

Vision and Strategic Plan

2020–2025



Foreword



Already Australia's economic powerhouse, New South Wales is planning for a future of continued growth and prosperity. Over the coming decades, this growth will present a unique set of challenges and the NSW Government has plans in place for developing infrastructure, transport and freight to prepare NSW for dynamic change and the needs of a growing population.

Key to enabling these future developments are the working ports of NSW.

Australia's ports are our economic gateways to the world, driving our economy, supporting our businesses and sustaining our way of life. Ninety-nine per cent of our imports and exports arrive and leave by sea. In NSW alone, around 212 million tonnes of cargo and \$100 billion in trade pass through its ports each year.

By managing the navigation, security and operational safety needs of commercial shipping, Port Authority of New South Wales plays a critical role in ensuring our ports continue delivering prosperity to NSW.

In this essential capacity, and with the support and guidance of the Board, Port Authority has set out a new vision and plan to guide it forward over the next five years and ensure it continues to meet the needs of a fast-developing NSW.

On behalf of the Board of Port Authority, I am pleased to introduce the strategic framework that will let us navigate a safe and prosperous future together.

Robert Dunn
Chair



In my career as a master mariner, the value of a crew working together to steer the ship in the right direction was always evident. It is this same thinking that has driven the development of a new strategic framework that will guide Port Authority of New South Wales for the next five years.

Created through collaboration and consultation with our employees, the 2020–2025 strategic framework sets out our new vision, purpose and values and the key priorities that will strengthen our organisation and benefit NSW.

Together, we have identified five areas of focus that will help us create a more connected team culture; improve service delivery to our valued customers; increase our capabilities around operational excellence; optimise and develop our ports assets; and help us build stronger relationships with our key stakeholders and the communities where we operate.

Underpinning all of these strategic priorities is a commitment to integrating sustainability and a strong safety culture across every facet of our organisation.

At Port Authority, we work 24/7 to provide safe, efficient and sustainable maritime services and port assets for our customers and stakeholders and I look forward to working with our teams across our six ports to implement this new framework.

Philip Holliday
Chief Executive Officer and Director

Our Strategic Framework

Future Transport
Strategy 2056

NSW Freight & Ports
Strategy 2018–2036



State Infrastructure
Strategy 2018–2038

Greater Sydney Region Plan:
A Metropolis of Three Cities

OUR STRATEGIC PRIORITIES: DRIVERS OF SUCCESS



OUR PLANS: HOW WE WILL GET THERE



Strategy on a Page

VISION: OUR ASPIRATION

Navigating a safe and prosperous future together

PURPOSE: WHY WE EXIST

To provide safe, efficient and sustainable maritime services and port assets for our customers and stakeholders

STRATEGIC GOALS: WHAT SUCCESS LOOKS LIKE

One Port Authority

A professional and engaged workforce

A consistent and strong safety track record

Efficient, growing, commercial ports that support engaged customers

A focus on embedding sustainability across our organisation

Recognised by key customers, stakeholders and port communities as ethical, responsive and collaborative

A strong balance sheet, strengthening our Return on Assets

STRATEGIC PRIORITIES: DRIVERS OF SUCCESS

One Team, One Culture, One Port Authority



Commitment to Customer Service Delivery



Operational Excellence



Optimised and Sustainable Port Assets



Stakeholder and Community Engagement

OUR VALUES

Care ■ Accountability ■ Integrity ■ Collaboration

Strategic Priorities and Goals

VISION: OUR ASPIRATION

Navigating a safe and prosperous future together

PURPOSE: WHY WE EXIST

To provide safe, efficient and sustainable maritime services and port assets for our customers and stakeholders

STRATEGIC PRIORITIES AND GOALS

One Team, One Culture, One Port Authority	Commitment to Customer Service Delivery	Operational Excellence	Optimised and Sustainable Port Assets	Stakeholder and Community Engagement
<ul style="list-style-type: none"> ■ Foster a One Team approach ■ Support employee health and safety ■ Develop our professional and engaged workforce ■ Exhibit strong personal leadership ■ Progress our customer focused service culture. 	<ul style="list-style-type: none"> ■ Maintain a defined customer value proposition ■ Enhance our customer experience ■ Invest in service delivery ■ Grow customer relationships and revenues. 	<ul style="list-style-type: none"> ■ Embed clear accountabilities aligned to customer and stakeholder needs ■ Create visibility of performance through measurement ■ Optimise service delivery through continuous improvement. 	<ul style="list-style-type: none"> ■ Provide safe, reliable and efficient assets in our ports ■ Embed sustainability in the management and development of our assets ■ Develop our land assets for future growth and viability. 	<ul style="list-style-type: none"> ■ Develop and grow the Port Authority brand ■ Partner with and advocate for our customers ■ Collaborate with our stakeholders ■ Work to build stronger relationships with our port communities.

VALUES



CARE

We care for each other, our customers, stakeholders and communities.

We care about what we do and about getting the right outcomes.



ACCOUNTABILITY

We take responsibility for our actions and are accountable to deliver.



INTEGRITY

We are open, honest and act with integrity.



COLLABORATION

We actively exchange ideas and collaborate with others internally and externally to achieve the best outcomes.