

# Ports Corporation of Queensland

## Corporate Performance Measures and Outcomes

In accordance with the above corporate objectives, PCQ undertakes to achieve the following corporate performance outcomes in 2009/10:

<b>Key Corporate Performance Area</b>	<b>Objectives/Outcomes</b>	<b>Performance Measures/ Outcomes for 2009/10</b>
<b>Capital Development</b>	<p>Maintain PCQ's reputation of delivering large port expansions to meet user needs and assist the state's economic development.</p> <p>All committed capital projects are planned including time and resources required to complete and defined criteria to measure fitness for purpose.</p>	<p>Projects progressed to agreed plan (time and budget) and, if completed, delivered within budget and time and fit for purpose.</p> <p>Close out reports are prepared for each completed project.</p>
<b>Maintenance</b>	<p>Maintenance system in place which:</p> <ul style="list-style-type: none"> <li>• Identifies appropriate maintenance standards</li> <li>• Includes all PCQ owned assets</li> <li>• Optimises whole of life maintenance costs whilst ensuring assets remain fit for defined purpose</li> <li>• Integrates with financial system for expense budgeting</li> </ul>	<p>Documented asset management system established for all PCQ owned port assets.</p>
	<ul style="list-style-type: none"> <li>• Program maintenance audits and works for the period.</li> <li>• Items requiring action identified in audits added to maintenance works program.</li> </ul>	<p>2009/2010 audit program is completed.</p>
	<p>Maintenance works progressed as planned (time and budget) and, if completed, delivered within budget and time and fit for purpose.</p>	<p>All identified works are planned including time and resources required to complete</p>
<b>Environment</b>	<p>Maintain PCQ's reputation as an environmentally responsible developer and operator of infrastructure.</p>	<p>The following measures to ensure a sound performance will be carried out:</p> <ul style="list-style-type: none"> <li>• PCQ maintains ISO 14001 certification.</li> <li>• PCQ publishes environmental and sustainability performance in Annual Report. PCQ continues to have a comprehensive environmental program and makes monitoring results public.</li> <li>• Audit port operations and significant projects annually.</li> </ul> <p>Informal feedback on reputation will be obtained to gauge the effectiveness of measures.</p>

<b>Key Corporate Performance Area</b>	<b>Objectives/Outcomes</b>	<b>Performance Measures/ Outcomes for 2009/10</b>
	<p>Obtain all necessary development approvals.</p> <p>High standard of environmental performance is achieved.</p>	<p>No breaches of approval conditions.</p> <p>No significant environmental incidents.</p> <p>Systems in place to audit compliance. Environmental licences and permits held as required to support ongoing operation and new projects.</p> <p>Government greenhouse gas reduction targets met.</p>
<b>Workplace Health &amp; Safety</b>	<p>High safety performance continues, with any areas of identified deficiency being addressed in a timely manner. The target is nil lost time injuries.</p>	<p>Systems are in place to ensure PCQ facilities and employee skills are maintained lessening the risk of workplace injuries by:</p> <ul style="list-style-type: none"> <li>• Safety management system based on AS 4801 is maintained;</li> <li>• Safety audits of PCQ workplaces undertaken annually and issues identified are resolved in a timely fashion; and</li> <li>• New employees are appropriately inducted and training needs of employees, to enable them to work safely, are met.</li> </ul>
<b>Security</b>	<p>Ensure security in the ports achieves required outcomes in a cost effective manner.</p>	<p>Hold regular Port Security Committee meetings in the ports.</p> <p>No significant adverse findings from the Office of Transport Security (OTS) audits.</p> <p>No significant security incidents as a result of failure of systems.</p> <p>Carry out security audits in each of PCQ's regulated ports annually.</p>
	<p>Have appropriate response systems in place for a security incident.</p>	<p>Hold exercises and provide training to ensure an effective response</p>
	<p>Maintain OTS approval for all security regulated PCQ ports.</p>	<p>Review and adjust security plans as required to ensure effectiveness. Seek OTS approval for changes.</p>
<b>Customer/Stakeholder Service</b>	<p>Positive or improved customer and stakeholder relationships evidenced by regular reporting.</p> <p>Additional trades or increased volumes in existing trades secured for PCQ ports.</p>	<p>Establish a formal evaluation process for customer and stakeholder relationships. Volume increases in PCQ ports.</p>
<b>Profitability</b>	<p>PCQ profit before tax and dividend meets budget.</p>	<p>Profit is to be monitored on a port by port basis.</p>
<b>Return on Assets</b>	<p>Move towards achieving corporate target.</p>	<p>Return is to be monitored on a port by port basis with a long term rate of return established on a port by port basis.</p>

<b>Key Corporate Performance Area</b>	<b>Objectives/Outcomes</b>	<b>Performance Measures/ Outcomes for 2009/10</b>
<b>Staff Management</b>	<p>The value to PCQ of employee effort increases.</p> <p>PCQ continues to be an employer of choice.</p>	<p>A workforce plan exists to ensure PCQ meets its future demands including</p> <ul style="list-style-type: none"> <li>• Identifying future skill requirements to meet business objectives, addressing gaps by planned development/training or up skilling by new targeted employment or strategic use of consultants.</li> <li>• Succession planning</li> </ul>
<b>Government Mid Year Review – GOC Reforms</b>	<p>Improve GOC's financial performance, service delivery and governance arrangements.</p>	<ul style="list-style-type: none"> <li>• Operational Efficiencies Savings Target \$1M in 2009/10</li> <li>• Commercial Returns - continued focus on achieving commercial returns at all ports.</li> <li>• Optimisation of Capital Expenditure - review of plans to amend timing of expenditure where minimal impact on customers.</li> <li>• Surplus and Non-core Assets - review for potential monetisation of surplus assets being undertaken as part of the Port Review process.</li> <li>• Capital Structure Review – PCQ is working with QTC to determine most appropriate debt and equity position.</li> <li>• Review of the Queensland Port Network Management Structure (Port Review) Implementation – PCQ will facilitate the new corporate structure for relevant ports.</li> </ul>

E09/31261

