

# PORT II



**FEBRUARY '24  
STAKEHOLDER  
NEWSLETTER**

15 Beach St  
Port Chalmers 9023  
New Zealand

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## **New jet-powered pilot boat: Te Rauone**

Port Otago has its first ever jet-powered pilot boat, the \$3.2 million Te Rauone.

The company operates three pilot boats, which are used to transport our Marine Pilots between Port Chalmers and the Southern Ocean. These boats can find themselves seven kilometres off our coastline, in swells of up to six metres.

Jet propulsion has several advantages over propellers:

- Safer, should a pilot fall into the water, as they have no high-speed moving parts external to the hull.
- Better manoeuvrability alongside ships for pilot transfer.
- Water jets are free of vibration and very quiet, giving a smooth and comfortable ride to crews and pilots. This makes communication easier and significantly reduces fatigue.
- Lower maintenance and repair costs.

The 17.5-metre Te Rauone was built by Hart Marine in Melbourne and arrived in August 2023. New Zealand's only pilot boat manufacturer builds with aluminium hulls, which are less suited to Otago's waters than fibreglass. Meanwhile, Hart Marine has built 37 pilot boats and sourced as many as possible of the boat's parts from New Zealand suppliers to simplify back-up servicing.

Port Otago GM Marine and Infrastructure Grant Bicknell: "As ships get faster and shipping lanes busier, ports around the world need a new type of pilot boat to keep up. Today's hard-working pilot boats must be fast, highly manoeuvrable, efficient and reliable, and safe in all situations. Hart Marine was able to customise a pilot boat that met all those requirements. They're also a family-owned business that delivers a great product and after-sales support."

*See Photo Essay, pages 8 & 9.*



*Te Rauone pilot boat in action at Tairaroa Head.*



## New Director appointed

Naylor Love is a New Zealand-wide commercial construction company, which has its roots in Dunedin – in 1910, when both Love Brothers (Port Chalmers) and WH Naylor began in business. The two companies merged in 1969 and, today, the family-owned company turns over more than \$1 billion annually, employing 970 people across six regional bases.

Nelson-based Rick Herd has been Naylor Love Chief Executive since 2013, quadrupling its turnover during the 10-year period. The self-described “builder’s builder” retires from the role in March 2024.

While Rick has always had family connections in Dunedin – spending many holidays at Woodhaugh – he grew up in Christchurch and began his career in 1973, aged 16. High school was not a good fit for the young man and it was his mother who spotted the newspaper advert – for a cadet engineering officer with the Ministry of Works – that set him on his career pathway. Alongside the cadetship, Rick studied part-time to gain his New Zealand Certificate in Engineering (Civil). In 1984, he moved across to the private sector and spent the next 15 years with Mainzeal Construction, working his way up from foreman, to South Island Construction Manager. During this period, he

completed a Master’s Degree in Business Administration from Massey University.

From 1999 to 2012, Rick held general manager and chief executive roles with ship building and repair company N&B (Nalder & Biddle) Group, wholesale building material manufacturer Nelson Pine Industries Limited and industrial machinery manufacturer Brightwater Engineers. He is a Member of the Institute of Directors New Zealand and serves on the boards of Naylor Love’s regional subsidiaries.

Rick describes himself as a pragmatist and is looking forward to contributing to the Port Otago Board in three areas in particular: Health and safety, risk management and the environment.

He is a founding trustee of industry-led charitable trust Construction Health and Safety New Zealand. “In a previous job, we had a fatality at a limestone quarry. The man was on secondment to another company at the time, but it was on my watch. It was me who had to front up to the family and it was the worst thing I’ve ever had to do in my life. Health and safety is very real in the construction industry, and ports are not dissimilar.”



Rick is delighted to be joining the board. “While the Naylor Love Board have been encouraging me to get onto other boards, Port Otago is the first opportunity that’s appealed. I’m there to make a difference and add value. It’s as simple as that.”

Port Otago Chair Tim Gibson says Rick’s skill base is an ideal fit for the Board and they are looking forward to benefiting from his career’s worth of knowledge and expertise. “Rick is one of the country’s most impressive chief executives and we are very pleased that he’s joining our team, as he moves into a Boardroom setting. There are many key similarities between the property and port sectors, including large-scale engineering projects. Rick recognises this and is focused on where he can make a valuable contribution. We are delighted at his appointment.”

## SPRIT OF NEW ZEALAND VISIT

Earlier this month, we welcomed the Spirit of New Zealand into our harbour and town wharves. The ship is touring the country as part of the Spirit of Adventure Trust’s 50th year anniversary. The Trust asked if we’d be happy to waive the cost of the Spirit’s stay while she was at berth in Dunedin. It was an easy “yes”. As a thank you, the Trust offered us two private sessions on-board the vessel. The first session was for our kaimahi, with priority given to team members with children. The second session was for our West Harbour Terra Nova Sea Scouts and the Otago Navy Cadets – two water-based youth groups that we support.

*There are some great videos on our Facebook page of the Spirit coming into the Otago Harbour (5 & 6 February).*



## New weekly shipping service into Port Chalmers

Port Otago has welcomed back the world's third-largest shipping service, CMA CGM, after a four-year hiatus triggered by Covid interruptions and the resulting supply chain disruptions.

In Australasia, CMA CGM operates as ANL – a shipping line originally established by the Australian Government in the 1950s and purchased by France-based CMA CGM Group in 1998.

The TRANZAS service has operated in New Zealand for several years. For the past 16 months, it has called at Sydney – Melbourne – Auckland – Tauranga – Lyttelton. This month sees it double the number of calls to: Sydney – Melbourne – Auckland – Port Chalmers – Lyttelton – Nelson – Napier – Tauranga.

Port Otago Commercial Manager Craig Usher says the return of ANL is great news. "It's particularly good for our customers because it's a reliable weekly service, and because it links in with four other CMA CGM services that carry product to our exporters' key global

destinations. ANL's reputation for providing a quality service is well recognised. It's excellent to have them back in the mix."

From a port business perspective, the ANL service operates to a Wednesday afternoon shipping window. "Our other three core shipping services operate to Friday to Tuesday windows, so this mid-week window is helpful for optimising our infrastructure and smoothing out our team's workload."

CMA CGM Group Agencies General Manager in Auckland, Gary Carter, says the new rotation marks a positive development in the Group's commitment to the Lower South Island. "ANL serves as a key link to global destinations for exporters and importers. With a reliable major carrier, global market access, new-build reefers and a dedicated Oceania-based team, ANL stands out by understanding and supporting the complex needs of the Oceania market."

*See Stakeholder profile, page 10.*

## Changes optimise use of space at port

Port Otago has recently completed three major projects at the Port Chalmers Container Terminal that optimise the site's operational footprint for the future.

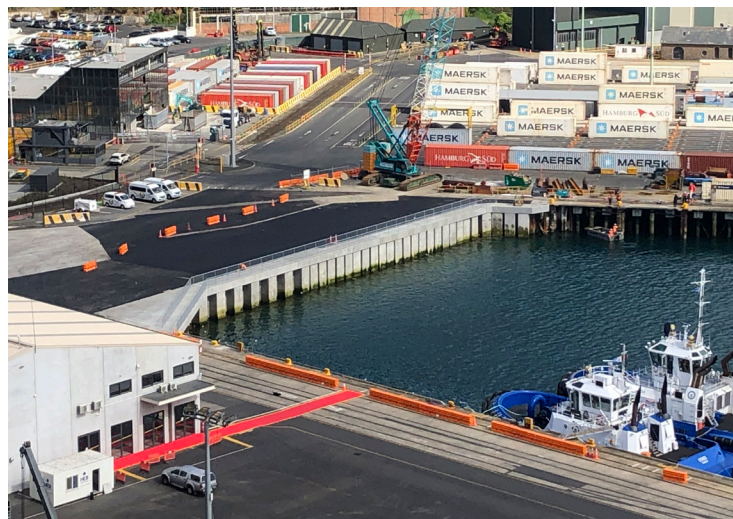
In November, the Cross Wharf upgrade was completed. This wharf was the oldest timber-piled structure remaining at the terminal, spanning between the Container Terminal Wharf and Beach Street Wharf.

Port Otago Civil Engineer Andy Pullar: "The upgrade involved squaring up the wharf with a steel pile and concrete structure to better match the angle of the vessels berthed at the wharves, and the addition of a "fillet wharf" to reduce a narrow bottle neck at the A Shed end. This provides a more resilient and safer operating environment."

The Cross Wharf upgrade also included the installation of an 80-metre-long pedestrian walkway to safely guide cruise passengers disembarking from ships berthed on the Multipurpose or CT Wharves and making their way to the Cruise Terminal.

Late last year, the old "Glasshouse" administration building was removed – a project led by Port Otago Infrastructure Asset Engineer Jon Visser. "This has enabled the container repair yard to be expanded by 1500 square metres, which in turn enables us to increase the number of empty containers that we can supply to our local exporters."

The final major project involved an awkward triangular piece of land adjoining the Port Chalmers Maritime



*The Cross Wharf upgrade is one of three major projects completed in recent months that have collectively optimised the use of space at Port Otago's Port Chalmers site.*

Museum. It sits on the town side of the railway line and was therefore of minimal operational value to the port. It is now the site of the new Port Otago administration building.

Jon says that, collectively, these three projects have optimised the central core of the Port Chalmers site.

*There is an excellent timelapse video of the Cross Wharf upgrade on our Facebook page (see 11 December).*



## Port Otago and unions agree to new way of working

Port Otago and its two operational unions – Maritime Union of New Zealand (MUNZ) and Rail and Maritime Transport Union (RMTU) – have agreed to a new working roster that improves work/life balance for team members.

Port Otago’s operations kaimahi recently ratified a new Collective Employment Agreement (CEA) that fundamentally changes the way we work at Port Otago.

As background, Covid lockdowns forced Port Otago operations to change from a pool of staff allocated to various shifts, to discrete teams. Traditionally, the port has operated up to three eight-hour shifts each day (7am-3pm, 3pm-11pm and 11pm-7am). As part of the Covid risk mitigation response, operations were divided into several teams that worked 10-hour shifts (either 6am-4pm or 4pm-2am) for 10 weeks in 2020.

Port Otago Chief Executive Kevin Winders says that, while Covid was a challenging time for the company’s kaimahi, moving into teams was generally a positive experience for individuals, albeit with room for improvement around team rotation between the two shifts.

For 16 weeks from March 2023, the operational team trialled an improved two 10-hour shifts model. “It was implemented as a response to shipping disruption at other New Zealand ports – to help out shipping company Maersk, which operates the weekly Polaris service into Port Chalmers, while also ensuring our regional exporters’ product was kept moving during peak export season.

“Following the trial and together with the two unions, we’ve continued to fine-tune the model even further. The result is that Port Otago now has the flexibility to turn around more container exchanges at peak season, while our team members have a better work/life balance, reduced fatigue risk and higher annual take-home wages – up to 15% for some teams.

“By working two 10-hour shifts, we can deliver 1000 container exchanges on a vessel in 20 hours. This is around the same productivity as using three eight-hour shifts over 24 hours.

“Critically, we’re not operating between 2am and 6am – during the body’s circadian low period – so fatigue risk is reduced.”

Mr Winders says the other major change is a move to a set day off each week. “The unpredictability of working hours for operational staff is the single biggest downside of our operational roles. Alongside the 10-hour shifts, team members will also know in advance their work and days off. During the shoulder and quiet seasons, the team will work 40 hours per week over four days, with three days off. At peak season – generally, January to June, reflecting our region’s rural export base – the team are likely to work 50 hours over five days, with two days off.

“Having the ability to step up container exchange volumes through peak season means the port can turn around 20-25% more containers for its shipping line partners and exporters – right at the time it’s needed.”

During the next three months, operations will transition into dedicated teams that rotate around early and late shifts on a three-week cycle, providing yet more work pattern predictability for kaimahi.

Mr Winders says it’s heartening to see the team get in behind this progressive move that improves productivity and lifts the port’s level of service to shipping lines and exporters, while also providing kaimahi with more certainty and a significant pay rise, a great outcome.

## MARITIME MUSEUM POISED FOR RE-OPENING

The Port Chalmers Maritime Museum re-opens in coming weeks, after a major upgrade and extension. The 1877 Heritage Category 1 listed building is now filled with light – thanks to a new interior colour scheme, refurbished clerestory windows in the original building, the new glass extension and a wide internal laneway linking the museum to the Port Otago Annex. As PortO went to press, story-filled wall panels were being produced and hung, and countless artefacts unpacked and carefully installed into their new displays. Within the laneway is a fun ABCedarium, which is a series of photos, artefacts and information, built around each letter of the alphabet. The photo below shows item “L”, a lifejacket. The accompanying framed instructions tell us it was invented by a Dunedin woman and that the jacket is “absolutely Fool Proof”, as it can be worn back to front, inside out or upside down.



## New radio system improving safety

Our new digital radio communications system is in the final stages of implementation.

The \$2.2 million system replaces an outdated analogue set-up and substantially increases the coverage for radio communications across Port Otago sites, while also making several safety features possible. These include improved audio quality, dedicated crane channels, continuous comms for Pilots as they move through the channel and removal of coverage gaps.

Project Lead Jodi Taylor says the system's hardware and software is now installed and undergoing final testing before switching over. "It's 98% there and we are really happy with the progress. Radios within mobile plant and vessels are being upgraded over coming weeks, so will be ready to transfer to the new digital system later this month.

"The digital system will allow our Pilots to communicate with our Marine team on a private channel, right through the harbour channel. This improves operational communications by removing comms black spots and allowing our team to communicate outside of the more public marine VHF network."

Jodi says the Operations team is looking forward to improved voice quality and focused one-to-one or one-to-many comms, thus reducing general traffic noise over the radio. "The change follows on nicely from the recent comms improvements between the ship-to-shore Crane Driver and the Hatchperson (person on-board the vessel, guiding container placement). Activity between the two roles is coordinated by a Lander (person on the ground under the crane). The use of headsets has



Cargo Handler Brent Cockerill using the new headsets, which have significantly improved the quality of communications between mobile plant operators.

eliminated crane and wind noise interfering with critical communications and has been a welcome step up for these teams."

Terminal Operations Manager Adam Law says it's a big change for drivers to get used to wearing a headset. "They've embraced the change, as it made a big difference – so no complaints. Next, we're improving the set-up for Drivers in our side loaders and straddles."

## GETTING IN BEHIND NATIONAL LAMB DAY

From this year, New Zealand's celebration of National Lamb Day has been tweaked - from 24 May, when the first frozen shipment of lamb arrived in London in 1882, to 15 February, when that shipment departed Port Chalmers. Given Port Otago (in its very earliest form) was there then and is still here now, we got in behind the day. It was driven by AgProud NZ - a go-getter group of farmers who campaign for celebrating New Zealand's agricultural sector. Waimumu's Southern Field Days ran from 14 to 16 February, so the new National Lamb Day date fell perfectly into place, with lots of lamb on the barbecue to celebrate. Pictured (from left) Maniototo farmer Emma Crutchley, Port Otago Commercial Manager Craig Usher, Southland farmer Jon Pemberton and Totara Estate Property Lead Jacqui Allison.

Photo courtesy Otago Daily Times.





## Mental wellbeing programme launched

In the past year, Port Otago's People team has stepped up what is available to kaimahi via the company's wellness programme. Alongside financial and physical aspects, a mental health component is now live.

An in-house project team set up to identify the best option for our port workplace recommended Good Yarn – a mental health literacy programme that has three key aims:

1. Increase awareness about the signs and symptoms of common mental illnesses
2. Give people the confidence to start a conversation, if they are concerned, and
3. Improve knowledge around where and how to get help.

Port Otago People Advisor Emily Atkinson says Good Yarn is different to other programmes because it's delivered by work peers. "It involves a three-hour workshop of 15 to 20 people, run by facilitators who are from within our own workplace. The format includes breakout groups and plenty of opportunities to ask questions. The goal is for people to talk more freely about mental health – and we are seeing that already, after three months and five workshops."

Emily says the workshops are optional, but kaimahi are strongly encouraged to attend. "Our goal is to have about 80% of our workforce through the training and feeling confident enough to use the tools they have learnt, both in the workplace and in their homes."

The People team approached individuals who they thought would be suitable to be trained as Good Yarn facilitators. Seven people from across the business were nominated and attended a two-day training course in November.

## ABOUT GOOD YARN

Good Yarn started in 2014 as an initiative for farming communities and rural professionals. Its format and philosophy gained wide appeal and it is now used by more than 60 companies across New Zealand, including NZ Post, Contact Energy, Fonterra and Kiwibank.

The beauty of Good Yarn is the ripple effect it provides. By training facilitators within the workplace – who in turn deliver Good Yarn to their peers – the model creates exponential benefit to the organisation, and employees themselves create the workplace culture they want to be part of.

Programme Founder Lindsay Wright hosted a question-and-answer session at Port Otago in November. Around 40-50 people attended, and the session was also posted on the Learning Management System platform for people to watch at their leisure.

## Festival vibes win out over weather

Wind, rain and even snow did not deter the more than 3600 people who enjoyed the Port Chalmers Seafood Festival in September.

The biennial festival has been running since 2011, but Covid meant a four-year gap between 2019 and last year. Port Otago's contribution to this wonderful volunteer-run event is to provide free use of a large area – the Cruise Terminal and A Shed as indoor spaces and the Cross Wharf and a big section of Beach Street Wharf for outdoors.

Entertainers Suzie Cato, Phoenix Foundation and The Whirling Eddys were among the day's entertainers. There was also Cap'n Spoonbill and the Hoiho, who had the crowd singing along enthusiastically to rousing sea shanties. Meanwhile, there were

cooking demonstrations for the grown-ups and train rides and wharf fishing for the youngsters. Of course, there was also plenty of seafood and refreshments – most notably, Emerson's Brewery's special festival brew, Cray Cray.

Festival organising committee member Michelle Simpson: "A huge

thank you to Port Otago for the real estate needed to hold the event, the considerable disruption to the business and the practical help given to get set up."

The day's \$21,000 profit was donated back into the community, divided among the 13 groups who helped run the event.



Every two years, Port Otago makes its Cruise Terminal/A Shed and the Cross and Beach Street Wharves available for the Port Chalmers Seafood Festival.



## Learning system bedding in well

Our learning management system (LMS), Port Otago Learning, is now 12 months old.

The platform centralises training, assessment, learning and development – activities that were previously managed separately and mostly paper based.

Learning and Development Lead Justin Wilson: “While it was straightforward to convert our pre-LMS practical assessments and Safe Operating Procedure (SOP) reviews into online modules, our objective was always to take the technology further.

“We are ambitious with what we hope to achieve. Rather than a learner reviewing a number of text-heavy SOPs before beginning practical training, we are developing interactive multimedia modules that give our learners the required theoretical knowledge, while concurrently building their practical skills in the field.”

The learning and competency framework is structured into levels, with each successive level requiring more advanced knowledge and practical skills. “Historically, development has been gauged informally by trainers in the field. We want to formalise the knowledge and best practice that we have within our talented team, so we can better support future trainers, assessors and learners.”

### An example

The training package for Lashing has two eLearning modules:

- 1) An introduction that gives learners all of the required health and safety and underpinning knowledge required to go into the field and begin their lashing training with a team trainer.
- 2) A second module, completed after the learner has some practical experience under supervision. It instils more advanced content and continues to build the learner’s competency.

### Transitioning from in-class to online

Two key courses that have historically been taught in-class are now 100% online: Fatigue Awareness and Hazardous Substances Awareness.

Justin says that both courses used to take 1.5 to 2 hours in a class setting. “With kaimahi working across different parts of the business and on different rosters, it was always a challenge to get learners to classroom-based courses.”

Being able to move some of these courses online helps reduce disruption and improve learner access. “Now, when a learner gets downtime, they can work away at the course on the kiosks and tablets provided in their work area. They don’t have to complete the courses in one sitting, they can stop the course at any time and resume where they left off at a later date. If they wish to refresh their knowledge they can revisit the course at any time.”

## So what exactly sits within Port Otago Learning?

### As of 1 February 2024:

- 864 learning modules – includes SOPs, practical assessments, qualifications, instructor-led courses and online courses.
- 125 job role profiles – curricula of required learning for each job role at Port Otago.
- 72 skills bundles – curricula that further specialise a job role. For example, a Forklift Operator completes their core job role curricula and can then specialise by completing a skills bundle for each site they wish to work at (e.g. Cold Store, Dairy, etc.).

## ENCOURAGING THE NEXT GENERATION

Over the summer break, Ravensbourne School’s pool was fitted with a fabulous new pool cover. While the pool is within a clear-light building, the addition of a cover directly on top of the water has lifted the pool’s water temperature from 23-24 degrees to 28 degrees - a much more inviting temperature for little people. It’s a well-used pool, with the school’s students swimming every day during the warmer school terms, one and four. Another 30 local families also have keys to use the pool. It is a wonderful resource for the community and beautifully maintained. It was therefore an easy “yes” to help with the cost of the cover and keep these young swimmers happy in the water. Pictured (from left): Leo, Max, Harley and Arlo, with Principal Jo Wilson doing the honours and winding off the cover for the day’s swimming action.





# PHOTO ESSAY: TE RAUONE WELCOME AND BLESSING

A small, hardy group of guests met at Wellers Rock, at the southern end of Te Rauone Beach, where Upoko, Te Rūnaka o Ōtākou, Edward Ellison blessed the new vessel. Attendees represented iwi, Te Rauone Beach Coast Care Committee, Otago Regional Council and Port Otago.

Port Otago Chief Executive Kevin Winders says the boat's name pays respect to the Te Rauone Beach Coast Care Committee. "Its members worked tirelessly over the past 10 years to deliver the renourished beach and reserve for their community. We're delighted that the local Rūnaka, who played an integral part in the beach project, agreed to gift us the name."

Iwi gifted a whale bone – signifying taoka (treasure) and mauri (life force) – giving those onboard the Te Rauone a symbol of luck dating back to the first canoes that travelled the great distance to reach Aotearoa.



*Representatives gathering for the blessing ceremony at Wellers Rock.*





*Te Rauone Coast Care Committee Chair Des Smith (left) with Port Otago Chair Tim Gibson, enjoying the Te Rauone blessing ceremony.*



*In December, the iwi-gifted whale bone was presented and blessed by Ōtākou Rūnaka representatives Rachel Martin and Edward Ellison (second and third from left). Whale bone is particularly special to Māori artists. Whales are considered a taaka (treasure) species, representing abundance and richness – so this gift is extremely special. Also pictured above is Port Otago GM Marine and Infrastructure Grant Bicknell (left), carver Lester Kelly (second from right) and Relief Launch Master Frank O'Neill. Photo courtesy Clinton D'Souza.*



*Like the majority of marine vessels, the Te Rauone is diesel powered. There is no electric/hybrid option available at this time. However, the engines are state of the art and meet the Government's low emissions threshold (which aligns with International Maritime Organisation regulations).*

*Photos courtesy Brendon Williamson.*



*Te Rauone is powered by a Volvo D16 750 horsepower engine with two 17" Deon water jets. She is capable of top speeds up to 30 knots, is self-righting and able to handle all weather conditions.*



## Customer profile: ANL



The CMA CGM Semarang berthed in Port Chalmers in December was the first vessel servicing the new ANL TRANZTAS weekly service.

In December 2023, Port Otago welcomed back the world's third-largest shipping line, CMA CGM, after a four-year hiatus triggered by Covid interruptions and the resulting supply chain disruptions.

In Australasia, CMA CGM operates the regional carrier ANL – a shipping line originally established by the Australian Government in the 1950s and purchased by France-based CMA CGM Group in 1998.

The ANL TRANZTAS weekly service has operated in New Zealand for several years. In December – along with the addition of Port Chalmers – the service also added calls into Nelson and Napier ports.

We talk to Gary Carter, General Manager CMA CGM Agencies in New Zealand.

### Q: Describe your customer?

A: Our customers in the lower South Island play a significant role in New Zealand's export sector. Our service facilitates both export and direct import from various global locations into and out of Port Chalmers. We are particularly attentive to dry, reefer, and Out of Gauge\* shipments, demonstrating our commitment to meeting customers' diverse shipping needs.

\* Cargo that is too large to be loaded into standard shipping containers.

### Q: What is your customer looking for in your product?

A: The foremost attributes our customers value are reliability and integrity of service. They prioritise long-term, stable service structures that guarantee consistent and secure transport of their commodities to their respective markets. For this reason, the longevity of our commitment to the region is crucial for commodities reliant on stable and efficient service structures to reach their markets.

### Q: What do they value about ANL, ahead of the competition?

A: As a specialised regional subsidiary within CMA CGM, ANL sets itself apart by its deep understanding of Oceania. The Melbourne headquarters enable real-time decision-making, while the commitment to New Zealand trade is evident through deployed capacity to its largest trading areas.

### Q: How is the business going, especially post Covid?

A: Our business has been extremely resilient. The post-Covid period has seen a significant reduction in volumes, as individuals are presented with more options for spending their disposable income. We have also managed to successfully navigate adverse weather conditions impacting on New Zealand exports.

The impending decarbonisation of shipping has become a central focus for our industry and we are committed to achieving this, while ensuring the profitability of our services. This requires careful navigation of new capacity development and cost management.

### Q: Anticipated changes and impacts over the next 12 months?

A: We foresee a more predominant shift towards sustainable shipping. Additionally, we are closely monitoring the geopolitical landscape and activity.

We anticipate stabilising weather conditions for New Zealand and a strong rebound in export volume in 2024 and general market activity.

### Q: How long have you been working with Port Otago?

A: The CMA CGM Group has been partnered with Port Otago for over a decade.

### Q: What do you care about when it comes to port service?

A: Cost effective operations, high productivity, and committed shipside labour are paramount considerations for port services.

### Q: What has been your experience of using Port Otago?

A: Our experience has been characterised by the port's resilience and commitment to service, exemplified in its ship operations.

### Q: Any other comments?

A: It is crucial to underscore the importance of the quality and speed of shore-based operations. Given the high dependency on food grade equipment, including reefers, with more complex container preparation required from the region, efficient turnaround of equipment for export is a critical aspect of service delivery.

Port Otago's focus on efficiency aligns with our international carrier perspective on cost effective and streamlined services.



## First ever cruise double day in town



Saturday 20 January was a “first ever” in Port Otago’s cruise history. It was the first time ever we had experienced a cruise double day at the Dunedin town wharves. And they were two beautiful vessels: Le Soléal (the larger vessel on the right) and National Geographic Orion.

Our town wharves can only accommodate smaller vessels (due to windage and the islands) and the

cruise vessels that berth there are almost exclusively expedition ships on their way to or from the New Zealand Subantarctic.

We will likely see more double days in coming seasons, as the percentage of bookings for our town wharves is quietly growing. During the 2019/20 season (before Covid), 12% of our visiting cruise ships were scheduled to

use the Dunedin town wharves. This season, it’s 16%.

Impressively, on that same day, it was equally busy at Port Chalmers. We had the Noordam cruise ship berthed on the Beach Street Wharf, plus two container vessels - the Maersk Rio Negro and AS Sabine – at Multipurpose and CT Wharves, respectively.

## Failing safely: What does it mean?

Over the past year, Port Otago has matured its approach to safety – from Zero Harm, to the more realistic Failing Safely model.

Also known as Safety II and Safety Differently, this model is less focused on systems and documentation, and more focused on workplace engagement and the reality that mistakes do happen.

The approach is the brainchild of US safety expert Dr Todd Conklin, who spent 27 years working at Los Alamos National Laboratory. Failing Safely takes into account that humans are fallible and even the best of operators make mistakes. Organisations are never going to succeed in preventing all accidents. Therefore, they need to expect that mistakes will happen and protect their people from the consequences. That is, organisations and individuals need to learn to “fail safely”.

Dr Conklin: “Safety is not the absence of accidents. Safety is the presence of defences.”

Port Otago Head of Safety Ross Buchan says a key mind shift is removing blame. “We want people to speak up when they make a mistake. Instead of being concerned they’ll get into trouble, we want to use the mistake as

an opportunity to assess the risk and engineer it out, if possible.

“Our vision is to create an error-tolerant workplace, so someone can make a mistake and not be seriously injured nor worried they’re going to be punished.”

An example of Failing Safely is the risk of wind-blown containers in the Container Terminal and two depot sites. During the 2022/23 year, there were six incidents of shipping containers being blown down from their positions on the stack. Eliminating the chance of a container blow-down is not reasonably practicable, short of stacking containers only one-high. Failing Safely acknowledges this reality – that containers can blow down – so the tactic is to remove containers in areas at risk of blow-down leading up to a wind event and to remove people from the yard/s during periods of high winds. Wind anemometers and trigger action points are used to identify when the wind is at problematic levels.

Ross says the new approach has been received well by the team. “It feels logical and realistic to them and gives them confidence that, when things go wrong, the focus is on learning and improving.”



## Team Profile:

### Laura Nicholson, Supply Chain Scheduler and Planner

#### How long have you been at Port Otago?

Since October 2021.

#### What did you do before you came to Port Otago?

I finished school in Gore and started at Mataura Valley Milk as a casual labourer, labelling bags until I figured out what I wanted to do. I moved into admin and worked my way up to Warehouse Administrator. I was there two years.

#### Why Port Otago?

My family moved to Dunedin and I wanted to move up too.

I was the Warehouse Administrator at Port Otago's Sawyers Bay depot and heard this job was coming up – Supply Chain Scheduler and Planner at D Shed, where Fonterra product is devanned\*, stored and packed. It's a step up for me and good for my career.

\* Unloading cargo from a container.

#### What does your role involve?

It's about planning which products need to be packed into which containers for the day. There are multiple types of milk powder and anhydrous milk fat in varied packaging sizes. I produce a "pack plan"

and the team works off that. We average 72 TEU\* a day.

I'm constantly juggling, which I love. At any point in time, I'll be listening out for the team on the radio asking me to close a delivery for a container they've packed. I'll be queuing full containers into our yard and replacing them with empties, so the Straddle Driver and Forklift Operators can continue working. You need to always be planning ahead, so you're queuing in the correct container type for the product/ order.

\* TEU = Twenty-foot Equivalent Unit

#### What skills and attributes do you need for your job?

You have to be very particular and there are many things you need to keep your eye on at all times. Lots of people are relying on you to keep them working.

At school, I was good at applied maths and with numbers in general. And, in this job, you're working with many, many numbers. For example, delivery numbers, shipment numbers, sales order numbers, release numbers, container numbers, and positions in our container stack. The list goes on!



#### What's the best part of your job?

I love the container control and organisation of it all – queuing up the containers in and out of the yard. It's the satisfaction of the process, from start to finish. I also love seeing when we have achieved a high number of containers packed at the end of the day. The team is awesome to work with. I wouldn't be able to do my job without them and vice versa.

#### What's the worst part of your job?

Not being able to get into the warehouse as much as I'd like, due to how busy the role is.

#### Do you have your eye on a particular job at Port Otago?

I look at every job that comes up and I'm open-minded about the future. But I'm good at this job and really enjoy it for now.

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