Audit snapshot

Strategic management of port infrastructure

Why we did this audit

Tasmania's ports are important to our trade, freight, travel to the mainland, regional communities and getting to Antarctica. Recently, there have been issues with the condition of ports and some infrastructure not being ready in time for new developments or plans. TasPorts is the manager of Tasmania's publicly owned ports.



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Ports operated by TasPorts



$447m

Current value of existing port infrastructure (30 June 2025)



$1.29b

Estimated like-for-like reinstatement cost

What we looked at

The audit examined two connected areas:

Strategic decision-making



Tasmania's ports are owned by Tasmanians, with two Government Ministers being our representatives as shareholders. They are responsible for making decisions about port infrastructure in the interests of Tasmania. We looked at how these decisions were supported by the responsible Government agency, Building Tasmania, and how TasPorts developed a strategy and plans to achieve them.

Port infrastructure management



If ports are managed well, we would expect that they are in good condition and can respond to the different and emerging needs of customers. We looked into the current condition of our ports and at the different parts of management at TasPorts: plans, policies, procedures, and reporting.

What we concluded

We found that Tasmania's port infrastructure has not been well managed and will require significant investment to maintain existing capacity.

There is no whole-of-transport system strategy for air, rail, sea, and road that would help make sure that the decisions made for ports were the right ones, in the right order, and at the right time.

We found the overall condition of ports was fair-to-poor, but wharves (which are the most expensive part of ports) are in poor condition. We found that it will need significant funding to bring these wharves to a standard that meets current needs. In the future, we will need stronger wharves to suit new ships or industries and climate change. Replacing our current wharves to these new standards will cost much more.

We found that in the past, TasPorts had not managed the ports well, we don't know all the reasons why, however we did find they relied on old technology and management systems that didn't provide the information that was needed. More recently TasPorts has improved its understanding and management of the ports. However, this process is not complete and it is not yet known what action will be taken and how it will be funded, although regardless of outcomes, costs will be high and difficult choices will need to be made.

We made three recommendations to TasPorts and one to Building Tasmania to address these issues.