



A resilient response to a year of change

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From the rapid response to COVID-19 to a new strategic vision set to improve levels of service for shipping, it's been a year of significant change for the ports of New South Wales

If one word could sum up 2020, for me it's 'resilience'. Australia has faced two unprecedented crises this year, first the devastating bushfires, then the ongoing impacts of COVID-19, and has stood firm in the face of adversity.

This resilience, shown by so many across the country, has also been reflected across Australia's port sector and in the people working to keep our ports safe, secure and open to the world.

The past year more than any has served to highlight the immense value of our ports to Australia, the economy and the wellbeing of our society, and our maritime workforce has gone above and beyond to ensure our ports have continued delivering for the nation.

Keeping ships moving in New South Wales

In the ports of New South Wales, we developed and enacted a COVID-specific Business Continuity Plan early on in the crisis to safeguard our people and ensure our operations remained capable of facilitating shipping across our ports. The resilience shown by our teams, and their ability to work collaboratively with our customers to adapt and respond to a fast-changing situation is a credit to their professionalism, and critical to keeping ships moving in New South Wales.

I must also commend our teams for their continued support for seafarers visiting our ports. The world's seafarers have been hard hit by the global response to COVID-19 and many of

our team members have been working with maritime welfare organisations to coordinate support services and to assist in trying to achieve better outcomes for seafarers during this difficult period.

Of course, despite our collective efforts, the impacts to shipping over the past year have been significant — not least with the continuing suspension of cruise activity in Australian waters. First, bushfires forced the closure of port of Eden at the height of cruise season, then COVID measures came into play. The impacts from the loss of cruise tourism will be felt far and wide, and Port Authority will work with the industry to facilitate a safe 'restart' to cruise when the time is right.

Strategic change for the ports of New South Wales

While 2020 has forced rapid changes across the industry, it's also been a year of significant strategic change for Port Authority of New South Wales.

Earlier this year, we announced our new Vision and Strategic Plan 2020–25 to guide us forward for the next five years. The plan outlines our long-term goals and strategic priorities, and represents an important shift to becoming a more customer-focused organisation. Our goal is to increase the quality, efficiency, consistency and reliability of our services by unifying operations across our ports, and implementing a system that embeds continuous improvement, innovation and performance measurement across our operations.

In addition, we're committed to working together with customers to identify and develop new mutually beneficial opportunities across our ports. With

future possibilities opened up following the start of construction on our new multi-user facility at Sydney's Glebe Island, our work to maximise the potential of technology to monitor weather, underkeel clearance and provide accredited VTS support in our major ports, we'll continue looking at new ways to optimise our port assets to deliver further service offerings and opportunities.

Our new strategy is being led by a refreshed Executive Team, who are already developing and implementing initiatives across our ports that point to better outcomes for shipping in New South Wales.

A sustainable future for the ports of New South Wales

We've also set our sights on securing a more sustainable future for the ports of New South Wales, with the launch of our Sustainability Plan. Our plan provides our teams with a holistic and meaningful framework to embed sustainable practices into every aspect of maintaining the safety, security and success of our working ports. Sustainability and improving environmental, economic and social outcomes, is a growing focus for our industry and if there's ever a time for making positive and long-lasting change, it's now.

As CEO, my priority is to ensure Port Authority always provides safe, efficient and sustainable maritime services and port assets for our customers and New South Wales. The past year has tested our capabilities to the extreme, but it's shown that we're a resilient organisation in a resilient industry and we'll embrace change together. ▲