted Pilot's Licence). I look forward to the adventure and all that it brings."*



INPEX operations resulted in significant increase in LNG vessels transiting the Port

Darwin Port employs 10 marine pilots to assist with the safe manoeuvring of vessels in Port waters.



Due to the wide variety of berths and ships visiting the Port of Darwin, our marine pilots undertake extensive training as part of their licence progression.

Training is conducted in accordance with the Technical and Safety Standards for Pilotage and the Provision of Pilotage Services. Training is undertaken both on the job and ship simulator training, which includes; Emergency Procedures, Advanced Ship Handling, Berth Specific training, Bridge Resource Management and Advance Marine Pilotage.

### Pilot Boat Lamaroo

As part of our ongoing maintenance program and a scheduled six-year refit, Lamaroo was fitted with new engines and gearboxes in the second half of 2018. Installing the new engines necessitated the removal of the wheelhouse, providing an opportunity to replace the wheelhouse soft mounts to reduce vibration and noise which in turn reduces crew fatigue.

**The work was completed by a local marine engineering business which included a complete exterior repaint and significant systems upgrades to support the new engines.**



Darwin Port pilot boat - Lamaroo

### INPEX Export Operations

**Darwin Port was proud to support the INPEX team as they commenced LNG, LPG and condensate exports in late 2018.**

The first ship arrivals and departures were carried out by two of our marine pilots, who had received training on a simulator in Kawasaki, Japan prior to manoeuvring the ships at the Bladin Point facility. Export operations ramped up rapidly and LNG, LPG and condensate tankers shipping cargoes from the Ichthys field are now a regular feature in the Port of Darwin.



Darwin Port marine pilots simulator training

Commencement of Bladin Point operations created some new challenges for shipping scheduling with the potential for two ships to be manoeuvring in the same narrow channel concurrently. Procedures to deconflict the clashes were developed. The GM Operations also chairs a weekly meeting of stakeholders to discuss potential clashes and agree solutions.



# Safety and Environment



Port safety days are held regularly

Darwin Port continues to strive for zero harm in its workplaces through a continuous improvement approach to risk management.

Early in 2019, a critical review involving numerous people across our workforce groups was conducted on our overall approach to safety management resulting in an improvement program that drives our activities for the next 12-18 months. Key outcomes of the review include a renewed risk management training program and the introduction of a process to recognise staff members who identified potential safety risks to themselves or others within the port facilities and then took the initiative to eliminate or minimise the risk.

**Collaboration with our people and with our Port User Group partners remains fundamental to set the highest standards for safe operations and enhance awareness to identify where improvements can be made.**

Darwin Port and the Port User Group have focused on setting minimum safety expectations across all port operational locations, with consistent communication and application of safety critical items and processes such as Personal Protective Equipment, line handling, vehicle safety, and traffic management. Additionally, ongoing communication of hazards and safety improvement ideas through a shared communication approach across key Port User Group partners supports Darwin Port's continuous improvement approach to safety management.

Safety training and exercises along with annual Port Safety Days continue to be an important part of our commitment to creating a workplace culture that focuses on awareness, prevention and preparedness.

## Environment

**Darwin Port maintains ISO14001 certification for our Environmental Management System (EMS).** As part of our EMS, Darwin Port undertakes a significant environmental monitoring program within the harbour with the assistance of an independent Territory-based environmental consultancy. The monitoring program samples and analyses seawater, marine sediment, stormwater, trade waste, soil, noise and air throughout the year. Results of analysis demonstrates no adverse impact to the environment from Darwin Port operations.

Darwin Port employees successfully established a new home on top of one of the wharf lights, suitable for a pair of local Ospreys. The Ospreys have given the nest their seal of approval, having settled in and started a new family.



Ospreys have settled into their new home at East Arm Wharf



Oil spill training

## Biosecurity

**Darwin Port is an important barrier for biosecurity risks, which can take many forms, and we are vigilant with ongoing screening to detect and manage potential threats from entering the port.** Biosecurity is a key focus of Darwin Port, as recognised by our standards and processes receiving accreditation.

Darwin Port operates under the Biosecurity Act 2015 as a first point of entry port and holds a 'Class 1.1: Sea and Air Freight Depot (unrestricted)' approved arrangement.

In FY19, Darwin Port enhanced its Biosecurity preparedness by establishing a Biosecurity Incident Response Plan and Biosecurity Incident Response Kits. The Department of Agriculture eLearning Biosecurity awareness package was rolled out across the Port. A series of workshops were conducted internally for Darwin Port team members and key port stakeholders delivered similar workshops to their respective teams.



# Security



Controlled access to port facilities

Maintaining the security of the Port for all users remains one of Darwin Port's highest priorities.



Darwin Port continues to operate under an approved Maritime Security Plan which covers the Port of Darwin, the facilities operated by Darwin Port and many of our port users.

The Maritime Security Plan is subject to stringent audits and compliance checks by the Federal regulator. In FY19, Darwin Port undertook security drills and training exercises along with desktop exercises to test preparedness, processes and procedures.

In addition to securing the Port and providing controlled access to all Darwin Port facilities, our Maritime Security Guards also provide additional security services to foreign and Australian Navy Vessels and to cruise ships visiting Darwin.



## Cyber Security

The Port holds cyber security at the centre of the core value chain. Security of the Port's and customer data is provided by next generation cyber security technology, which is managed, supported and delivered by industry leading service partners.

Within the Port's application space, we have adopted service oriented architecture which leverages inbuilt security features, to promote user security from the ground up. Cyber security is everyone's responsibility and at the Port we attempt to foster an environment that encourages users to stay safe both at home and at work, this is aided via ongoing cyber security training.

The Port's cyber security standards align with Australian Signals Directorate risk mitigation strategies as well as the Australian Government Critical Infrastructure Centre requirements.

Security of the Port's and customer data is provided by next generation cyber security technology.



Maritime Security Guards ensure the safe and secure transit of cruise passengers



## Our People



A diverse and skilled team contributes to the on-going success of Darwin Port

Employee numbers:  
93 full time, including  
two apprentices.

During the year, Darwin Port successfully negotiated two Enterprise Agreements with high voting participation rates and a positive outcome for all parties. These were the first Enterprise Agreements to be negotiated since privatisation and represented a significant step forward for the organisation. Human Resources successfully and seamlessly implemented all Enterprise Agreement changes within the Human Resources systems.



Apprentice metal fabricator Rodney Nagawalli





We are proud to have established a new Employee Assistance Program to ensure all employees have access to support services when required. There are also additional leave options available to support staff in times of need such as the introduction of domestic violence leave with provisions above legislative requirements, providing staff with access to paid and unpaid leave.

**Darwin Port is committed to growing local capacity to meet the current and future demand of port users. Our recruitment has focused on employing Territorians and increasing the diversity within the organisation.** Over 80% of new employees hired this year are from the Northern Territory.

**We focus on our employees through:**

- Clearly-identified roles and responsibilities.
- Upskilling, training and study support.
- Graduate, trainee and apprentice opportunities.

During the year Darwin Port recognised our long-term employees with our first Employee Service Awards night. With 20 employees recognised in June 2019, for their contribution to the organisation with length of service ranging from 10 years to an impressive 39 years.

Darwin Port continues to invest in young people in the Territory, through work experience, apprenticeships and community engagement. In July and August 2018, two apprentices started in the Darwin Port workshop under the guidance and support of our Maintenance Manager. They have integrated with the team throughout the year and are making strong progress on their qualifications to become fabricators.

## Workforce Outlook

Looking forward, we will continue to focus on skill development and training to ensure we have a 'future ready' workforce to meet the demands of a growing port.

We will undertake workforce analysis and planning to ensure that we have the right people in the right jobs who will contribute to Darwin Port's success in the future.

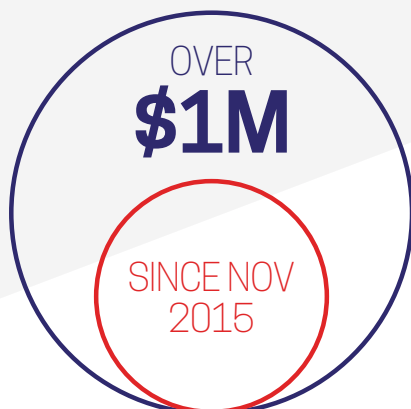


## Our Community



Territory Taste Festival at Fort Hill Wharf

In excess of \$1 million has been contributed to the broader community, since the finalisation of the lease of Darwin Port.



Darwin Port, in conjunction with our parent company Landbridge, continues to support events that bring visitors to the Northern Territory and help contribute to a vibrant community. In FY2019, we were proud to once again support Darwin Festival, which showcases Darwin's unique culture, attracting local and international visitors. Darwin Port was pleased to host the Territory Taste Festival in May 2018, by providing Fort Hill Wharf and the Cruise Ship Terminal as the venue to showcase this Territory- inspired foodie experience – now a major event on the NT calendar.

Landbridge was a major sponsor of the Arafura Games – a unique, inclusive multi-sport event where athletes with a disability compete in the same program as able-bodied athletes. The event saw over 1,500 athletes and team officials from more than 40 nations come together in Darwin to compete for the first time in eight years. Alongside the sporting program, the Games also included a Business Engagement Program which was targeted at encouraging international and national investment into the Northern Territory. We also supported the Ports Australia Biennial Conference in 2018, which saw over 200 guests attending from across Australia.



Darwin Port continued its focus on Darwin Harbour activities with support given to Australian Volunteer Coast Guard, Darwin Sailing Club and Dinah Beach Yacht Club.

Landbridge and Darwin Port are proud of their ongoing relationship with both Clontarf Foundation and Stars Foundation programs, with assistance for young indigenous people in the Northern Territory continuing over the past year.

Our support for the valuable work provided by the Darwin Port Welfare committee continued, focusing on the ongoing operation of the Mission for Seafarers. This vital facility at East Arm Wharf provides seafarers from visiting cargo ships a venue to take a break from their ship. The provision of free wi-fi is popular, enabling crew members to make contact with loved ones at home. Other recreational facilities are also maintained by Darwin Port for use by crew members.



Landbridge sponsored students on Young Endeavour sailing training ship



Clontarf Foundation Year 12 Induction held at Fort Hill Wharf cruise terminal









Darwin Port Financial Performance		2019	2018
	Note	\$'000	\$'000
Wharfage		25,826	27,230
Berthage		9,795	10,138
Pilotage		9,033	6,023
Port Services		3,425	3,342
Port Dues		5,889	3,390
Other income		5,772	6,336
<b>Port Revenue</b>		<b>59,740</b>	<b>56,459</b>
Operating Expenses		(\$34,296)	(\$34,329)
Other Expenses		(\$205)	(\$627)
<b>Port Expenses</b>		<b>(\$34,501)</b>	<b>(\$34,956)</b>
<b>Darwin Port EBITDA</b>	1	<b>\$25,239</b>	<b>\$21,503</b>

1) Darwin Port Earnings Before Interest, Tax, Depreciation and Amortisation



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