



# STATEMENT OF CORPORATE INTENT

2023-2024

“Strong Regional Ports, Strong Regions”

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## **FOREWORD**

This Statement of Corporate Intent (SCI) has been prepared by Southern Ports Authority, trading as Southern Ports, in accordance with the provision of the *Port Authorities Act 1999* (the Act).

Southern Ports vision of “**Strong Regional Ports, Strong Regions**” is imbedded in the way the organisation contemplates its role and functions. Southern Ports will continue to deliver this Vision, building on our achievements to further the organisation as an important partner to achieve the Western Australian Government’s strategic long-term goals.

The corporate objectives and strategies of Southern Ports are:

1. Active Trade and Investment – Southern Ports has a key role in delivering trade and investment to our regions.
2. Operational Excellence - securing trade and investment in the regions requires Southern Ports to operate its ports professionally and create value for its stakeholders.
3. Sustainability – to operate our ports well Southern Ports must ensure we are innovative, future focused and operating in a strong sustainable manner.

These strategies continue to highlight the important and crucial synergy that exists between regional ports and the economic and social development of the regions we serve.

Key Performance Indicators aligned to the organisations strategic direction and the shareholders reporting requirements, have been formulated to monitor amongst other matters, safety, financial achievement, service delivery and stakeholder engagement. These measures identify trends and future capabilities within the organisation to enable us to respond proactively to an ever-changing environment.

Directors and Management of Southern Ports are committed to supporting the continued economic expansion of the southern regions of Western Australia, in co-ordination with other Government agencies and private sector organisations.

Ian Shepherd  
Chair

02 June 2023

## **AGENCY INFORMATION**

Southern Ports was created in October 2014 via the amended Act that saw the joining of the ports of Albany, Bunbury, and Esperance and is custodian of these three port locations. Southern Ports as a Government Trading Enterprise is mandated under the Act to facilitate trade within and through the ports of Albany, Bunbury and Esperance on commercial principles, reporting to the Minister for Ports, while complying with the Western Australian Government's budgetary requirements.

Southern Ports operates under a "gateway" model where the port performs its functions under the Act with a broader focus than a traditional "landlord" model. The gateway approach is underpinned by a strong commitment to sustainability, creating value, and the port taking a wider strategic perspective on how it performs its functions to support regional and Western Australian Government development through competitive supply chains.

Albany and Bunbury Ports function as landlord ports and Esperance Port operates as a hybrid landlord port, with in-house stevedoring. All three ports operate under gateway principles, closely linked to their respective community's economic and social aspirations.

Southern Ports will continue to:

- Maximise the opportunity to create value for our stakeholders.
- Own the underlying seabed and land which comprise port boundaries on behalf of the State.
- Own all common user infrastructure to ensure optimal access to current and future trades through the port.
- Recognise the most effective operation of port infrastructure or provision of port services may reside with external parties, such as stevedoring, towage, pilotage, security etc, as appropriate.
- Focus on things that are best done by ports, such as port planning, supply chain work, and marine safety.
- Play a central role in assisting the private sector to fund port expansion.
- Create synergies in planning logistics and project development by facilitating the free flow of information between government, community and industry.
- Plan beyond port boundaries in considering how government industry and community interests are affected by local national and international supply chain activities.
- Be a conduit between government and industry and the community as necessary to achieve regional development and trade.
- Be a part of the community in which we operate.
- Take overall responsibility for maintaining the port environment.
- Maintain a flexible and nimble organisational structure with clear accountabilities for competent, knowledgeable, thinking personnel.
- Have strong corporate governance practises.

## **Business Objectives and Strategies**

The strategic direction of Southern Ports is clear and is encapsulated in our Vision:

### **Strong Regional Ports, Strong Regions**

Within the scope of the Vision, Southern Ports has set the following key strategic themes for its aspirations for each of its regional ports.

#### **Albany:**

Leading **sustainable** thinking (responsible, balanced growth).

#### **Bunbury:**

Strategic **growth**, optimising land holdings, and increasing involvement in movement of freight to Perth.

#### **Esperance:**

**Smart thinking** to optimise port development and growth.

Learnings from each port are shared across all three ports, to ensure that Southern Ports operates under sustainable principles, optimises the value it can create from its land, assets, and people, and deploys smart ways of working supported by the latest appropriate technologies. These clear port aspirations will guide decision making around investment, planning, and delivery of strategy.

Southern Ports works with a broad range of stakeholders on a daily basis, ranging in importance, impact and influence on port operations.

We are committed to engaging positively with all stakeholders for the purpose of strengthening our regional communities and ensuring that we maintain a positive perception within the community who support our operations. Southern Ports business objectives are:

- To identify and classify our key stakeholders according to their level of importance, impact and influence on Southern Ports.
- To identify the most appropriate relationship 'owner' for each stakeholder type.
- To undertake targeted, planned and ongoing engagement activities to maintain the communities support for the ports activities and future development.
- To continually engage with our Port Community Consultation Committees at each port location as legislated in the *Port Authorities Act 1999*.

Southern Ports communications objectives are:

- To assess the effectiveness of the existing communications channels and identify gaps.
- To identify the most effective communications channels and tactics for engaging with our stakeholders.
- To reach agreement on the key themes and messages that will form the basis of our engagement and are drawn from the strategic direction.

The strategies that are outlined as per the following, are intended to position Southern Ports for long term sustainable growth.

The strategy of Southern Ports is fully directed to the pursuit of the Corporate Vision. It is represented by the following framework.



Our strategy is built upon the sound knowledge and understanding that Sustainability is the key to current and future success. Sustainable practices support operational excellence, operational excellence supports trade and investment, and trade and investment support regional and State development – i.e., Strong Regions

Strategic Pillar	Strategic Intent	Targets
		FY 24
<b>Active Trade and Investment</b>  <b>Objective: To work actively and in partnership with current and potential customers and State entities to create competitive supply chains and secure trade and investment opportunities in the regions we serve.</b>	Create a pipeline of trade and investment.	<p>Facilitate the development of magnetite iron ore exports from Albany [Southdown Project]</p> <p>Facilitate Grain Export Capacity with grain exporters (to support forecast growth and new investments in capacity)</p> <p>Plan capacity to enable non-containerised trade to move from Fremantle to Bunbury (over a 5-10 year period, and as required).</p> <p>Implement iron ore strategy for Esperance port to achieve additional export capacity to meet demand beyond FY27+</p> <p>Support wind farm and renewable energy industry planning and logistics.</p>
	Each port has sufficient common-user/multi-user capacity to facilitate current and new trades.	<p>Utilise latent capacity at Esperance for iron ore (hematite) exports from FY25+.</p> <p>Develop Shed Capacity Plan for all ports (facilitating more third party opportunities)</p>
	All supply chains to each port are efficient and support regional development.	<p>Grain trade supply chain strategy completed (with customers).</p> <p>Partnership to share supply chain data from service providers.</p> <p>Establish viability and operational efficiency of off-port storage options.</p>
<b>Operational Excellence</b>  <b>Objective: To manage our ports professionally, with exceptional customer service, value creation, and with a strong reputation for safe marine and landside operations.</b>	Customer-centric operational excellence	<p>Optimise the port marine and landside management systems to include real-time customer data, and efficiency reporting.</p> <p>Implementation plan for of regional Operation Centres (for roll-out FY25-27).</p>
	Maintain assets to optimise their useful life and invest in new assets to create additional capacity in each port.	<p>Quality-accredited asset management system achieved.</p> <p>Port maximization plans determined, to achieve better port configurations that support future trade handling and port management efficiency (consistent with approved Master Plans).</p> <p>Iron Ore strategy asset investment components approved (for roll-out FY25-27).</p>
	Professional port management underpins port services and is recognised as a key brand of SPA by its customers globally.	<p>Port management of Port of Bunbury as a “regional city port” (recognising its increasing strategic significance as the closest port to Perth).</p> <p>Establish recognised systems of excellence (including QA systems) to support port management.</p> <p>New Capacity Optimisation system established.</p>
<b>Sustainability</b>  <b>Objective: To pursue sustainability as the way in which Southern Ports does</b>	Sustainability is established as the fundamental way SPA operates across its three ports	<p>Embed sustainability into the organisation in all decision making processes</p> <p>Partner with customers to improve waste management, reduce energy use, and develop sustainable practices.</p>

Strategic Pillar	Strategic Intent	Targets
		FY 24
<p><b>business, building a solid reputation with our customers and community for creating long term value which protects our environment and heritage assets, while achieving strong economic and regional development for current and future generations.</b></p> <p><b>(People Development)</b></p> <p><b>(Community)</b></p> <p><b>(Ports of the Future)</b></p>	Achieve net zero emissions across all ports in alignment with the State Government's Sustainability Policy	<p>Implement net zero emissions plan</p> <p>Partner with customers and the shipping industry to implement emissions reduction initiatives</p>
	Develop the workforce and leadership of SPA to meet the current and future needs of customers and the sustainability of each port.	<p>Implement "employer of choice" plans, to attract and retain a strong, culturally diverse, inclusive, and resilient workforce.</p> <p>Digital skills training programs to support a "Ports of the Future" strategy.</p> <p>Implement a "knowledge management" program to preserve and build future capability in port management.</p> <p>Comprehensive program of leadership development at all levels, and targeted succession planning across the business.</p>
	SPA is a valued asset and leader within the communities of each regional port (including its catchment area communities).	<p>Establish reporting of economic impact of ports on regional growth.</p> <p>Introduce partnered investments in community (additional to an enhanced community investment program)</p>
	Ensure Southern Ports remains competitive in the changing global supply chains.	<p>SPA processes and systems renewal (including "Intelligent Ports" – <i>Intelliports</i>), is completed to achieve a fully digitised organisation by end of 2024.</p> <p>Digital Plan developed ("SPA 2025+")</p>

Internal operational plans (which are not part of this document) will detail the tactics, initiatives, and priorities that support implementation and measurement of progress, and these plans allow the necessary flexibility that is needed for effective resource allocation and pursuing emerging opportunities as they arise

**Success** (once implemented): Southern Ports will have established a platform for continued operational excellence, customer service, and trade and investment.

## **Facilities**

Southern Ports comprises 14 Berths, of which two are privately owned and operated, across three Ports in Albany, Bunbury and Esperance, catering to meet the requirements of our Port users. Iron ore, woodchips, grain and mineral sands are some of the products moved through our facilities.

Albany Port has four berths with a draft up to 11.7 m and Bunbury has seven berths capable of taking drafts from 8.5 m to 11.6 m. Esperance port is the only deep water port in the southern part of Australia that can cater for capsized vessels with a draft up to 18.3 m

Land holdings in our regional ports vary with available land for growth limited at Albany and Esperance and land holding in Bunbury commensurate with current future plans for port expansion. Albany and Bunbury operate as a landlord model and Esperance operates as a hybrid landlord and in-house terminal operations model. Port Master Planning has been undertaken in 2022 to address our regional Ports growth capability and optimising the lands for future growth, through innovation, with the local community at the forefront of all considerations.

Southern Ports owns storage facilities at each Port location, leasing shed space to Port users with three sheds in Albany; five in Bunbury and six in Esperance.

Loaders, shore cranes, rail dumpers and conveyors form part of the loading infrastructure maintained and operated by Southern Ports to meet the needs of our Port users.

We own and maintain common user areas and port infrastructure such as shipping channels, seawalls, navigational aids as well as roads, utility services, and public amenities within port areas.

## **Services**

Within our regional locations, we directly provide services in pilotage, ship scheduling, berthing allocations, port communications, emergency response, hazardous cargo services, the issue of Maritime Security Identification Cards (MSIC), and quarantine and waste disposal services.

Southern Ports proudly complies with the WAIPS program in support of our Vision in building 'strong regions.' The Western Australian Government's initiative strives to provide regional businesses with full, fair and reasonable opportunity to participate in projects assigned to deliver and provide for port services, with a focus on small to medium sized entities within Western Australia.

We have developed a Procurement and Contracting Standard and underlying documentation to provide guidance on the procurement and award of contracts for goods and services which incorporates the best practice elements of WAIPS and encourages the use of regionally-based providers.

Southern Ports actively participates in the Western Australian Government's Aboriginal Procurement Policy. The Western Australian Government target of 4 per cent of contracts in excess of \$50,000 to be awarded to Aboriginal Businesses will be achieved by Southern Ports in each respective financial period. Success is enabled when the organisation:

- Ensures that Southern Ports employees are aware of the policy when procuring goods and services, and encourage purchasers to think of inviting Aboriginal businesses specifically, when seeking quotes;
- Actively seeks to identify Aboriginal Businesses in our regions that have specific capabilities that we can draw upon;
- Publishes a procurement portal, which features an internal directory of Aboriginal Businesses and Western Australia Disability Enterprises that Southern Ports' purchasers can draw from;
- Allows for an exemption from our standard procurement process (i.e. contemplating sole source) where an Aboriginal supplier is capable of delivering Value for Money;
- Develops a simple pro-forma framework / call-off agreement for these relationships;
- Undertakes ongoing staff training and information sharing to encourage the procurement policy.

Tender processes will be used for services that can be provided across all berths not subject to a third-party lease where it may be useful to test the market. This approach provides the prospect for Southern Ports to maximise opportunities to leverage its buying power and seek the best value for money while supporting local jobs and companies.

At each location, we facilitate private ownership, investment, maintenance and operations.

**COVID-19:**

The COVID-19 pandemic is not over. The world has learnt to live with COVID-19 and Southern Ports will continue to manage the potential disruptive nature of this risk in the future.

**ENVIRONMENTAL and SUSTAINABILITY**

Southern Ports operations are subject to regulation under both Commonwealth and State environmental legislation applicable to any Australian commercial entity. Under the *Ports Authorities Act 1999*, one of Southern Ports' functions is to "protect the environment of the port and minimise the impact of port activities on that environment".

Beyond compliance Southern Ports operations and employees are integrated with the regional communities in which the ports are located. In line with our mission to strengthen our regional communities through sustainable development and our Vision, our environmental performance is viewed as a pillar to sustainable ports.

The Southern Ports Sustainability Plan has been developed in line with the Strategic Direction for 2023-24 and includes a review of Southern Ports policies and initiatives in the key areas of Planet, People, Community and Social Responsibility.

**ACCOUNTABILITY**

**Reporting Requirements**

Southern Ports will continue to provide the Minister for Ports with the information necessary to allow adequate assessment of our performance during the year, inclusive of an Annual Report, half yearly reports with financial information and comments on performance as considered relevant. The Annual Report for 2023-24 will comply with the requirements of the Act and will include the following information:

- a report on the major operations and activities during the year;
- a review and assessment of performance against the SCI targets;
- consolidated financial statements; and
- other information required by the legislation to be included in the Annual Report such as the particulars of any direction given by the Minister.

Reporting will be in accordance with the Act with budgets, where possible, being developed to meet Treasury budgetary requirements.

**Performance Measurement**

The Rate of Return is calculated based on the Deprival Valuation Method. To the extent possible, we have incorporated the principles of the *Western Australian Port Authority – Rate of Return Calculation Methodology and Asset Valuation Policy* (dated 21 June 2018) (the Policy) into the Rate of Return Asset Base value.

A Roll-Forward approach is used to annually update the Asset Base valuation for inflation. Additions, disposals, depreciation, impairment and redundancies are incorporated into the Asset Base valuation as appropriate.

The Rate of Return for the 2023-24 period is forecast as 6.2 per cent. Southern Ports will endeavour to achieve a Government long term average target Rate of Return of between 7-12 per cent [currently set at 9.7 per cent].

Southern Ports has developed Key Performance Indicators [KPIs] that are reported quarterly to the Board. Appendix 1 depicts those KPIs for the 2023-24 period.

### **TRADE OUTLOOK 2023-24**

Strategies have been developed for 2023-24 to further facilitate trade at our regional ports targeted to improve Southern Ports effectiveness in undertaking the trade facilitation role.

Alumina, grain and iron ore are the larger volume commodities traded through Southern Ports to destinations including China, Japan, the Middle east and other parts of Asia.

Southern Ports forecasts that its trade will continue to be diversified across mining, forestry and agriculture and connected to populations with expected high demand. The Asian middle class is expected to continue to grow, leading to further demand on exports of these products.

While trading destinations are likely to drive demand, Southern Ports has developed its trade forecast by relying on Port Users forecasts and projections, as well as its own experience and insights into the market within which it operates.

The total number of commercial vessels estimated to visit the Southern Ports for the 2023-24 period is 784 with an estimated total throughput of 36.5 million tonnes.

### **OPERATING BUDGET**

The budgeted after-tax profit for the 2023-24 period is \$34.6 million. The operating budget was prepared in accordance with Australian Accounting Standards.

Salaries and wages expense are a significant component of our expenditure. We will endeavour to meet the guidelines contained in the Western Australian Government Public Sector Wages Policy Statement or any subsequent update for future salaries and wage agreements.

	<b>\$'000</b>
<b>Total Revenue</b>	183,602
<b>Total Expenditure</b>	134,106
<b>Operating Profit before Income Tax</b>	49,496
<b>Income Tax Equivalent Expense</b>	14,849
<b>Operating Profit After Tax</b>	34,647
<b>Ordinary Dividend based on Prior Year Forecast Profit</b>	26,948

### **Capital Asset Investment Program**

Southern Ports 2023-24 Asset Investment Program across the three ports for the replacement of plant and equipment, improvements to port infrastructure and other civil works will total \$62,081 million.

\$8.5 million relates to the continuation of works for the design and construction of a new access road and bridge to Turkey Point at the Port of Bunbury. The expenditure aims to address safety and operational issues at the port as a result of providing a single access to the northern berths in Bunbury Port's Inner Harbour, and Turkey Point and Vittoria Bay, which are areas frequently used by the public.

As directed by Government, Southern Ports will retain the payment of dividends due in 2021-22 and 2022-23 totalling \$96.2 million, to contribute to funding future infrastructure investment. In 2023-24 \$3.6 million for the Sustaining Capital Works program will be funded out of these retained dividends.

## FINANCES

### Borrowings

	<b>\$,000</b>
<b>Balance of borrowings as at 1st July 2023</b>	4,085
<b>Principal payments made in 2023-24 (interest \$264k)</b>	1,473
<b>Balance of borrowings as at 30th June 2024</b>	3,332

In 2015-16 special borrowings of \$41.6 million from the WA Treasury Corporation's Portfolio Lending Arrangements (PLA) that relate to the former Esperance Port Authority. These were financed at fixed rates of interest; therefore, changes in interest rates will have no impact on the profitability of the Authority. These borrowings will be fully paid in 2026-27.

As at the 1st of July 2023, the current balance owing will be \$4.1 million. Throughout 2023-24, total payments of \$1.7 million will be made, of which \$1.5 million will be principal and \$0.2 million will be interest, leaving a balance \$3.3 million as at 30 June 2024.

### Accounting

Budgeted financial statements have been prepared consistent with the recognition and measurement requirements of the Australian Accounting Standards Board (AASB) in compliance with the financial reporting provisions of the Act.

The financial statements have been prepared on an accrual accounting basis and in accordance with the historical cost convention.

Tax equivalent payments will be made in accordance with the Treasurer's Directions and rulings recognising the State's tax equivalent regimes and in accordance with the National Taxation Equivalent Regime.

### Pricing

Southern Ports port pricing strategy is focused on balancing a cost competitive supply chain for our port customers, with sustainable ongoing management and maintenance of our port assets, whilst also delivering a return to the State which benefits all Western Australians.

For Southern Ports, pricing is a key strategic topic, with prices set to ensure it can achieve the shareholder's expectation of a 9.7 per cent five year rolling Rate of Return (RoR) on assets, whilst ensuring the costs of operating for port customers remain competitive and facilitate trade, whilst also ensuring sufficient funding is available for ongoing management and maintenance of port assets.

Through 2022 Southern Ports has continued its review of its pricing structure and levels. The 2022-23 pricing review focussed on marine related costs and vessel charges. The 2023-24 pricing review has focussed on landside costs and cargo charges (wharfage). The pricing strategy reflected in the budget and for commercial application in 2023-24 includes a change in methodology in the "wharfage" port charge to incorporate:

- (1) a common wharfage component set at a port level, representing the minimum charge payable for any cargo passing through Southern Ports, equivalent to its proportion of overheads and common use landside assets;
- (2) a port development charge component to fund the ongoing asset management and maintenance strategy on common use assets; and
- (3) on a berth or product specific basis, a component to reflect the use of any berth or product specific loading or unloading port infrastructure (if any).

As a result, wharfage charges for some port customers will reduce whilst for others it will increase in 2023-24.

The pricing changes are consistent with the WA Ports Pricing Framework and have been established on fair and equitable grounds ensuring user-pays principles. The development of the methodology

has been reviewed by independent advisory firm, with the price setting calculation having also been independently reviewed.

Southern Ports will continue to review its pricing strategies in the context of changing competitive conditions, trade levels and operating results.

### **Payments to and from Government**

#### ***Dividend Policy***

A final dividend to Government will be recommended in accordance with the current policy established by the ERC, of 75 per cent of after-tax net profits based on the consolidated full year performance of the organisation.

The balance of the 2022-23 dividend and the interim dividend for 2023-24, totalling \$26.9 million, will be paid during 2023-24 period.

#### ***Community Service Obligations***

Southern Ports provides access to port areas under a range of agreements with community organisations and groups as noted in the following list:

ALBANY	BUNBURY	ESPERANCE
• Mission to Seafarers	• Bunbury Sea Rescue	• Esperance Bay Yacht Club
• Jaycees Community Foundation (Whale World)	• South West Water Based Activity	• Department of Transport (Shark Monitoring Buoys)
• Princess Royal Sailing Club	• Department of Water	• Adventureland Park
• Stella Maris	• Western Tourist Radio	
• Albany Light Opera	• Leschenault Catchment Council	
• City of Albany (HMAS Perth)	• Riding for The Disabled Association	
• City of Albany (Emu Point)	• City of Bunbury Beach Viewing Platform and Carpark	
• City of Albany (Shark Barrier		

**APPENDIX 1 KEY PERFORMANCE INDICATORS 2023-24**

KPI	FY24 TARGET
Return on Assets (%)	9.3%
EBITDA	\$62,196
Economic Rate of Return (%)	6.2%
Debt to Equity Ratio	0.08
Total Port Trade ('000 Tonnes)	36,520
Total Number Vessel Visits	784
Customer Satisfaction Score (%)	>65
Loss Time Injury Frequency Rate (LTIFR)	Zero or 10% reduction from prior reporting year
Number Reportable Environmental Incidents	Zero or 10% reduction from prior reporting year
Employee Satisfaction Score	<30

**APPENDIX 2 STATEMENT OF CAPITAL INVESTMENT**

Asset Investment Program (Approved and Cabinet Approved adjustments)

	Estimated Total Cost \$'000	Estimated Expenditure to 30-6-23 \$'000	2022-23 Estimated Expenditure \$'000	2023-24 Budget Year \$'000	2024-25 Outyear \$'000	2025-26 Outyear \$'000	2026-27 Outyear \$'000
<b>WORKS IN PROGRESS</b>							
<b>COVID-19 Response</b>							
Port of Bunbury - Inner Harbour Access Bridge .....	20,470	3,767	3,279	8,525	8,178	-	-
<b>Other Works in Progress</b>							
Infrastructure - Sustaining Capital Works.....	16,652	2,814	2,814	8,580	1,783	1,379	2,096
<b>Port of Bunbury</b>							
Berth 8 Capacity Upgrade .....	8,882	7,843	45	1,039	-	-	-
Berth 8 Precinct Fire Ring Main (Stage Two) .....	3,230	1,630	1,630	1,600	-	-	-
Pilot Launch Replacement.....	3,577	750	750	2,827	-	-	-
<b>Port of Esperance</b>							
Berth 2 Hardstand and Stormwater System (Stage Two) .....	5,640	5,140	5,140	500	-	-	-
Iron Ore Shed 3 Recladding .....	14,580	946	750	750	12,884	-	-
<b>COMPLETED WORKS</b>							
<b>COVID-19 Response</b>							
Port of Bunbury - Berth 8 Substation Replacement.....	1,500	1,500	1,277	-	-	-	-
<b>Port of Esperance</b>							
Additional Container Hardstand .....	2,000	2,000	430	-	-	-	-
Berth 2 Hardstand and Stormwater System .....	5,000	5,000	4,728	-	-	-	-
Sealing Internal Port Roads.....	1,500	1,500	257	-	-	-	-
<b>Other Completed Works</b>							
Minor Works - 2022-23 Program .....	21483	21,483	12,680	-	-	-	-
<b>NEW WORKS</b>							
<b>Infrastructure</b>							
Electrical Infrastructure - Albany and Bunbury .....	6,800	-	-	2,000	3,200	1,600	-
Operational Technology Renewals - All Southern Ports .....	17,400	-	-	9,200	8,200	-	-
<b>Minor Works</b>							
2023-24 Program .....	9,000	-	-	9,000	-	-	-
2024-25 Program .....	9,000	-	-	-	9,000	-	-
2025-26 Program .....	18,000	-	-	-	-	9,000	9,000
Port of Bunbury - CV13 Widening Berth 8 .....	5,700	-	-	4,200	1,500	-	-
<b>Port of Esperance</b>							
Crane Repairs.....	6,460	-	-	6,460	-	-	-
Port Roads Upgrade (Stage One).....	7,400	-	-	7,400	-	-	-
<b>Total Cost of Asset Investment Program.....</b>	<b>184,274</b>	<b>54,373</b>	<b>33,780</b>	<b>62,081</b>	<b>44,745</b>	<b>11,979</b>	<b>11,096</b>
<b>FUNDED BY</b>							
Internal Funds and Balances.....			30,013	53,556	36,567	11,979	11,096
Drawdown from Royalties for Regions Fund.....			3,767	8,525	8,178	-	-
<b>Total Funding.....</b>			<b>33,780</b>	<b>62,081</b>	<b>44,745</b>	<b>11,979</b>	<b>11,096</b>

**APPENDIX 3 APPROVED FINANCIAL PARAMETERS**

**SOUTHERN PORTS AUTHORITY  
APPROVED FINANCIAL PARAMETERS  
2023-24**

The following financial values are budgeted for the financial period ending 30 June 2024 (\$000's):

Total Revenue	183,602
Total Expenses	134,106
Profit/(Loss) before Tax	49,496
Notional Income Tax	14,849
Profit/(Loss) after Tax	34,647
Dividends	26,948
Asset Investment Programs	62,081