

DAMPIER PORT AUTHORITY

**STATEMENT OF CORPORATE
INTENT**

2010-11

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A note on emerging strategy.....

The Dampier Port Authority can play an important role in planning and facilitating trade on a wider front than its current port boundaries. While the Government and port consider the timing and scope for any potential restructuring/expansion, the Board and management of the Dampier Port Authority must continue to plan for the future as currently projected.

This 2011 Statement of Corporate Intent considers the future of the Port of Dampier within its existing responsibilities and known trade forecasts, but does contemplate known expansion to North Ashburton (Onslow) and anticipated expansion to Mt Anketell. The Plan and the associated financial information can be expected to alter in response to decisions by Government on how best to continue to respond to export growth in the Pilbara over the next 10-15 years, and the Plan should be read in that context.

All actions proposed in the Plan are directed at moving the Dampier Port Authority toward the next stage in its development, and are consistent with the actions which would arise from an expanded role across the West Pilbara coastline.

1.0 INTRODUCTION

The Dampier Port Authority (DPA) has been operating since 1 March 1989 and is one of the largest bulk export ports in the world, and is currently Australia's second largest tonnage port (140.8 million tonnes in 2008-09).

The DPA is responsible for the efficient, safe, and effective operation of the Port of Dampier, including the maintenance of facilities and primary care of the physical environment of the Port. The port has grown considerably in terms of export tonnages, shipping movements, and industry development.

Since 2003, the DPA has experienced considerable growth in trade, driven largely by demand for iron ore from China, and oil and gas demand from Japan, China, and South Korea. The DPA has undertaken considerable restructuring, including recruitment of necessary skills and the further development of systems and processes to support exponential growth over the next decade.

The global financial crisis, which developed in the latter months of 2008, has had no prolonged impact on the port, and all indications are that 2009-10 will be a record tonnage year and will set the platform for a long period of sustained trade. In addition, the oil and gas sector is moving to further development of processing infrastructure as well as considerable exploration and development activity. Construction activity along

the West Pilbara coastline will see Dampier continue to be a focal point for logistics and support.

The Board and management are focused on developing the port toward a long term future (2060) which begins to contemplate a region which may not be as dependent upon iron ore and oil and gas, however, it is also recognized that these products will still dominate the region over the next 40-50 years. The plan contemplates the actions required for the next 5 years, but does so as steps toward a much wider assessment of what will be required for the community and the region over a much longer timeframe.

Over the five years, of which this plan is a part, the DPA will continue the significant steps necessary to develop higher levels of operational excellence, trade facilitation, strategic land planning and management, and expand the boundaries of the port to embrace the opportunities arising along the West Pilbara coastline.

This plan incorporates all the requirements necessary for the DPA to fulfill its obligations under Part 5, Division 1, of the *Port Authorities Act 1999*.

2.0 CHARACTERISTICS OF THE PORT OF DAMPIER

2.1 Operating Environment

Port Facilities

The Port of Dampier consists of separate terminals for iron ore, salt, gas products, and general cargo. All come within the DPA's responsibilities in regard to safety, environment, and all marine matters.

Under existing State Agreements, Hamersley Iron (Rio Tinto Iron Ore) and Dampier Salt (Rio Tinto Minerals) operate to the western side of the Port from private facilities at Parker Point, East Intercourse Island, and Mistaken Island. Five berths are used to export iron ore and a separate berth exports salt. The six berths account for over 80 per cent of the throughput of the Port.

Woodside Energy Limited, under a State Agreement, operates from private facilities located in the eastern side of the Port at Withnell Bay. The facilities consist of two LNG/LPG berths and a separate berth for Condensate. Trade from these facilities account for over 16 per cent of the throughput of the Port, and growing.

The DPA operates the Dampier Cargo Wharf, which provides up to seven berths plus water and fuel to the vessels servicing the marine industry and offshore oil and gas facilities. The DPA's facilities consist of the Wharf, a (temporary) heavy load out facility, and alternate load out facility, and a barge ramp. Demand for these facilities has increased significantly in the past year, and further berth capacity will be required during the five years of this plan.

In addition to the DPA facilities, Mermaid Marine Australia has established facilities on land leased from the DPA to the west of the Port in the King Bay Estate. Mermaid Marine has been established for many years and has

developed a number of facilities to service the off-shore oil and gas industry, as well as other marine service requirements, including a slipway, heavy load out facility, and laydown area.

Fuel imports enter the port through the Rio Tinto service wharf at Parker Point, an important commodity for the local community and nearby regional townships. It is anticipated that an import fuel line from the bulk liquids berth to the NWSV fuel tanks will provide an effective alternative fuel supply option in the region in late 2010.

Provision of Services

The DPA maintains a 24 hour, 7 days per week Communications Tower to coordinate vessel movements at Dampier Ports and to oversee the safety and security of the Port of Dampier. In addition to the services provided directly by the DPA, the following services are provided by the private sector under license arrangements with the DPA:

- Stevedoring
- Pilotage
- Towage
- Bunkering

2.2 Existing and Potential Customers

The Port of Dampier includes major customers such as Rio Tinto (Hamersley Iron and Dampier Salt) and the North West Shelf Venture (with Woodside Energy Limited as operator). Most large vessel shipping activity to the Port arises from the operations of these companies.

The Port of Dampier is also the location for significant support companies such as Mermaid Marine Australia, Toll Infrastructure Company, and Brambles Industrial Services (BIS Industrial).

The DPA has worked closely with Woodside Burrup Limited (WBL) to manage the logistics of construction materials and pre-fabricated modules through the port to build the Pluto LNG plant and associated marine facilities, including a purpose-built LNG jetty, tank storage, shipping channel, and trunkline to the Pluto gasfield. This \$12 billion project is significant for the State and the Nation and the DPA is a key partner in supporting efficient logistical movement. WBL has recently announced FEED activity in relation to a proposed second train of the Pluto project, and plans for up to five trains in total, some of which will be commissioned during the life of this plan.

The DPA continues to plan for the expected development of the emerging gas-to-liquids industry on the Burrup Peninsula. Burrup Fertilisers Pty Ltd currently exports from the facility and it is possible that an additional ammonia/urea producer will use the port's new facility in the five year period of this plan.

The Dampier Cargo Wharf is already experiencing substantial growth in activity as companies like Santos, BHP, Apache, and the Gorgon project progress planning and logistics work, and undertake additional exploration and production

activity in response to the Federal Government's requirements that gasfields must be developed (or rights lost).

2.3 Statutory Obligations

Port Authorities Act 1999

Under Section 30 of the Port Authorities Act 1999, all State-owned ports, including the Dampier Port Authority (DPA), have the following statutory functions:

- Facilitating trade within and through the Port and planning for future growth and development of the Port.
- Undertaking or arranging activities that will encourage and facilitate the development of trade and commerce generally for the economic benefit of the State through the use of the Port and related facilities.
- Controlling business and other activities in the port or in connection with the operation of the Port.
- The safe and efficient operation of the Port.
- The maintenance and preservation of vested property and other property held by it.
- To protect the environment of the Port and minimise the impact of port activities on that environment.

These statutory obligations underpin the thrust and outcomes of this Strategic Development Plan.

Compliance with other Legislation

The DPA will comply with all relevant legislation, including the Environmental Protection Act, in going about its business. The DPA is committed to continuing to improve its compliance systems, and being seen as a model for similar agencies.

As a corporatised entity the DPA is not specifically required to comply with legislation such as the *Financial Administration and Audit Act 1985*, or parts of the *Public Sector Management Act 1994*. However, in these instances, the DPA is committed to the tenet of such legislation and models its internal policies to reflect prudent management practices.

3.0 STRATEGIC FRAMEWORK

The DPA’s strategic framework (shown below) has driven its development and set the important values by which it would undertake its important role. The DPA has made great strides in the last six years toward achieving its Vision of being a respected port operator in the community we serve. For the next five years, the DPA will continue to strive to develop its Mission, by effectively facilitating trade through the port.

The DPA will be introducing a new vision and mission which better represents its very future looking strategy for the next decade or more, however, the new vision is yet to be fully developed and hence the current framework will support the five year plan outlined in this document.

Vision

“To be respected for our contribution to State development and as a port operator in the community we serve.”

The Vision recognises the key role that the DPA has, in contributing to the development of the State of Western Australia, and the value that the DPA brings to the Pilbara region and the Karratha/ Dampier community. The DPA is focused on making an even more significant contribution to the State’s economy and well-being over the next five years.

Purpose

“To bring growth and prosperity to the region and the State through the provision of safe, secure, efficient, and innovative management of the Port of Dampier.”

The Purpose outlines why the DPA exists, and reflects its functions as outlined in the *Port Authorities Act 1999*. Again, it recognises the central obligation upon the DPA to bring growth and prosperity to the region and the State through operating in a professional manner. Of particular note is the DPA’s desire to be “innovative” in the way the port is managed and develops. The Purpose continues to represent a significant responsibility and motivation to the management and staff of the DPA.

*The following **Values** define how the Board, management, and staff will conduct its activities:*

- Integrity**..... in our dealings
- Professionalism**in our work
- Value for Money**.....to our customers
- Care**.....for our environment
- Teamwork**.....for shared success

4.0 MAJOR PLANNED ACHIEVEMENTS FOR 2010-11

The Strategies and Actions to be undertaken in 2010-11 are outlined in Section 5 against the key result areas identified by the DPA.

The major planned achievements for 2010-11 are reflected in the following table as Key Strategic Areas (KSA).

Item No.	Key Strategic Area	Reasons
KSA1001	Operational Excellence	The DPA will continue to focus on best practice in its operational performance as the springboard from which all its other strategies develop.
KSA1002	Proponent Support	The DPA has an established track record for supporting project proponents to successfully develop. A key thrust for this plan will be the continued work with proponents for Dampier and a number of sites along the West Pilbara coast.
KSA1003	Facilitation of major resource developments	The DPA is central to a number of major projects which will unfold over the next decade, particularly in the oil and gas industry. It is critical that the port has the necessary land, infrastructure, and skills to facilitate ongoing major projects.
KSA1004	Preparing for further trade growth	Resource development and current world demand for Pilbara resources over the next decade and beyond will require the port to continue to develop its capability and capacity to handle exponential growth. The DPA will put particular focus on infrastructure, marine safety, and upskilling its workforce
KSA1005	Provide additional berth capacity	The Port of Dampier is growing and demand for berth space for rig tenders, general cargo, and vital equipment will continue to rise. It is critical that the port ensure that at least three additional berths are available by 2014.
KSA1006	Emergency response capability	The DPA will continue to build upon its emergency response capability. The large volume of shipping in the port and the nearby areas, together with the changing of personnel among port users means that the DPA must take a leadership role in this key area of port operations.
KSA1007	Provision of port services	Pilotage, stevedoring, towage, and fuel supply are all provided by contract to the port and its users. The DPA will continue to improve standards and competition among suppliers where this can be achieved in the interest of users. Good customer service is a key element of reputation and is a key strategic deliverable.
KSA1008	Innovation	A DPA will work with its customers to ensure that innovative approaches to achieving better efficiency and value for money are introduced. The port will focus on becoming a "Smart Port" with greater use of

		information technology, and identifying synergies with port users and other port authorities.
KSA1009	Diversifying the revenue base	It is critical that the DPA can fund its significant capital works program over the next 20 years, and provide a high level of service to port users. The DPA is focused upon ensuring that "user pays" principles are applied over time to better reflect services offered to each customer type.
KSA1010	Environmental management	The DPA has already established sound environmental management systems and has the resources to support this function. To better assist industry and port development the DPA will pursue a wider role in overseeing environmental conditions in the port in consultation with the EPA.
KSA1011	Heritage recognition and management	The DPA needs to take a greater role in understanding and protecting heritage values in its land areas while also ensuring that necessary land developments occur. More detailed planning in this area will enable better decision making and early assessment of any conflicted areas. At the same time the DPA will increase its efforts to better liaise with indigenous groups and seek opportunities to contribute to the development of these communities.
KSA1012	Land development	Insufficient land exists within the port to support industrial development. The DPA is in the process of transferring nearby crown land to the port. Further work will need to be done to continue the supply of land, and to work with other government agencies to identify land use requirements.
KSA1013	Regional planning	The success of the port is very much tied to the success of the Dampier and Karratha townships. The DPA intends to play an increasing role in ensuring that regional planning recognises the needs of the port and the communities it serves. The DPA will also be an active supporter of a Marina in the local area.
KSA1014	Continuous improvement of King Bay Estate	The DPA will continue to lift the standards of its industrial estate at King Bay. Work done over the next five years will improve the road network, lighting, signage, drainage, and safety of the area.
KSA1015	Expanding the Boundaries	The DPA will take a greater role in the development of Greenfields and other marine facilities along the West Pilbara Coast.

5.0 STRATEGIC ACTIONS

The strategic aims and critical success factors for Dampier Ports for 2010-11 have been identified under seven headings, representing the key areas of the DPA where performance is critical (Key Result Areas) to the organisation's success. The Strategies and Actions applicable to each Key Result Area are presented below (note: item numbering reflects that of the source document – the 2010-2015 Strategic Development Plan, and may not be consecutive).

TRADE (Key Result Area 1)

Strategic Aim **To be supportive and creative in assisting our customers to grow and develop their activities in Dampier Ports.**

Critical Success Factors

- Increase in trade volume
- Increase in customers
- New products traded through the Port

Item No.	Strategies/Actions	Timing
TR1004	Facilitate the Port management of development projects by new and existing customers of the Port of Dampier.	2010-2015
TR1005	Work with the major customers in the Port of Dampier to look for opportunities to promote trade, enhance efficiency, improve safety, and provide operational support.	Ongoing action
TR1006	Construct Stage 1 of the Dampier Marine Services Facility (subject to private sector funding)	Construction June 2010- September 2011
TR1008	Work with Landcorp to develop a more effective model for managing service corridors which relate to accessing port facilities.	2010-2011
TR1009	Undertake seabed hydrographic surveys, to assist all users with accurate navigation charts and to facilitate various development activities by user of the port (this action will gradually build up a total picture of the port's seabed area).	Annual surveys
TR1010	Conduct review of trade opportunities with current customers (including forecasts).	6 monthly reviews (Ongoing)
TR1011	Promote Dampier Ports to potential customers as an attractive port from which to trade.	Ongoing
TR1012	Expand the "Pilbara Ports" Planning and Development Office in Perth (established in January 2009) including creating opportunity for	2010-11

	other regional ports to co-locate at the office.	
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It should be noted that rail access is provided to the iron ore terminals within the Port of Dampier (East Intercourse Island and Parker Point terminals). These rail assets are privately owned by Rio Tinto. There are no current plans or anticipated need to provide additional rail access beyond these privately-owned facilities, and hence no strategic actions are listed for this area of government policy.

OPERATIONAL EXCELLENCE (Key Result Area 2)

Strategic Aim To provide an efficient, professional, port operation which meets the current and future needs of our customers.

Critical Success Factors

- Improve cost efficiency
- High customer satisfaction

Item No.	Strategies/Actions	Timing
OE1001	Continue to improve the capabilities, professionalism, and reputation of the DPA, so that future opportunities to expand services beyond the existing port boundaries can be supported, should they arise. <i>All future success flows from daily Operational Excellence!</i>	Monthly reviews of progress
OE1002	Visit all port customers to discuss improvements and developments in the operations of the port, and how the DPA can assist with trade development.	Ongoing annual forum
OE1003	Undertake a program of auditing marine operations, safety, and environmental compliance within the Port of Dampier.	Ongoing
OE1004	Review the Port Business Continuity Plan.	Review Plan in 2010
OE1005	Undertake customer satisfaction survey.	March (annual)
OE1006	Facilitate and promote a "whole of port" approach to all elements of port operations, utilising strategic partnerships to manage resource needs and strengthen response capabilities.	Ongoing
OE1008	Continue to operate a self-funded Maritime Security Identification Card (MSIC) issuing centre for the Karratha/Dampier region.	Ongoing.
OE1009	Update internal safety procedures.	Annual review of progress, ongoing

OE1011	Promote safety and security awareness among staff, port users and the community.	Ongoing
OE1012	Review emergency procedures and update plans.	Annual review of progress, ongoing
OE1013	Facilitate training and exercises to improve security and emergency response capability.	Ongoing
OE1014	Enhance the SHEQ system to coordinate safety health and environment elements of management (with a view to seek quality certification in due course).	2010-2011
OE1015	Review the logistics chain to determine bottlenecks and future development to improve port efficiency and berth utilization and maximize 24/7 opportunities.	2010

FINANCIAL MANAGEMENT (Key Result Area 3)

Strategic Aim **To ensure the port remains financially viable and meets the commercial expectations of its shareholders and stakeholders.**

Critical Success Factors

- Sound financial management
- Value for money

Item No.	Strategies/Actions	Timing
FM1001	Reinforce user pays principles into all port charges, and diversify revenue sources across the services provided by the port.	2010-11
FM1002	Undertake regular whole-of-port risk assessments, to identify areas of risk, and determine appropriate treatment strategies.	Review 2010
FM1003	Enhance the contract management capability of the DPA through enhanced systems, skills training, and appropriate resourcing.	Annual review of progress, ongoing
FM1004	Determine other revenue options which can underpin major capital investment in the Port.	2010
FM1005	Develop cost recovery mechanisms for Greenfield port locations (as they arise) which allow third party access to port facilities and appropriately compensates a first mover developer.	2010-2011

FM1006	Introduce other financing mechanisms which can replace scarce capital funds to ensure the port can maintain and develop its operational excellence.	2010-2011
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STAKEHOLDER RELATIONS (Key Result Area 4)

Strategic Aim To exceed the expectations of stakeholders through the creation of real value for the State and the community we serve.

Critical Success Factors

- Value creation around targeted stakeholders
- High level of community engagement
- High level of community awareness
- Community support for DPA activities

Item No.	Strategies/Actions	Timing
SR1001	Rebrand the DPA to reflect its strategic direction and to be the platform from which all stakeholder relations is coordinated.	2010-2011
SR1002	Develop an indigenous strategy which “rebrands the Pilbara” in regard to how opportunities to share in the wealth being created in the Pilbara are extended to the indigenous community of the region. <i>This strategy will include the development of a clear statement of intent as to how the DPA will approach this key strategy.</i>	2010-2011
SR1003	Develop a communication strategy which supports the key result areas of the strategic plan, and achieves the following outcomes: 1 Improves stakeholder understanding of value creation role of port 2 Increase knowledge and awareness of the DPA and its roles 3 Improve cooperation and sharing of resources 4 Promote a distinctive and positive image of the DPA 5 Strengthen internal communications	Ongoing
SR1004	Continue community support and sponsorship program (including Cossack Art Awards, Volunteer Sea Rescue, and Dampier Seafarers Centre).	Review annually

SR1005	Develop a new "schools strategy" which promotes understanding of the role of ports and the career opportunities which ports can provide	2010-11
SR1006	Identify and progress community projects which are related to the Dampier and foreshore area (ie Marina project, visitor centre).	Annually
SR1007	Identify and support government and community processes which can bring social infrastructure to the West Pilbara. <i>The DPA can be a catalyst for local development!</i>	2010-2011

EXPAND THE BOUNDARIES (Key Result Area 5)

Strategic Aim To be ready to apply the expertise and experience of the DPA, when called upon by the Government, to other developing marine facilities along the West Pilbara coast.

Critical Success Factors

- Underpinned by daily Operational Excellence
- DPA given expanded responsibilities
- Community supports DPA involvement

Item No.	Strategies/Actions	Timing
EB1001	Develop Greenfields port principles to provide certainty to proponents.	2010.
EB1002	Develop Basis of Design guidelines which provide planning certainty to new proponents at Greenfield sites.	2010
EB1003	Modify existing Development Application guidelines to take into account the requirements for Greenfield port sites..	2010, and then ongoing as new Greenfield locations arise
EB1004	Establish a database of land information which can assist proponents, government, and the DPA to effectively manage the development of Greenfield port locations.	2010-2011
EB1005	Modify existing operational plans to take into account the special requirements for Greenfield sites.	2010, and then ongoing as new Greenfield locations arise

MARITIME ACTIVITIES (Key Result Area 6)

Strategic Aim To be involved in the creation, development, and management of maritime activities along the West Pilbara coast.

Critical Success Factors

- Increased shipping entering the port.
- Management of all types of vessel traffic, including recreational
- High reputation for supporting maritime business opportunities

Item No.	Strategies/Actions	Timing
MA1001	Support the Government's commitment to coastal shipping, including giving agreed priority to vessels involved in this service.	2010-2011
MA1004	Explore the potential for stronger links between the West Pilbara coastline and the Australian Navy.	2010-2011

STRATEGIC LAND PLANNING AND MANAGEMENT (Key Result Area 7)

Strategic Aim To be a catalyst for effective development of the West Pilbara, including sound environmental and heritage management..

Critical Success Factors

- High environmental awareness among staff and users
- Regular testing shows good environmental health of the Port
- Harmony between land development and preservation of heritage values
- Community acknowledgement of DPA leadership of land planning and use

Item No.	Strategies/Actions	Timing
LP1001	Continue the port's involvement in the location and use of outer-Port land, to ensure the strategic needs of the port and its customers are fully appreciated in land use planning.	Ongoing action
LP1002	Coordination of new spoil grounds development in the Port to facilitate future dredging activities to support trade growth, environmental management, and safety.	2010-11 for additional grounds
LP1003	Develop onshore transfer of dredge spoil to create reclaimed areas and soil for community and industry development.	2010-2013
LP1004	Develop a 20 year Port Development Plan	2010

	(Dampier).	
LP1005	Develop a 20 year Port Development Plan (Dampier + any other Greenfield locations along the West Pilbara coast).	2010-11
LP1006	Develop a Port Development Plan for 2060 which incorporates all known port facilities along the West Pilbara Coast.	2010-2012
LP1008	DPA to take a central role in developing the West Pilbara including supporting education, health, housing, and water initiatives, and the Government's Pilbara Cities initiative.	2010-2014
LP1009	Develop a coordinated approach to maintenance dredging approvals in the port, which would cover all activity, with approval held by the port.	2010-2011
LP1010	Coordinate the collection of environment and heritage data from all users, which can support development approvals and coordination of research and implementation to enhance management of the ports environment and heritage values. Analysis and presentation of data will be a feature of this action.	Reviewed annually for further development
LP1011	Achieve environmental approval and heritage clearance of strategic port land, consistent with the timing and needs of trade through the port, and new and existing industry development.	Ongoing according to demand for land
LP1012	Regularly monitor the environmental "health" of the Port of Dampier, consistent with the Environmental Management Plan (EMP).	Ongoing
LP1013	Continue the DPA commitment to oil spill response training, for staff and customers.	Annual training schedule implemented, and ongoing
LP1014	Undertake and/or facilitate marine research projects to increase the knowledge of the ports marine environment to the DPA, port users, environmental bodies, and the community.	Selected research projects as necessary, ongoing

6.0 FINANCIAL AND PERFORMANCE INFORMATION

6.1 Operating Revenue and Expenditure

The DPA aims to minimise the financial impact on the economy of the port and the facilitation of trade, while at the same time ensuring it can properly meet its statutory responsibilities and acts in accordance with prudent commercial principles.

The attached 'Budgeted Statement of Financial Performance for the Year Ended 30 June 2011 reflects the DPA position.

6.2 Capital Expenditure and Borrowing Requirements

During 2010-11 the DPA will be undertaking approximately \$8.815m on minor capital works, Vessel Information Tracking Information System and building additional staff housing. The DPA will also commence the construction of stage 1 of the Dampier Marine Services Facility of \$191.3m, the cost of this facility will be funded from the private sector.

The DPA will not be borrowing any additional funds during 2010-11.

6.3 Pricing Arrangements

The DPA has done extensive work to establish "user pays" principles, and ensuring that unintended cross-subsidisation of fees and charges does not occur. The port's approach has ensured a much clearer rationale for any increase in charges and port users have shown that they appreciate the certainty of application that comes from this clear "user pays" principle.

Pricing of services provided by the DPA, are designed to facilitate trade within the Port while ensuring that costs are recovered and the DPA meets its required annual return on assets target. Pricing is compared annually to prices from the next nearest port, and to commercial rates being levied by the private sector. The Board of the DPA is conscious of the need to keep port dues to the minimum level necessary to effectively provide for current and future services and asset replacement. However, the Board also recognises that revenue must keep pace with the growth and development needs of the port, as well as being able to provide for new capital infrastructure. It is clear that the DPA need to continue to invest to keep pace with export activity and regional development, and hence correct pricing of services is essential.

The Board has determined that there **must be increases in port dues and other charges for 2010-11** arising directly from the application "user pays" in the costing of services and to support the ongoing planning and development of the port to facilitate future trade. In particular, the DPA must increase its revenue base to support provision of additional cargo berths, and the planning and development of other infrastructure and services. Notwithstanding the recent financial downturn, the DPA is clearly of the view that the five years of this plan will see continued high activity, particularly in the oil and gas sector.

Land lease charges provides supplementary income to the port but will not be used to cross-subsidise other services (as has occurred by default in the past). The DPA will

continue to seek commercial rents for all its properties and to develop further industrial land to support industry.

During 2010-11, the DPA will further build on existing pricing policy in relation to gifted assets, rates of return, long term facilitation of trade, land, demand, and business value pricing to ensure that industry pays appropriate charges and makes appropriate decisions consistent with port pricing objectives.

The Board will continue to monitor charging annually and will make adjustments to pricing policy as necessary to achieve the strategic and operational objectives of the Dampier Port Authority.

6.4 Investment Policy

The DPA's investment policy aims to maximise the return on investments whilst minimising the authority's exposure to risk. The Board of the DPA determines the extent and nature of investment policy.

Funds are invested predominately in commercial bills and term deposits with recognised financial institutions. As far as practicable the DPA targets a minimum cash flow requirement, in order to maximise the amount of retained earnings that can be invested.

Internal funds are placed in approved investments until required to meet new capital initiatives or to provide working capital through periods of heightened development activity in the Port.

It should be noted that the capital budget in the attached tables has been used to develop the approved budget for 2010-11. In forward years, these projects are planned but not yet funded and appropriate funding approvals will be sought in the future. In all cases, due to the approval processes, the numbers may differ from the final approved capital works program which is announced in the annual State Budget, and may effect the DPA's ability to undertake its full strategic plan.

6.5 Buy Local Policy

Consistent with Government Policy, the Board of the DPA has long endorsed a buy local policy for all procurement needs and the DPA continues to look for opportunities to foster local businesses, although it is noted that the large volume of alternative work available in the Pilbara means the DPA must compete for resources, including with local businesses.

More than 75 per cent of DPA supply requirements continue to be sourced from within the Shire of Roebourne area, and this level of support will continue under the current Buy Local policy.

6.6 Financial Policies

Under the provisions of the *Port Authorities Act 1999*, reporting requirements are in line with those applicable under Corporations Law. Accounting policies and accounting

treatments will generally be contained in the Annual Reports of the DPA. Since July 2005, the DPA has adopted the applicable international accounting standards, in accordance with Government guidelines.

Reference in DPA accounts to “pricing and non-pricing depreciation” relates to the segregation of those assets which were “gifted” to the Authority by Woodside Energy Ltd in 1989 when the Authority was created. These are the only gifted assets received by the DPA. Once the new channel for the Pluto project is completed in 2010, it will be gifted to the DPA.

6.7 Dividend Policy

Dividends are paid to Government at the level of 50 per cent of after tax profits. The Board will recommend a level of dividend to the Minister annually, or the Minister may determine in consultation with the Board (under Section 84 of the Act) a different dividend payment.

Special dividends may also be requested by government from time to time and these will be assessed by the Board as they arise.

6.8 Asset Valuation Methodology

The DPA has adopted the Deprival Valuation method, for the purpose of calculating the rate of return on assets. Assets are valued at cost.

6.9 Community Service Obligation – Dampier Bulk Liquids Berth

In 2005-06 the DPA completed the construction of a bulk liquids berth. The capital cost involved will be recovered from users. A State Facilitation Deed has been put in place which underwrites the unused portion of the facility with a community service obligation payment, to the extent necessary to enable the DPA to service the debt and cover the operating costs of the facility.

6.10 Reporting Requirements

The *Port Authorities Act 1999* defines the reporting requirements for the DPA. These include a six-monthly report, and Annual Report to the Minister, and in addition to these requirements, the DPA is also regulated by the Government Financial Responsibility Act 2000 which provides for mid-year review estimates, and provision of quarterly whole-of-government data.

In all other cases, the DPA seeks to minimise reporting requirements, except as necessary to assist the Government in its planning and reporting. Each request for additional information is assessed individually.

6.11 Diversity Policy

The DPA is an equal opportunity employer that actively promotes diversity in the workplace. The DPA has only a small staff, but already has a significant number (around 60%) of female employees working in operations and administrative areas. The DPA is also a supporter of traineeships. During the five year term of this plan, the DPA will continue to target youth employment and cultural diversity (including a substantial commitment to create opportunities for the indigenous community to participate more fully in the development of the region). This is an ongoing commitment.

Dampier Port Authority			
BUDGETED INCOME STATEMENT			
FOR THE YEAR ENDED 30TH JUNE, 2011			
Actual 2008/2009 \$'000	Forecast 2009/2010 \$'000		Budget 2010/2011 \$'000
9,358	14,245	Port Dues	19,937
3,669	4,863	Dampier Cargo Wharf	6,366
8,729	8,814	Bulk Liquids Berth	8,874
290	293	MSIC	293
3,591	3,794	Lease Revenue	3,498
0	0	Contribution	0
430	278	Interest Revenue	278
699	118	Other Revenues	514
<u>26,765</u>	<u>32,406</u>		<u>39,761</u>
57	64	Audit Fees	74
7,631	8,504	Bulk Liquids Berth	8,482
68	186	Borrowing Costs	159
60	49	Communication	68
2,278	2,677	Consultants	3,944
1,451	956	Depreciation	913
4,295	5,272	Employee Benefits	6,827
149	197	Insurance	528
25	32	Land & Taxes	35
540	350	Legal	420
106	100	LGRE	110
3,979	3,210	Maintenance	4,886
327	216	Other	302
392	393	Power & Water	435
625	345	Supplies & Services	958
361	457	Training & Travel	582
267	243	MSIC	193
58	0	Projects	0
<u>22,669</u>	<u>23,250</u>		<u>28,918</u>
4,096	9,155	OPERATING PROFIT BEFORE TAX & NON-PRICING DEPRECIATION	10,842
<u>287</u>	<u>343</u>	Less Depreciation Non-pricing Assets	<u>386</u>
3,810	8,812	OPERATING PROFIT BEFORE TAX	10,456
1,127	2,644	Less Income Tax Equiv. Payments	<u>3,174</u>
2,683	6,168	NET OPERATING PROFIT AFTER TAX	<u>7,282</u>
1,342	3,084	Dividend to declare	3,703
9.61%	9.92%	Rate of Return on Non-Gifted Assets before Non-Pricing Dep. & Interest	4.69%

Dampier Port Authority

Budgeted Balance Sheet As at 30th June 2011

Actual 2008/2009 \$'000	Forecast 2009/2010 \$'000		Budget 2010/2011 \$'000
Current Assets			
5,913	6,125	Bank Accounts & Cash on Hand	94,116
2,260	1,250	Receivables	1,000
384	0	Current tax assets	0
82	10	Other	10
<u>8,639</u>	<u>7,385</u>		<u>95,126</u>
Fixed Assets			
113,739	122,404	Wharves, Buildings, Plant etc.	131,219
24,494	27,594	Less Depreciation	<u>30,695</u>
<u>89,245</u>	<u>94,810</u>		<u>100,524</u>
Other Non-Current Assets			
3,192	0	Work in progress	191,300
1,026	659	Deferred Tax Asset	<u>1,026</u>
<u>4,218</u>	<u>659</u>		<u>192,326</u>
<u>102,102</u>	<u>102,854</u>	TOTAL ASSETS	<u>387,976</u>
Current Liabilities			
2,916	1,535	Creditors	1,471
1,693	1,661	Port Infrastructure Loans	2,331
516	600	Employee Provisions	700
632	73	Unearned Income	283,000
38	0	Provision for Taxation	<u>0</u>
<u>5,757</u>	<u>3,869</u>		<u>287,502</u>
Non-Current Liabilities			
68,496	66,466	Port Infrastructure Loans	63,630
36	15	Employee Provisions	17
153	18	Deferred Tax Liabilities	<u>18</u>
<u>68,685</u>	<u>66,499</u>		<u>63,665</u>
<u>74,442</u>	<u>70,367</u>	TOTAL LIABILITIES	<u>351,167</u>
<u>27,660</u>	<u>32,486</u>	NET ASSETS	<u>36,809</u>
EQUITY			
16,111	16,111	Developers Contribution	16,111
891	891	Government Equity Contribution	891
10,658	15,484	Unappropriated Profits June 30	<u>19,807</u>
<u>27,660</u>	<u>32,486</u>	EQUITY	<u>36,809</u>

Dampier Port Authority

Budgeted Statement of Cash Flows For Year ended 30th June 2010

Actual 2008/2009 \$'000	Forecast 2009/2010 \$'000		Budget 2010/2011 \$'000
Cashflows from Operating Activities			
19,020	24,346	Receipts from Customers	31,713
(14,912)	(16,167)	Payment to Suppliers & Employees	(21,970)
424	38	Interest received	54
(4,377)	(4,406)	Interest paid	(4,277)
0	0	Capittal Contributions	283,000
0	13	Other Operating receipts	50
2,118	2,385	GST Receipts on Sales	2,772
1,497	(1,382)	GST Receipt from ATO	(1,338)
<u>(3,615)</u>	<u>(1,003)</u>	GST Payments on Purchases	<u>(1,434)</u>
155	3,824	Net cash provided by Operating Activities	288,570
Government Cashflows			
(2,937)	(2,644)	T.E.R. Equivalent (Payments)/Refunds	(3,174)
0	0	Equity Reimbursement	0
8,252	0	CSO Contribution	8,069
(106)	(100)	LGRE	(110)
<u>(2,297)</u>	<u>(1,342)</u>	Dividend Payments	<u>(3,084)</u>
2,912	3,924	Net cash provided (used) by Government	1,700
Cashflows from Investing Activities			
3,725	0	Proceeds of Sale of Fixed Assets	0
<u>(5,886)</u>	<u>(5,473)</u>	Payment for Fixed Assets	<u>(200,115)</u>
(2,161)	(5,473)	Net cash (used) by Investing Activities	(200,115)
Cashflows from Financing Activities			
0	0	Proceeds from Borrowing	0
<u>(1,592)</u>	<u>(2,063)</u>	Loan Principal Repayments	<u>(2,165)</u>
(1,592)	(2,063)	Net cash (used) by Financing Activities	(2,165)
(686)	212	Net Increase (Decrease) in cash held	87,990
6,599	5,913	Opening Balance of Cash / Investments	6,125
5,913	6,125	Cash at the end of the Financial Year	94,116

Dampier Port Authority		
BUDGETED INCOME STATEMENT		
FOR THE 6 MONTHS ENDED 31ST DECEMBER 2010		
Budget 2009/2010 \$'000		For 6 Months Ended 31 December 2010
	REVENUE	
14,245	Port Dues	9,968
4,863	Dampier Cargo Wharf	3,183
8,814	Bulk Liquids Berth	4,437
293	MSIC	147
3,794	Lease Revenue	1,749
0	Capital contribution	0
278	Interest Revenue	139
118	Other Revenues	384
<u>32,406</u>		<u>20,007</u>
	EXPENDITURE	
64	Audit Fees	39
8,504	Bulk Liquids Berth	4,236
186	Borrowing Costs	82
49	Communication	34
2,677	Consultants	1,751
956	Depreciation	457
5,272	Employee Benefits	3,432
197	Insurance	264
32	Land & Taxes	35
350	Legal	210
100	LGRE	0
3,210	Maintenance	3,228
216	Other	177
393	Power & Water	216
345	Supplies & Services	505
457	Training & Travel	311
243	MSIC	97
0	Projects	0
<u>23,250</u>		<u>15,074</u>
9,155	OPERATING PROFIT BEFORE TAX & NON-PRICING DEPRECIATION	4,933
<u>343</u>	Less Depreciation Non-pricing Assets	<u>193</u>
8,812	OPERATING PROFIT BEFORE TAX	4,740
<u>2,644</u>	Less Income Tax Equiv. Payments	<u>1,587</u>
6,168	NET OPERATING PROFIT AFTER TAX	3,153
<u>3,084</u>	Dividend to declare	0
9.92%	Rate of Return on Non-Gifted Assets before Non-Pricing Dep. & Interest	1.42%

Dampier Port Authority

Budgeted Balance Sheet For the 6 Months Ended 31 December 2010

Forecast 2009/2010 \$'000		For 6 Months Ended 31 December 2010 \$'000
	Current Assets	
6,125	Bank Accounts & Cash on Hand	95,884
1,250	Receivables	1,000
0	Current tax assets	0
<u>10</u>	Other	<u>11</u>
7,385		96,895
	Fixed Assets	
122,404	Wharves, Buildings, Plant etc.	127,904
<u>27,594</u>	Less Depreciation	<u>29,099</u>
94,810		98,805
	Other Non-Current Assets	
0	Work in progress	191,300
<u>659</u>	Deferred Tax Asset	<u>1,026</u>
659		192,326
<u>102,854</u>	TOTAL ASSETS	<u>388,026</u>
	Current Liabilities	
1,535	Creditors	3,252
1,661	Port Infrastructure Loans	1,100
600	Employee Provisions	700
73	Unearned Income	283,000
<u>0</u>	Provision for Taxation	<u>0</u>
3,869		288,052
	Non-Current Liabilities	
66,466	Port Infrastructure Loans	64,300
15	Employee Provisions	17
<u>18</u>	Deferred Tax Liabilities	<u>18</u>
66,499		64,335
<u>70,367</u>	TOTAL LIABILITIES	<u>352,387</u>
<u>32,486</u>		<u>35,639</u>
	EQUITY	
16,111	Developers Contribution	16,111
891	Government Equity Contribution	891
<u>15,484</u>	Unappropriated Profits June 30	<u>18,637</u>
<u>32,486</u>		<u>35,639</u>

Dampier Port Authority

Budgeted Statement of Cash Flows For the 6 Months Ended 31 December 2009

Forecast 2009/2010 \$'000		For 6 Months Ended 31 December 2010 \$'000
	Cashflows from Operating Activities	
24,346	Receipts from Customers	15,918
(16,167)	Payment to Suppliers & Employees	(11,642)
38	Interest received	30
(4,406)	Interest paid	(2,154)
0	Capital Contributions	283,000
13	Other Operating receipts	27
2,385	GST Receipts on Sales	1,391
(1,382)	GST Receipt from ATO	(617)
<u>(1,003)</u>	GST Payments on Purchases	<u>(775)</u>
3,824	Net cash provided by Operating Activities	285,178
	Government Cashflows	
(2,644)	T.E.R. Equivalent (Payments)/Refunds	(1,587)
0	Equity Reimbursement	0
0	CSO Contribution	4,034
(100)	LGRE	0
<u>(1,342)</u>	Dividend Payments	<u>0</u>
3,924	Net cash provided (used) by Government	2,447
	Cashflows from Investing Activities	
0	Proceeds of Sale of Fixed Assets	0
<u>(5,473)</u>	Payment for Fixed Assets	<u>(196,800)</u>
(5,473)	Net cash (used) by Investing Activities	(196,800)
	Cashflows from Financing Activities	
0	Proceeds from Borrowing	0
<u>(2,063)</u>	Loan Principal Repayments	<u>(1,066)</u>
(2,063)	Net cash (used) by Financing Activities	(1,066)
212	Net Increase (Decrease) in cash held	89,759
5,913	Opening Balance of Cash / Investments	6,125
6,125	Cash balance at the 31st December	95,884


















Dampier Port Authority

Projected Performance Indicators

	<u>Actual</u> 2008/2009	<u>Projections</u> 2009/2010	<u>Projections</u> 2010/2011
Total Trade through the port (Mtpa)	140.8	159.3	167.7
Total Vessel visits to the port	4,007	3,403	3,226
Recovery of costs (as ratio revenues/costs before tax)	1.17	1.37	1.36
Rate of return	9.61%	9.92%	4.69%

Dampier Port Authority

Trade Forecasts

Commodity	2008/2009 Actual	2009/2010 Budget	2010/2011 Forecast
Iron Ore	116,550,652 	134,400,000 	140,000,000
Salt	3,610,665 	4,200,000 	4,200,000
L.N.G.	14,407,975 	14,090,000 	16,000,000
L.P.G.	957,270 	934,500 	1,023,500
Condensate	4,145,638 	4,224,620 	5,054,456
Petroleum	443,886 	335,573 	377,339
Other Bulk  Liquids - Major Projects	335,770 	700,000 	700,000
General cargo	371,891 	400,000 	316,800
Total	140,823,747	159,284,693	167,672,095

ADDENDUM

**Dampier Port Authority's 2010/11
Statement of Corporate Intent**

DPA's commitment to comply with Government's capital works approval process:

The financial parameters within this document contain unapproved capital expenditure, net debt and net flows to/from government. Government approval will be obtained prior to any commitments and/or actions being undertaken which will affect approved parameters. Government approval will also be sought prior to commencing new projects not included within the State Government's approved financial parameters.

Approved Financial Parameters

INCOME STATEMENT

Dampier Port Authority
Detail
Baseline
For the Financial Year - 2010-2011
Date Produced: 05 July 2010 13:30

		2009-2010 S000	2010-2011 S000	2011-2012 S000	2012-2013 S000	2013-2014 S000	2014-2015 S000
440200001	Services Rendered						
	Ext-CPID	20,221	23,010	23,738	23,923	23,839	-
	CPID	20,221	23,010	23,738	23,923	23,839	-
440200000	Revenue - Provision of Services						
	CPID	20,221	23,010	23,738	23,923	23,839	-
440000000	Sale of Goods & Services:						
	CPID	20,221	23,010	23,738	23,923	23,839	-
450000001	Rent revenue						
	Ext-CPID	3,794	3,895	3,993	4,093	4,195	-
	CPID	3,794	3,895	3,993	4,093	4,195	-
470000001	Interest Revenue						
	Ext-CPID	278	286	293	301	309	-
	CPID	278	286	293	301	309	-
470000000	Interest Revenues:						
	CPID	278	286	293	301	309	-
462100001	Direct Grants & Subs Revenue - Recurring						
	GG-CPID	7,670	7,830	8,987	11,100	8,536	-
	CPID	7,670	7,830	8,987	11,100	8,536	-
462000000	Other Grants & Subsidies						
	CPID	7,670	7,830	8,987	11,100	8,536	-
460000000	Grants & Subsidies:						
	CPID	7,670	7,830	8,987	11,100	8,536	-
484000501	Revenue - Other						
	Ext-CPID	118	147	147	147	147	-
	CPID	118	147	147	147	147	-
484000000	Other Revenue:						
	CPID	118	147	147	147	147	-
480000000	Other Revenues:						
	CPID	118	147	147	147	147	-
400000000	Revenues						
	CPID	32,081	35,168	37,158	39,564	37,026	-
511000004	Consultancy expenses:						
	Ext-CPID	2,565	1,999	2,577	2,129	2,788	-
	CPID	2,565	1,999	2,577	2,129	2,788	-
510000000	Supplies & Services:						
	CPID	2,565	1,999	2,577	2,129	2,788	-
521000001	Salaries, wages, allow & leave entitle (exclude FBT, super & workers comp)						
	Ext-CPID	5,775	5,563	5,681	5,836	6,134	-
	CPID	5,775	5,563	5,681	5,836	6,134	-
521000002	Other staffing costs expense:						
	CWG-CPID	109	106	108	111	108	-
	CPID	109	106	108	111	108	-
521000003	Staff travel expense						
	Ext-CPID	506	518	509	519	530	-
	CPID	506	518	509	519	530	-
520000000	Salaries, Wages & Other Entitlements:						
	CPID	6,390	6,187	6,298	6,466	6,772	-
531100001	Govt Employees Super Act Exp to GESB - Concurrent Cont						
	Ext-CPID	10	10	10	10	10	-
	CPID	10	10	10	10	10	-
531100002	Expense to GESB for West State Super						
	Ext-CPID	55	55	55	55	55	-
	CPID	55	55	55	55	55	-
531100000	Government Employees Superannuation Act:						
	CPID	65	65	65	65	65	-
531400001	Super Expense to External						
	Ext-CPID	250	263	270	276	275	-
	CPID	250	263	270	276	275	-
531400000	Super - Other Schemes						
	CPID	250	263	270	276	275	-
530000000	Superannuation Expenses:						
	CPID	315	328	335	341	340	-
541000002	Interest Expense - WATC						
	TSC-CPID	4,662	4,459	4,352	4,238	4,116	-
	CPID	4,662	4,459	4,352	4,238	4,116	-
541000000	Interest on Borrowings:						
	CPID	4,662	4,459	4,352	4,238	4,116	-
540000000	Borrowing Costs:						
	CPID	4,662	4,459	4,352	4,238	4,116	-
551000001	Depreciation of Fixed Assets						
	Ext-CPID	3,100	3,154	3,133	3,133	3,133	-
	CPID	3,100	3,154	3,133	3,133	3,133	-
550000000	Depreciation, Amortisation & Impairment Losses:						
	CPID	3,100	3,154	3,133	3,133	3,133	-
575200001	State taxes expense (including payroll tax, FID, BAD, stamp duty etc)						
	GG-CPID	148	151	158	160	207	-
	CPID	148	151	158	160	207	-
575200002	Land tax expense:						
	GG-CPID	33	34	36	36	38	-
	CPID	33	34	36	36	38	-

INCOME STATEMENT

Dampier Port Authority
Detail
Baseline
For the Financial Year - 2010-2011
Date Produced: 05 July 2010 13:30

	2009-2010	2010-2011	2011-2012	2012-2013	2013-2014	2014-2015	
575200000 Other expenses - Taxation	CPID	181	185	194	196	215	-
575210005 IFRS - TER - Current Tax Expense	TSYA-CPID	2,598	3,740	4,001	4,122	4,197	-
	CPID	2,598	3,740	4,001	4,122	4,197	-
575210000 Expenditure under Tax Equivalent Regime	CPID	2,598	3,740	4,001	4,122	4,197	-
575300006 Electricity & Water - Expense	PNC-CPID	463	411	419	427	441	-
	CPID	463	411	419	427	441	-
575300007 TER - Local Government Rates - Expense	TSYA-CPID	100	100	100	100	100	-
	CPID	100	100	100	100	100	-
575300008 Building Maintenance - Expense	Ext-CPID	473	404	404	404	422	-
	CPID	473	404	404	404	422	-
575300000 Premises	CPID	1,036	915	923	931	963	-
575400002 Equipment Repairs & Maintenance - Expense	Ext-CPID	2,652	3,544	4,087	6,520	3,123	-
	CPID	2,652	3,544	4,087	6,520	3,123	-
575400000 Equipment:	CPID	2,652	3,544	4,087	6,520	3,123	-
575700001 Dividend Expense	TSYA-CPID	2,531	4,222	5,954	6,068	6,250	-
	CPID	2,531	4,222	5,954	6,068	6,250	-
575700000 Dividends/Statutory Contributions:	CPID	2,531	4,222	5,954	6,068	6,250	-
Communication Expenses (Phones, Computing Communications, Couriers 575900003 etc)	Ext-CPID	49	49	50	51	55	-
	CPID	49	49	50	51	55	-
Services & Contracts Expense - Professional Services Not Elsewhere 575900004 Classified	Ext-CPID	811	691	691	841	706	-
	CPID	811	691	691	841	706	-
575900006 Advertising & Promotion Expenses	Ext-CPID	408	368	372	381	390	-
	CPID	408	368	372	381	390	-
575900007 Administration Expenses	Ext-CPID	216	212	215	219	250	-
	CPID	216	212	215	219	250	-
575900023 Audit Fees	Ext-CPID	31	31	29	25	20	-
	GG-CPID	33	35	20	25	30	-
	CPID	64	66	49	50	50	-
575900013 All-Other Expenses	Ext-CPID	206	327	329	329	106	-
	CPID	206	327	329	329	106	-
575900000 Other Operating	CPID	1,754	1,713	1,706	1,871	1,557	-
575000000 Other Expense	CPID	10,752	14,319	16,865	19,708	16,335	-
570000000 Other Expenses:	CPID	10,752	14,319	16,865	19,708	16,335	-
500000000 Expenses	CPID	27,784	30,416	33,560	36,015	33,484	-
599999991 Surplus/Deficit for the period	CPID	4,297	4,722	3,598	3,519	3,512	-

BALANCE SHEET

Dampier Port Authority

Detail

Baseline

For the Financial Year - 2010-2011

Date Produced: 05 July 2010 13:30

		2009-2010 \$000	2010-2011 \$000	2011-2012 \$000	2012-2013 \$000	2013-2014 \$000	2014-2015 \$000
11100001	Non-Restricted Cash at Bank (a/c's Unrelated to Public Bank a/c)	Ext-CPID 7,656	12,937	19,487	24,764	27,585	27,585
		CPID 7,656	12,937	19,487	24,764	27,585	27,585
11100002	Non-Restricted Cash on Hand & Cash Advances	Ext-CPID 1	1	1	1	1	1
		CPID 1	1	1	1	1	1
11100000	Non-Restricted Cash Balances:	CPID 7,657	12,938	19,488	24,765	27,586	27,586
11100000	Cash assets	CPID 7,657	12,938	19,488	24,765	27,586	27,586
11101031	Other investments - current	Ext-CPID 2,556	2,556	2,556	2,556	2,556	2,556
		CPID 2,556	2,556	2,556	2,556	2,556	2,556
11220000	Investments - Current:	CPID 2,556	2,556	2,556	2,556	2,556	2,556
11200000	Other financial assets (Investments)	CPID 2,556	2,556	2,556	2,556	2,556	2,556
11410001	Debtors - current	Ext-CPID 2,649	1,926	1,241	929	2,159	2,159
		CPID 2,649	1,926	1,241	929	2,159	2,159
11410000	Debtors:	CPID 2,649	1,926	1,241	929	2,159	2,159
11410000	Accounts receivable	CPID 2,649	1,926	1,241	929	2,159	2,159
11400000	Receivables	CPID 2,649	1,926	1,241	929	2,159	2,159
11622001	Prepayments - current	Ext-CPID 42	42	42	42	42	42
		CPID 42	42	42	42	42	42
11622000	Other prepayments	CPID 42	42	42	42	42	42
11620000	Prepayments	CPID 42	42	42	42	42	42
11640003	Assets Not Elsewhere Classified - Current	Ext-CPID 423	423	423	423	423	423
		CPID 423	423	423	423	423	423
11640000	Other	CPID 423	423	423	423	423	423
11600000	Other Current Assets	CPID 465	465	465	465	465	465
11000000	Current Assets	CPID 33,327	17,885	23,750	28,715	32,766	32,766
12510001	Land (at cost)	Ext-CPID 1,222	1,222	1,222	1,222	1,222	1,222
		CPID 1,222	1,222	1,222	1,222	1,222	1,222
12500000	Land	CPID 1,222	1,222	1,222	1,222	1,222	1,222
12610001	Buildings at cost	Ext-CPID 11,109	11,109	11,109	12,109	12,109	12,109
		CPID 11,109	11,109	11,109	12,109	12,109	12,109
12630001	Accum Depn of Buildings (at cost)	Ext-CPID 2,045	2,272	2,378	2,478	2,578	2,578
		CPID 2,045	2,272	2,378	2,478	2,578	2,578
12630000	Accum Depreciation/Amortisation - Buildings - Non-Current	CPID 2,045	2,272	2,378	2,478	2,578	2,578
12600000	Buildings	CPID 9,064	8,837	8,731	9,631	9,531	9,531
12750001	Infrastructure (at cost)	Ext-CPID 72,579	72,579	72,579	72,579	72,579	72,579
		CPID 72,579	72,579	72,579	72,579	72,579	72,579
12750004	Infrastructure (at fair value)	Ext-CPID 279	279	279	279	3,279	3,279
		CPID 279	279	279	279	3,279	3,279
12750000	Other Infrastructure	CPID 72,858	72,858	72,858	72,858	75,858	75,858
12760005	Accum Depn of Infrastructure (at cost)	Ext-CPID 20,285	22,250	24,250	26,250	28,250	28,250
		CPID 20,285	22,250	24,250	26,250	28,250	28,250
12760010	Accum Depn of Infrastructure (at fair value)	Ext-CPID 83	96	109	122	134	134
		CPID 83	96	109	122	134	134
12760000	Accum Depreciation - Infrastructure	CPID 20,368	22,346	24,359	26,372	28,384	28,384
12700000	Infrastructure	CPID 52,490	50,512	48,491	46,486	47,474	47,474
12810001	Plant & Equipment (at cost)	Ext-CPID 3,839	3,839	3,839	3,839	3,839	3,839
		CPID 3,839	3,839	3,839	3,839	3,839	3,839
12810000	Plant & Equipment	CPID 3,839	3,839	3,839	3,839	3,839	3,839
128510001	Office Equipment, Computers etc (at cost)	Ext-CPID 275	275	275	275	275	275
		CPID 275	275	275	275	275	275
128510000	Office Equipment, Computers etc	CPID 275	275	275	275	275	275

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128500000 Office Equipment & Computers	CPID	275	275	275	275	275
128600001 Motor Vehicles (at cost)	Ext-CPID	1,003	1,003	1,003	1,003	1,003
	CPID	1,003	1,003	1,003	1,003	1,003
128600000 Motor Vehicles	CPID	1,003	1,003	1,003	1,003	1,003
128800001 Other Fixed Assets (at cost)	Ext-CPID	24,782	25,282	23,782	22,782	22,782
	CPID	24,782	25,282	23,782	22,782	22,782
128800000 Other Fixed Assets	CPID	24,782	25,282	23,782	22,782	22,782
128900001 Accum Depn of Plant & Equip (at cost)	Ext-CPID	1,417	1,436	1,836	2,036	2,236
	CPID	1,417	1,436	1,836	2,036	2,236
128900007 Accum Depn of Office Equip, Computers etc (at cost)	Ext-CPID	203	243	328	353	378
	CPID	203	243	328	353	378
128900010 Accum Depn of Motor Vehicles (at cost)	Ext-CPID	247	377	424	439	454
	CPID	247	377	424	439	454
128900014 Accum Depn of Other Fixed Assets (at cost)	Ext-CPID	3,220	3,929	4,355	5,111	5,867
	CPID	3,220	3,929	4,355	5,111	5,867
128900000 Accum Depreciation/Amortisation - Plant, Equipment & Other	CPID	5,087	5,985	6,942	7,939	8,935
128000000 Plant, Equipment & Other	CPID	24,812	24,415	21,956	19,960	18,964
130120002 IFRS - Deferred Tax Assets	Ext-CPID	1,026	1,026	1,026	1,026	1,026
	CPID	1,026	1,026	1,026	1,026	1,026
130130001 Intangibles - Non-Current	Ext-CPID	449	449	449	449	449
	CPID	449	449	449	449	449
130130004 IFRS - Intangibles - Software (at cost)	Ext-CPID	148	148	128	128	128
	CPID	148	148	128	128	128
130130002 Intangibles - Accum Amortisation	Ext-CPID	32	45	50	60	70
	CPID	32	45	50	60	70
130130005 IFRS - Intangibles - Accum Amortisation of Software (at cost)	Ext-CPID	62	82	95	110	125
	CPID	62	82	95	110	125
130131000 Accumulated Amortisation/Impairment - Intangibles	CPID	94	127	145	170	195
130130000 Intangibles - Non-Current	CPID	503	470	432	407	382
130150001 Assets not elsewhere classified - non-current	Ext-CPID	5,746	9,246	11,746	13,766	13,766
	CPID	5,746	9,246	11,746	13,766	13,766
130150000 Other - Non-Current	CPID	5,746	9,246	11,746	13,766	13,766
130000000 Other Non-Current Assets	CPID	7,275	10,742	13,204	15,199	15,174
120000000 Non-Current Assets	CPID	94,863	95,727	93,612	92,498	92,365
100000000 Assets	CPID	108,190	113,612	117,362	121,213	125,132
211100001 Creditors - current	CWG-CPID	97	97	97	97	97
	Ext-CPID	2,091	2,388	2,812	3,142	2,000
	CPID	2,188	2,485	2,909	3,239	2,097
211100021 Creditor - Audit Fees	GG-CPID	28	28	28	28	28
	CPID	28	28	28	28	28
211100022 IFRS - TER - Current Tax Payable	TSYA-CPID	2,598	3,740	4,001	4,122	4,197
	CPID	2,598	3,740	4,001	4,122	4,197
211100000 Accounts payable	CPID	4,814	6,253	6,938	7,389	6,322
211000000 Payables	CPID	4,814	6,253	6,938	7,389	6,322
212410003 Borrowings - WATC - Current	TSC-CPID	974	1,948	3,322	4,722	6,164
	CPID	974	1,948	3,322	4,722	6,164
212410004 Borrowings from WA Treasury Corp - Current	TSC-CPID	1,636	1,939	2,226	2,362	2,362
	CPID	1,636	1,939	2,226	2,362	2,362
212410000 Borrowings - Current	CPID	2,610	3,887	5,548	7,084	8,526
212400000 Domestic & Foreign Borrowings	CPID	2,610	3,887	5,548	7,084	8,526
212000000 Interest-bearing liabilities (Borrowings)	CPID	2,610	3,887	5,548	7,084	8,526
213110001 Annual Leave Provision - Current	Ext-CPID	294	294	294	294	294

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CPID	250	294	294	294	294	294
213110000 Annual leave	CPID	250	294	294	294	294
213120001 Long Service Leave Provision - Current	Ext-CPID	272	272	272	272	272
	CPID	272	272	272	272	272
213120000 Long service leave	CPID	272	272	272	272	272
213100000 Leave Entitlements	CPID	522	566	566	566	566
213000000 Employee Entitlements	CPID	522	566	566	566	566
214200002 Interest Payable - WA Treasury Corp	TSC-CPID	719	719	719	719	719
	CPID	719	719	719	719	719
214200000 Interest Payable:	CPID	719	719	719	719	719
214300002 Income/Grants in Advance - Current	Ext-CPID	612	592	582	569	569
	CPID	612	592	582	569	569
214300000 Other Liabilities - Current:	CPID	612	592	582	569	569
214000000 Other Liabilities and Accruals:	CPID	1,331	1,311	1,301	1,288	1,288
210000000 Current liabilities	CPID	9,277	12,017	14,353	16,327	16,702
222310002 Borrowings from WA Treasury Corp - Non-Current	TSC-CPID	66,861	64,819	62,634	60,962	60,962
	CPID	66,861	64,819	62,634	60,962	60,962
222310000 Borrowings - Non-Current:	CPID	66,861	64,819	62,634	60,962	60,962
222300000 Domestic & Foreign Borrowings - Non-Current:	CPID	66,861	64,819	62,634	60,962	60,962
222000000 Interest-bearing liabilities (Borrowings) - non current	CPID	66,861	64,819	62,634	60,962	60,962
223200001 Long service leave provision - non-current	Ext-CPID	17	19	20	20	21
	CPID	17	19	20	20	21
223200000 Long service leave - non current	CPID	17	19	20	20	21
223000000 Employee Entitlements - non current	CPID	17	19	20	20	21
224300008 IFRS - Deferred Tax Liabilities	Ext-CPID	78	78	78	78	78
	CPID	78	78	78	78	78
224300000 Other Liabilities - Non-Current:	CPID	78	78	78	78	78
224000000 Other Liabilities and Accruals - non current	CPID	78	78	78	78	78
220000000 Non-Current liabilities	CPID	66,956	64,916	62,732	61,060	61,061
200000000 Liabilities	CPID	76,233	76,933	77,085	77,387	77,763
311100004 Equity Contributions from Cons Acct	TSYA-CPID	892	892	892	892	892
	CPID	892	892	892	892	892
311100000 Equity Contributions:	CPID	892	892	892	892	892
311000000 Contributed Equity	CPID	892	892	892	892	892
321150001 Reserves - Developers Contribution	TSYA-CPID	16,111	16,111	16,111	16,111	16,111
	CPID	16,111	16,111	16,111	16,111	16,111
321120000 Other Reserves	CPID	16,111	16,111	16,111	16,111	16,111
320000000 Reserves	CPID	16,111	16,111	16,111	16,111	16,111
311100007 Accumulated surplus/deficit	CWG-CPID	(635)	(744)	(850)	(958)	(1,069)
	LGS-CPID	(16)	(16)	(16)	(16)	(16)
	Ext-CPID	10,074	17,378	27,528	37,287	45,023
	GG-CPID	29,592	37,048	44,658	53,431	64,310
	TSYA-CPID	(9,461)	(14,690)	(22,752)	(32,807)	(43,097)
	TSC-CPID	(16,078)	(20,740)	(25,199)	(29,551)	(33,789)
	PNC-CPID	(2,819)	(3,282)	(3,693)	(4,112)	(4,539)
	CPID	10,657	14,954	19,676	23,274	26,823
311100009 Surplus/deficit for period:	CWG-CPID	(109)	(106)	(108)	(111)	(108)
	Ext-CPID	7,304	10,150	9,759	7,736	10,493
	GG-CPID	7,456	7,610	8,773	10,879	8,261
	TSYA-CPID	(5,229)	(8,062)	(10,055)	(10,290)	(10,547)
	TSC-CPID	(4,662)	(4,459)	(4,352)	(4,238)	(4,116)
	PNC-CPID	(463)	(411)	(419)	(427)	(441)
	CPID	4,297	4,722	3,598	3,549	3,542
311100008 Accumulated Surplus/Deficit	CPID	14,954	19,676	23,274	26,823	30,365

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.31000000	Accumulated Surplus c/f	<i>CPID</i>	<i>14,954</i>	<i>19,676</i>	<i>23,274</i>	<i>26,823</i>	<i>30,365</i>
30000090	Accum Surplus Adjusted for Negative Contributed Equity	<i>CPID</i>	<i>14,954</i>	<i>19,676</i>	<i>23,274</i>	<i>26,823</i>	<i>30,365</i>
30000000	Equity	<i>CPID</i>	<i>31,957</i>	<i>36,679</i>	<i>40,277</i>	<i>43,826</i>	<i>47,368</i>

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		2009-2010 \$000	2010-2011 \$000	2011-2012 \$000	2012-2013 \$000	2013-2014 \$000	2014-2015 \$000
61400001	Receipts - Sale of Goods & Services	Ext-CPID	20,557	23,012	24,877	25,869	20,662
		CPID	20,557	23,012	24,877	25,869	20,662
61400000	Sale of Goods & Services - Receipts:	CPID	20,557	23,012	24,877	25,869	20,662
615100001	Direct Grants & Subsidies Receipts - Recurrent	GG-CPID	7,670	7,830	8,987	11,100	8,536
		CPID	7,670	7,830	8,987	11,100	8,536
615100000	Direct Grants & Subsidies Received:	CPID	7,670	7,830	8,987	11,100	8,536
615000000	Grants & Subsidies - Receipts:	CPID	7,670	7,830	8,987	11,100	8,536
616000001	Interest Received	Ext-CPID	278	253	293	301	309
		CPID	278	253	293	301	309
616000000	Interest Receipts:	CPID	278	253	293	301	309
619100111	GST receipts on sales	Ext-CPID	2,398	2,652	2,847	2,954	2,442
		CPID	2,398	2,652	2,847	2,954	2,442
619100110	GST Receipts:	CPID	2,398	2,652	2,847	2,954	2,442
619100131	Other Receipts	Ext-CPID	13	13	13	13	13
		CPID	13	13	13	13	13
619100135	Receipt of rent	Ext-CPID	3,794	3,895	3,993	4,093	4,195
		CPID	3,794	3,895	3,993	4,093	4,195
619000000	Other Receipts:	CPID	6,205	6,560	6,853	7,060	6,650
610000000	Receipts:	CPID	34,710	37,655	41,010	44,330	36,157
621000001	Payments for salaries, wages, allowances and leave entitlements	Ext-CPID	5,775	5,563	5,681	5,836	6,134
		CPID	5,775	5,563	5,681	5,836	6,134
621000002	Payments for other staffing costs	CWG-CPID	109	108	108	111	108
		CPID	109	108	108	111	108
621000003	Payments for Staff travel	Ext-CPID	506	518	419	519	530
		CPID	506	518	419	519	530
621000000	Payments for Salaries, Wages & Other Entitlements:	CPID	6,390	6,189	6,208	6,466	6,772
622000201	Super Payments to GESB - Concurrent Contributions.	Ext-CPID	10	10	12	10	10
		CPID	10	10	12	10	10
622000202	GESB for West State Super.	Ext-CPID	55	55	55	55	55
		CPID	55	55	55	55	55
622000200	Government Employees Superannuation Act payments	CPID	65	65	67	65	65
622000501	Super Payments to External Schemes	Ext-CPID	250	263	270	276	275
		CPID	250	263	270	276	275
622000500	Superannuation - other scheme payments:	CPID	250	263	270	276	275
622000000	Superannuation Payments:	CPID	315	328	337	341	340
623000002	Payment of Interest - WATC	TSC-CPID	4,662	4,459	4,352	4,238	4,116
		CPID	4,662	4,459	4,352	4,238	4,116
623000000	Borrowing Costs Paid:	CPID	4,662	4,459	4,352	4,238	4,116
624200101	Payment of TER - Income tax	TSYA-CPID	-	2,598	3,740	4,001	4,122
		CPID	-	2,598	3,740	4,001	4,122
624200102	Payment of TER - Local government rates	TSYA-CPID	100	100	100	100	100
		CPID	100	100	100	100	100
624200100	Payments under Tax Equivalent Regime	CPID	100	2,698	3,840	4,101	4,222
624200201	Dividend Contribution Payment	TSYA-CPID	2,531	4,222	5,954	6,088	6,250
		CPID	2,531	4,222	5,954	6,088	6,250
624200200	Dividends/contribution payments	CPID	2,531	4,222	5,954	6,088	6,250
624200000	Payments to Government:	CPID	2,631	6,920	9,794	10,189	10,472

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Communication Payments (Telephones, Computing, Communications, Couriers etc)	Ext-CPID	49	49	50	51	55	
	CPID	49	49	50	51	55	
Services & Contracts Payments - Prof Services Not Elsewhere Classified	Ext-CPID	841	691	691	841	706	
	CPID	811	691	691	841	706	
Payments for Consultancies	Ext-CPID	2,565	1,289	2,288	2,129	2,788	
	CPID	2,565	1,289	2,288	2,129	2,788	
State taxes paid (including payroll tax, FID, BAD, stamp duty etc)	GG-CPID	148	151	158	160	207	
	CPID	148	151	158	160	207	
Land tax paid	GG-CPID	33	34	36	36	38	
	CPID	33	34	36	36	38	
All Other Payments	Ext-CPID	653	300	200	237	200	
	CPID	653	300	200	237	200	
Payment - Audit Fees	Ext-CPID	31	31	20	25	25	
	GG-CPID	33	35	29	25	20	
	CPID	64	66	49	50	55	
Payment - Electricity & Water	PNC-CPID	463	411	419	427	441	
	CPID	463	411	419	427	441	
Payments for Building Maintenance	Ext-CPID	480	410	420	415	422	
	CPID	480	410	420	415	422	
Payments for advertising and promotion	Ext-CPID	408	368	370	381	390	
	CPID	408	368	370	381	390	
Payments for equipment repairs and maintenance	Ext-CPID	3,108	3,200	3,349	5,195	2,511	
	CPID	3,108	3,200	3,349	5,195	2,511	
Payments for administration	Ext-CPID	46	212	215	219	250	
	CPID	46	212	215	219	250	
GST Payments on Purchases	Ext-CPID	1,396	1,863	1,952	1,864	1,505	
	CPID	1,396	1,863	1,952	1,864	1,505	
GST Payments to Australian Taxation Office	CWG-CPID	1,001	785	895	1,090	938	
	CPID	1,001	785	895	1,090	938	
GST Payments:	CPID	2,397	2,653	2,847	2,954	2,443	
Other Payments:	CPID	11,225	9,834	11,092	13,095	10,506	
Payments:	CPID	25,223	27,730	31,783	34,329	32,206	
Operating Activities	CPID	9,487	9,925	9,227	10,001	3,951	
Payment for fixed assets (all other fixed assets)	Ext-CPID	4,500	4,000	1,000	2,000	3,000	
	CPID	4,500	4,000	1,000	2,000	3,000	
Payment for fixed assets	CPID	4,500	4,000	1,000	2,000	3,000	
Payments	CPID	4,500	4,000	1,000	2,000	3,000	
Investing Activities	CPID	(4,500)	(4,000)	(1,000)	(2,000)	(3,000)	
Proceeds of Borrowings from WATC - All Other	TSC-CPID	974	974	1,374	1,400	1,442	
	CPID	974	974	1,374	1,400	1,442	
Proceeds from Borrowings:	CPID	974	974	1,374	1,400	1,442	
Proceeds	CPID	974	974	1,374	1,400	1,442	
Repayment of Borrowings to WATC - Capital Works Program	TSC-CPID	1,661	1,783	1,894	2,011	2,136	
	CPID	1,661	1,783	1,894	2,011	2,136	
Repayment of Borrowings:	CPID	1,661	1,783	1,894	2,011	2,136	
Repayments	CPID	1,661	1,783	1,894	2,011	2,136	
Financing Activities	CPID	(687)	(809)	(520)	(611)	(694)	
Cash at the beginning of the period	CWG-CPID	8,229	7,119	6,226	5,223	4,022	
	Ext-CPID	(69,311)	(62,914)	(51,916)	(36,885)	(23,708)	

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GG-CPID	29,853	37,309	44,919	53,683	64,562	-	
TSYA-CPID	(9,160)	(11,791)	(18,711)	(28,505)	(38,694)	-	
PFC-CPID	(302)	(302)	(302)	(302)	(302)	-	
TSC-CPID	49,491	44,142	38,874	34,002	29,153	-	
PNC-CPID	(2,887)	(3,350)	(3,761)	(4,180)	(4,607)	-	
CPID	5,913	10,213	15,329	23,036	30,426	-	
910000000 Opening Cash Balance	CPID	5,913	10,213	15,329	23,036	30,426	-
900000000 Balances and Adjustments	CPID	5,913	10,213	15,329	23,036	30,426	-
999999999 Net movement in cash	Ext-CPID	4,300	5,116	7,707	7,390	257	-
	CPID	4,300	5,116	7,707	7,390	257	-
940000000 Cash at the end of the period:	CPID	10,213	15,329	23,036	30,426	30,683	-