



Fremantle Ports
Statement of Corporate Intent
2021/22

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1 AGENCY INFORMATION

1.1. Context

This Statement of Corporate Intent (SCI) prepared by the Fremantle Port Authority, trading as Fremantle Ports, is submitted under the provisions of the *Port Authorities Act 1999* (the PAA).

The PAA sets out a clear role for port authorities in facilitating trade in a commercially responsible manner, and it establishes clear lines of accountability with the State Government. The PAA requires that each port authority submit a SCI for the Minister for Transport; Planning; Ports' approval each year by a date determined by the Minister for Transport; Planning; Ports in agreement with the Treasurer. In January 2021, the Minister for Transport; Planning; Ports fixed the date for submission of the 2021/22 SCI at 9 April 2021. This date was later amended, with the requirement for the finalised version of the 2021/22 SCI to be submitted to the Minister for Transport; Planning; Ports and to the Treasurer for concurrence in sufficient time to allow the document to be tabled in Parliament on or before 30 September 2021.

This SCI outlines Fremantle Ports' targeted outcomes for 2021/22 and the investment strategies required to meet its commercial, trade facilitation, social and environmental responsibilities.

1.1.1. Objectives

The core objectives of Fremantle Ports, as outlined within the PAA, are to:

- Facilitate trade within and through the port and plan for future growth and development of the port.
- Undertake or arrange for 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.
- Control and other activities in the port or in connection with the operation of the port.
- Be responsible for the safe and efficient operation of the port.
- Be responsible for maintaining port property.
- Be responsible for port security.
- Protect the environment of the port and minimise the impact of port operations on that environment.

1.1.2. Nature and scope of functions

The Inner Harbour provides facilities for handling container trade, break bulk trade, livestock exports and motor vehicle imports. It also accommodates cruise ships and visiting naval vessels. The container terminals on North Quay are privately operated on land leased from Fremantle Ports. The Inner Harbour also has several common user berths used for break bulk trades.

The Outer Harbour is one of Australia's major bulk cargo ports, handling grain, petroleum, liquid petroleum gas, alumina, fertilisers, sulphur, spodumene, silica sands, bauxite, iron ore and other bulk commodities. Fremantle Ports operates the Kwinana Bulk Jetty (KBJ) and the Kwinana Bulk Terminal (KBT) with facilities to handle a range of imports and exports. Alcoa, BP and CBH Group also own and/or operate cargo-handling facilities in the Outer Harbour.

Fremantle Ports provides and maintains a range of port infrastructure, including:

- Shipping channels
- Navigation aids
- Cargo wharves
- Seawalls
- Road and rail infrastructure within the port
- Other port infrastructure, such as the Fremantle Passenger Terminal

Fremantle Ports also provides a range of port services, including:

- Ship scheduling and berth allocation
- Port communications
- Pilotage (through a contract with Fremantle Pilots)
- Pilot transport
- Mooring
- Security services
- Emergency response
- Hazardous cargo services over common user berths
- Property services
- Quarantine and waste disposal services

Fremantle Ports also facilitates the provision of services within the port by a range of private sector suppliers, including:

- Container stevedoring (under lease)
- Towage (non-exclusive license under PAA)
- Shipping agencies
- Ships provedores
- Freight forwarding
- Fumigation services
- Bulk and break bulk stevedoring
- Line boats (licensed under PAA)
- Bunkering (non-exclusive license under PAA)
- Road and rail transport
- Customs clearance

The Port of Fremantle makes a major contribution to the Western Australian economy. Total trade handled through the Inner and Outer Harbour in 2019/20 was valued at over \$31.2 billion.

Under the PAA, Fremantle Ports has exclusive control of the Port of Fremantle subject to any direction given by the Minister for Transport; Planning; Ports. It has a duty to act on commercial principles and has the powers to perform its functions under the PAA, including the power to hold, dispose of and develop port land, carry out port works, provide port services, enter into business arrangements, issue licences and charge for its services.

In 2020, Western Australian Ports Authorities developed an agreed suite of key performance indicators to enable clarity and comparability in reporting across all authorities. Fremantle Ports 2021/22 targets are below. Fremantle Ports' detailed financial and operational indicators are at Table 2.

Table 1: Ports WA agreed Key Performance Indicators

Key Performance Indicator	Target 2021/22
Return on Assets (%)	8.7%
EBITDA	\$87.4 million
Debt to Equity Ratio	0.32
Total Port Trade ('000 Tonnes)	31,250
Total Number Vessel Visits	1,488
Customer Satisfaction Score (%)	>85
Loss Time Injury Frequency Rate (LTIFR)	0 or 10% reduction
Number Reportable Environmental Incidents	0
Employee Engagement and Enablement Score	≥70

Fremantle Ports' strategic business plan continues to guide and provide focus for the organisation. The strategic business plan identifies the vision, mission, strategic objectives and a set of values for the organisation. An overview of these key elements is provided below.

Vision

Australia's best maritime gateway

Mission

Create value by connecting Western Australia to global markets

Strategic objectives

1. Financial and economic performance: improving our financial performance and economic contribution is a primary goal to deliver to the expectations of our customers, government and the broader community.
2. Customer focus: providing first-rate service to our customers and identifying where we can add value for existing and potential customers. This will strengthen our reputation, grow our business and improve our broader economic contribution.
3. Stakeholder engagement and social licence: taking a proactive approach to stakeholder engagement to ensure strong ongoing support for our operations and plans for future development.
4. Capacity for future trade growth: planning how the port and its land transport connections will cater for future demand will provide certainty for government, our customers and other stakeholders. This will promote investment in the port and ensure we deliver on our financial and customer service goals.
5. A safe, agile and high performing organisation: becoming a high performing organisation is a key step towards achieving our vision, and it is a fundamental enabler to achieving all other goals. As a high performing organisation, we will outperform similar teams and exceed expectations.

Values

Fremantle Ports values its people, its customers, the environment, the community and its business success. The values that apply at Fremantle Ports are:

- Respect and integrity.
- Safety and wellbeing.
- Responsiveness and delivery.
- Continuous improvement and innovation.
- Sustainability.

These values are complemented by four defining principles that form the basis of Fremantle Ports' cultural aspirations:

- Deliver with excellence.
- Future focused.
- Energetic and optimistic.
- Trusted partner.

2 MAJOR PLANNED ACTIVITIES FOR 2021/22

COVID-19 pandemic impacts

The impacts of the COVID-19 pandemic and Government responses to it continue to impact the gross domestic product of most countries globally which in turn impacts anticipated trade volumes. Fremantle Ports implemented Commonwealth and State assistance programs during 2020/21 including rent relief to eligible tenants. Fremantle Ports will continue to meet legislation or policy where appropriate in 2021/22.

Under the State Government's WA Recovery Plan, Fremantle Ports has committed to a \$28.5 million upgrade of the KBT's import and export facilities including upgrading material handling import infrastructure, concreting the export stockyard area and upgrading power supplies to the terminal. The majority of these works are expected to be complete by 2024/25, with \$4.9 million budgeted for 2021/22.

The Port of Fremantle remains an important node in the "hard border" protecting the State. Fremantle Ports is working with State and Commonwealth agencies and port users to ensure communication protocols and safety procedures are in place to manage interactions between ship and shore crews across all facilities within the Port boundary to mitigate the ongoing risk of COVID-19 transmission.

As a critical infrastructure and service provider, business continuity is essential. Business continuity plans are a key part of Fremantle Ports' operations, which include key partners such as the pilots, tug operators and stevedores. The plans identify critical processes and detail actions to be taken should key systems or people be unavailable, or if community transmission of COVID-19 occurs within Western Australia.

Westport

Fremantle Ports will continue to actively participate in the Westport process through positive leadership and technical expertise with the aim of assisting it deliver clear and robust outcomes. Parallel to the Westport process, Fremantle Ports will finalise a port master plan focussed on inner and outer harbour development to enable integration of (and with) Westport and other planning activities including Future Fremantle Planning Committee outcomes. This is critical for creating clarity and certainty for Fremantle Ports and its customers.

Inner Harbour efficiency

Fremantle Ports will continue efforts to ensure the Inner Harbour and associated transport connections can operate as efficiently as possible. This will reduce impacts on road users while also benefitting customers and port users. Key areas of focus will include:

- Ensuring existing port operations remain efficient and meet user needs
- With industry and relevant government agencies, progress initiatives to further improve Inner Harbour landside logistics, through increased rail share, increased truck efficiency, off-peak running and other initiatives.
- Investigating the most efficient way to handle roll on/roll off and other general bulk products, including assessment of the merits and potential economic benefits that could be achieved by moving these trades to the Outer Harbour.

Victoria Quay Waterfront strategy

Fremantle Ports is committed to the urban renewal of the Victoria Quay (VQ) Waterfront area. The aim is to enhance the amenity of the area and to create a destination that benefits the broader community, while ensuring no adverse impacts on port operations, namely by avoiding incompatible land uses. Fremantle Ports will continue to actively work with the VQ Waterfront Steering Committee to oversee the development of a vision for VQ. Key areas of focus will include:

- Progressing short term initiatives set out in the Stage 1 report of the VQ Waterfront Steering Committee such as improving the connections between the Fremantle Overseas Passenger Terminal and the rest of VQ and Fremantle and various activation strategies.
- Work with Gage Roads Brewing Co to redevelop A Shed on VQ.
- Undertake Due Diligence on a proposed film studio development for VQ.

Bulk Business strategy

Bulk trade is an important element of trade facilitation for Fremantle Ports. A significant challenge to the development of the bulk business is the condition of bulk handling assets, which includes ageing cargo handling equipment and berths. These assets are constrained in both capacity and capability and require significant ongoing investment. Key investment decisions relating to future bulk trade business assets and infrastructure will be informed by the future development and financial viability of the bulk trade business. Key areas of focus include:

- Continue efforts to secure bulk trade volumes.
- Implementation of a cohesive bulk business strategy to support infrastructure investment decisions and the sustainability of the Bulk Business.

Enterprise Resource Planning system

Fremantle Ports replacing its financial management system with a contemporary enterprise resource planning system. It is anticipated implementation of tranche one of the new system will be substantially progressed following finalisation of procurement and contract negotiation with the preferred vendor and system implementor.

Cultural growth and employee effectiveness

Fremantle Ports continues to focus on cultural growth and employee effectiveness as a key part of the Strategic Workforce Plan. Cultural growth is recognised as a key driver of organisational success. This initiative aims to align, engage and enable employees to achieve Fremantle Ports' strategic objectives, and ensure that business systems, processes, practices and policies are structured to enable a growth culture and greater business effectiveness. Key areas of focus include:

- Lifting productivity through increased engagement.
- Improving the speed and quality of decision-making in the organisation.
- Improving the approach to performance management.
- Enhancing managers' leadership skills, in line with updated leadership capability program.

3 ACCOUNTABILITY

3.1. Reporting

3.1.1. Information to be reported to the Minister for Transport; Planning; Ports

Fremantle Ports will provide the Minister for Transport; Planning; Ports with the information necessary to allow an adequate assessment of Fremantle Ports' performance during the year. This will include annual and half-yearly reports, including financial information and comments on performance as considered appropriate.

The 2021 annual report will comply with the requirements of the PAA and include the following information:

- A report on the major operations and activities of Fremantle Ports during the year
- A review and assessment of performance against the targets contained within this SCI
- Financial statements
- Other information required by legislation or the Minister for Transport; Planning; Ports

Fremantle Ports is obliged to provide financial information to the Department of Treasury under the *Government Financial Responsibility Act 2000* (WA). Quarterly financial results are provided via submission in the State Government's Strategic Information Management System for the purpose of whole-of-government reporting.

3.2. Performance measurement

3.2.1. Key performance targets and other measures

The performance measures presented in Table 2 are used to measure the operational performance of Fremantle Ports and the port overall. They are used by Fremantle Ports to monitor service delivery, identify and respond to emerging trends in trade development, measure capability for the future and to ensure business excellence and sustainability. The indicators are split into two sections, those that are directly under the control of Fremantle Ports in terms of outcomes and those where the outcomes depend on the actions of others but are still relevant to the overall performance of the port.

Significant growth is forecast for Fremantle Ports' general and bulk cargo trade in 2021/22 due to an increase in breakbulk through the Inner Harbour, particularly used car, new cars and industrial vehicles and short term increases in bulk trades including iron ore and petroleum through the Outer Harbour. A forecast decrease in vessel visits is primarily due to expectations of larger container vessels regularly visiting Fremantle and decline in tankers due to closure of BP refinery.

The targets set for KBJ have been adjusted due to the increasing utilisation of the facility. Historically utilisation has been lower than capacity and as such the number of vessels and the incurred delay waiting to berth was low. Considering the increased utilisation and allowing for seasonal demand, KBJ is now forecast to operate near capacity.

The target rail share for 2021/22 is 20%.

Safety targets include zero serious injuries resulting in fatalities or disabling injuries, and an annual reduction of 10% in the lost time injury frequency rate.

Fremantle Ports' forecasts are formed with consideration of financial targets, including profit after tax and rate of return on assets. The rate of return for 2021/22 is forecast as 8.7% on the deprival value of assets, with forecast results reflecting payments to the State Government in the form of dividends, income tax equivalents, land tax, local government rate equivalents and other state taxes and levies.

Community satisfaction surveys will also continue to be carried out in the Inner and Outer Harbour. Fremantle Ports aims for a satisfaction rating of over 70% for 2021/22.

Table 2 Performance targets

Fremantle Ports	2019/20 (actual)	2020/21 (forecast)	2021/22 (target)
Service delivery			
Customer satisfaction with:			
Services – Fremantle Ports only (%)	86	>85	>85
Performance against agreed contract rates ¹			
KBT ship un/loading performance (%)	88.2	100	100
Import equipment availability (%)	99	96	96
Export equipment availability (%)	93.6	96	96
Business sustainability			
Fatalities/disabling injuries	0	0	0
Lost time injury frequency rate ²	6.4	0 or 10% reduction	0 or 10% reduction
After tax profit (\$M)	46.2	50.5	42.3
Rate of return on assets ³ (%)	10.1	10.7	8.7
Community satisfaction			
Inner Harbour (%)	64	>70	>70
Outer Harbour (%)	66	>70	>70

Notes

1. Quarterly average over the year
2. Rate based on injuries 'occurring in the year' and 'million hours worked
3. Return on assets reflects deprival valuation methodology; asset base includes current assets and excludes gifted assets

Overall port performance - Outcomes dependent on actions of others but influenced by Fremantle Ports	2019/20 (actual)	2020/21 (forecast)	2021/22 (target)
Service delivery			
Crane rates (containers/hr) ¹	34.6	32	32
Customer satisfaction with:			
Services – all (private + Fremantle Ports) (%)	90	>85	>85
Capability for the future			
Berthing delays – unavailability of berths			
<i>Inner Harbour - Container vessels</i>			
Vessels delayed (% of total)	4.1	<12	<12
Average hours per delay (hr)	18.7	<20	<20
<i>Kwinana Bulk Terminal</i>			
Vessels delayed ² (% of total)	63.3	<40	<40
Average hours per delay ² (hr)	71.4	<120	<120
<i>Kwinana Bulk Jetty</i>			
Vessels delayed ² (% of total)	50	<25	<40
Average hours per delay ² (hr)	98	<50	<120
Trade and business growth			
Trade growth			
Fremantle Ports non-containerised trade ³ (%)	-4.1	-0.2	15.3
Container trade (%)	-0.1	-9.9	7.6
Number of ship visits ⁴	1,632	1,546	1,488
Rail share of container trade (%)	20	20	20

Notes

1. As at December quarter 2019
2. Figures include vessels that arrive ahead of schedule
3. Fremantle Ports general and bulk cargo trade - revenue tonnes (includes Inner Harbour, Kwinana Bulk Jetty and Kwinana Bulk Terminal)
4. Includes commercial, non-trading and fishing vessels (excludes naval)

4 FINANCES

4.1. Operating Budget

Fremantle Ports' operating budget for 2021/22, prepared in accordance with Australian Accounting Standards (AASs), forecasts a net profit after tax of \$42.3 million. Fremantle Ports will comply with Government requirements relating to capital expenditure limits and associated funding, and endeavour to achieve outcomes consistent with forecasts reflected in approved financial statements.

Small differences in amounts may appear in financial tables throughout this document due to rounding.

Table 3 Operating budgets

	2020/21 forecast (\$M)	2021/22 target (\$M)
Total revenue	226.7	233.1
Total expenditure	154.3	172.5
Operating profit before income tax	72.4	60.6
Income tax expense	21.8	18.3
Operating profit after tax	50.5	42.3
Dividend *	34.7	-

* The board was not required to declare an interim dividend in 2020/21. As noted at section 4.7 below, State Government have advised that forecast dividend payments for 2021/22 are to be retained and utilised for funding of future infrastructure investments, subject to relevant approvals.

4.2. Asset Investment Program

Fremantle Ports' asset investment program for 2021/22 includes expenditure of \$75.1 million on capital projects. Major planned expenditure includes:

- Kwinana Bulk Terminal material handling infrastructure renewal of import system (stimulus project).
- Kwinana Bulk Terminal infrastructure and equipment replacement and upgrade.
- North Quay land acquisition.
- Technology projects.
- Replace floating plant.
- Fremantle waterfront implementation plan.
- Kwinana Bulk Terminal direct conveyor.
- Kwinana Bulk Jetty export-import infrastructure.
- Victoria Quay H berth fender replacement.

Fremantle Ports expects to finance its asset investment program through a combination of internal funding and additional borrowings. These funding arrangements comply with approved net debt limits.

4.3. Borrowings

The 2021/22 budget reflects a closing borrowing balance of \$201.6 million. This represents a net increase of \$43.4 million in comparison to the estimated closing balance for 2020/21, contributing to Asset Investment Program funding. Borrowings are managed to ensure sufficient cash resources are maintained for working capital requirements.

4.4. Accounting

Financial forecasts are consistent with the recognition and measurement requirements of AASs (including Australian Accounting Interpretations) adopted by the AAS Board and comply with the financial reporting provisions of the PAA.

Forecasts have been prepared on an accrual accounting basis and in accordance with the historical cost convention. They should be interpreted in conjunction with accounting policies set out in Fremantle Ports' 2020 Annual Report.

4.5. Pricing

To ensure the long-term financial viability of Fremantle Ports and to achieve an 8.7% rate of return, an average price increase of 1.75% on rates and charges for shipping and cargo has been budgeted from 1 July in 2021.

4.6. Payments to Government

Fremantle Ports contributes to the State Government through income tax equivalents, local government rate equivalents, emergency services levy, dividends, land tax, payroll tax and stamp duty as forecast in the table below.

Table 4 Forecast contributions to Government

	2020/21 forecast (\$M)	2021/22 target (\$M)
Dividends	34.7	-
Income Tax Equivalent (Expense)	21.8	18.3
Payroll Tax	3.0	3.1
Land Tax	8.3	7.5
Local Government Rate Equivalent	0.6	0.7
Emergency Services Levy	0.2	0.2
Stamp Duty	-	1.0
Total	68.6	30.8

4.7. Dividend Policy

Dividends are paid in accordance with State Government policy which obliges Fremantle Ports to pay dividends to the State on profits derived after tax and significant items. Dividends have been budgeted in accordance with AASs and the State Government's dividend requirements. Consistent with Section 84 of the PAA whereby the Minister for Transport; Planning; Ports may provide written notice to the board of a port authority that an interim dividend is to be paid, since 2014/15 Fremantle Ports has made provision for the payment of interim dividends. There was no requirement for Fremantle Ports to declare an interim dividend in 2020/21.

In August 2021, the WA Department of Treasury advised Fremantle Ports that Cabinet had approved the retention of 2021/22 dividend payments for most Government Trading Enterprises (GTEs), including Fremantle Ports. State Government have specified the purpose of the dividend retention is for GTEs to fund strategic infrastructure priorities over the forward estimates. Specifically, the funds are to be quarantined for future infrastructure investment only with draw down subject to Expenditure Review Committee's approval of business case(s).

4.8. Community Service Obligations

Fremantle Ports has no current Community Service Obligations in place.