



Australian Government
Infrastructure Australia



National Ports Strategy

Infrastructure for an economically, socially,
and environmentally sustainable future

December 2010

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This document presents a national ports strategy for Australia, for consideration by the Council of Australian Governments

Section 1

Provides an overview of the proposed national ports strategy.

Section 2

Details how the national ports strategy will address Australia's port and infrastructure needs.

Section 3

Sets out what is recommended for agreement by the Council of Australian Governments.

A background paper is available on Infrastructure Australia's website, www.infrastructureaustralia.gov.au



Overview



A national ports strategy

There have been a number of calls for a national ports strategy for Australia, including a Parliamentary Inquiry into Coastal Shipping in 2008. Infrastructure Australia's reports to the Council of Australian Governments in 2008 and 2009 also proposed a national ports strategy as a key element of its national infrastructure theme, 'Competitive International Gateways'.

In 2009, the Government announced that Infrastructure Australia and the National Transport Commission would develop a national ports strategy during 2010 for consideration by the Council of Australian Governments.

Australia's ports and related landside logistic chains face major challenges from growth in trade. Different ports face different challenges. Ensuring adequate capacity and reconciling various parties' interests is important for all ports.

Ports and related land-side logistics chains are critical to the competitiveness of Australian businesses, which rely on them to deliver business inputs and to take exports to the global market. Improvements to ports and related logistics sectors can remove barriers and transaction costs to trade, increase competition and contestability, and provide important linkages to domestic and global value chains. Consequently, the performance ports and land-side logistics chains are critical to facilitate innovation, productivity gains and economic growth in Australia.

Most stakeholders also agree that a national ports strategy is required to drive greater efficiencies and reduced costs in Australia's trade performance. The challenge is to develop a concrete agenda to support this strategic direction.

The national ports strategy has been developed by Infrastructure Australia and the National Transport Commission following extensive consultation. This has included:

- one-on-one discussions with key private and government stakeholders to identify and refine issues
- a forum to further explore issues and potential responses
- further one on one discussions with targeted stakeholders
- a wider forum to consider an 'exposure draft'
- further one-on-one discussions with stakeholders to explore matters raised at the exposure draft forum
- a draft national ports strategy released for public comment.

Meeting the challenge

Australia needs a nationally coordinated approach to the future development and planning of Australia's port and freight infrastructure.

The national ports strategy covers both bulk commodity ports and container ports, identifying:

- the most effective regulatory and governance frameworks;
- ways to improve land planning and corridor preservation; and
- the future infrastructure requirements of Australia's ports, including road and rail links.

The national significance of ports

Australia is an island whose place in the international economy and whose productivity, living standards and quality of life depend on trade performance.

As a maritime nation, Australia's ports are an important gateway for goods and for our defence. Consequently, ports and associated infrastructure are of the utmost economic and social importance to Australia.

Australia's bulk commodity exports and metropolitan container imports are both expected to double in size every ten years.

Already there is evidence of rising truck queues at some metropolitan ports and ship queues at some commodity export ports.

Ensuring adequate capacity and reconciling various parties' interests is important for all ports; however, different ports also face different challenges. For example, protecting port and land transport functionality where there is surrounding urban development is relevant in cities.

Some regional bulk export ports face significant infrastructure challenges.

Cruise shipping is also an important contributor to the economy, and the port planning process needs to include appropriate commercial arrangements with the tourism shipping industry.

Ensuring safety, adequate capacity, skills and reconciling various parties' interests is important for all ports.



A nationally coordinated approach to ports

Ports are currently planned by state and territory jurisdictions with the involvement of the Commonwealth and local governments, where appropriate. Port infrastructure has a useful economic life of up to 50 years, and even more in the case of maritime access shipping channels.

Commercial investment is needed to efficiently provide port infrastructure.

There are major efficiency implications for Australia if major changes are not made to our ports and related landside road and rail systems over the coming decades.

A coordinated approach must be taken to the future development and planning of Australia's major ports and freight infrastructure. The pursuit of national objectives requires a nationally coordinated approach.

The purpose of the national ports strategy

The overarching purpose of a national ports strategy is to drive the development of efficient, sustainable ports and related freight logistics that together balance the needs of a growing Australian community and economy with the quality of life aspirations of the Australian people.



A coordinated approach must be taken to the future development and planning of Australia's major ports and freight infrastructure

The objectives of the national ports strategy

The objectives of a national ports strategy are to improve the efficiency of port related freight movements across infrastructure networks, minimise externalities associated with such freight movements and influence policy making in areas relevant to freight. Other national goals, including safety and national security objectives, such as defence, border management and transport security, must also be addressed.

The current priorities of the national ports strategy

A national ports strategy is new for Australia. The immediate priorities are to institute arrangements to improve planning in a nationally coordinated, rather than in a centrally controlled, way.

Four specific priorities have been identified as being central to a national ports strategy at this time:

1. planning for relevant ports
2. ensuring plans can be executed
3. improving landside efficiency, reliability, security and safety of container ports
4. promoting clarity, transparency and accountability.



The actions needed to advance the current priorities

The actions regarding planning include:

- three integrated levels of planning around relevant ports; jurisdictions, regions and precincts
- updates and reviews of the plans
- assistance with planning and forecasting.

The actions to ensure plans can be executed include:

- a nationally consistent environmental management regime
- use of strategic and streamlined assessment processes
- use of a lead agency or coordinator general framework in each jurisdiction
- introduction of 'buffer' strategies in policies and plans
- assessment of the effectiveness of the above.

The actions for increasing the efficiency, reliability, security and safety of container ports include:

- introduction of international key performance indicators, to be progressed by the ports industry
- some oversight of coordination within the container supply chain
- where appropriate, introduction of jurisdictional incentives into the supply chain, consistent with Australia's International trade obligations
- using some port roads as a test case for the road reform program
- use of information and communications technology
- supply chain coordination
- greater understanding of regulatory constraints on sharing of information

- research to provide a better understanding of the issues, and of the success of various approaches.

The actions regarding clarity, transparency and accountability include:

- principles for the role and functions of authorities in control of relevant ports
- principles in relation to freight corridors and roads for these ports
- achieving consistency in legislation and regulation.

Meeting the challenge

This section describes how the national ports strategy will address the challenges facing Australia's ports.

Earlier this year, Infrastructure Australia and the National Transport Commission were requested to develop a draft national ports strategy for consideration by the Council of Australian Governments in 2010.

The draft national ports strategy was to consider the following issues:

- the future infrastructure requirements of Australia's ports including road and rail links
- the most effective regulatory and governance frameworks
- ways to improve land planning and corridor preservation
- a nationally coordinated approach to the future development and planning of port and freight infrastructure.

Australia is an island, a maritime nation. Its economic development and its ability to achieve national ambitions of a productive and fair society, more able to meet the challenges of the future, will largely be shaped by its trading activities.

The major ports and related infrastructure are the pivotal locations in Australia for these activities, and for defence.

Australia is also a federation with three levels of government. Each of these levels has vital interests and roles to play in relation to the ports and associated infrastructure.

The ports are controlled by state and territory jurisdictions, which also control adjacent land uses. Local government also makes decisions that affect ports, such as land developments and road uses.

The Commonwealth has key functions which involve the ports including safety and national security objectives, defence, border management and transport security.

In addition, the Commonwealth finances and owns infrastructure assets including certain railways and roads.

National coordination requires cooperation across all levels of government, the private sector and the community. This cooperation should support and reinforce matters such as safety and national security objectives, defence, border management and transport security.



Australia needs
efficient, sustainable
ports and related
freight logistics



The national ports strategy will cover both bulk commodity ports and container ports

The ports and related supply chains are variously networked across Australia. In some cases this involves the physical interoperability required by ships that visit several ports. In other cases private parties have interests in several ports, often over different state jurisdictions.

The national ports strategy should support and extend to other agreed national directions such as capital city planning, the national transport framework and the road reform program. It should provide a starting point for consideration of a national freight network.

There is also strong economic networking among ports via competing or cooperating supply chains, or macro-level allocations and calls on national economic resources.

Much of the future investment and operation of the ports will rely on the private sector. The ports and freight supply chains involve long-life assets. Optimal private investment and use of these depends on all levels of government providing certainty of their intentions, for example, on provision and use of port lands, and road and rail systems.

These factors point to a need for a nationally coordinated approach to the future development and planning of Australia's port and associated infrastructure.

A nationally coordinated approach should be based on formal long term plans at the jurisdiction, regional and port precinct level. The plans should be developed in consultation with stakeholders and the community, be approved by relevant decision makers and be published.

Such planning is a major, difficult, but vitally important exercise. The largest gains are likely to attach to the ports with the largest tasks.

The national ports strategy suggests a focus on these. To the extent relevant, the plans should fit in with the Council of Australian Governments' directions for city planning and the national freight strategy which is currently being developed.

This may build on the regulatory reform work undertaken by governments as part of the Seamless National Economy initiative and National Planning System principles.

A baseline for any plan is the meeting of national interest requirements such as defence, security, biosecurity and border protection.

With this in place, and given visibility and the opportunity for input, a more formal mechanism for coordination is not envisaged.

There are a variety of ports in Australia which largely reflect their principal tasks such as the handling of bulk commodities for export, or containers for exports and imports.

There are significant differences between the operating and institutional environments for the bulk and container ports. These include location, the extent of integration of organisations in the supply chain, land transport arrangements, the markets they serve and growth prospects. There are also historical factors. There are further differences within these sub sectors, for example between grain ports and coal ports.

Given this diversity, Australia's national ports strategy should not be based on a mandated 'one size fits all' approach. Actual plans and practical on-the-ground outcomes need to be tailored around what is most suitable for a particular region and port.

However, Australia's ports also share many common features. Among the most important is their largely immobile but pivotal position. The interaction of various organisations and policy fields at the port, reliance on skills, and the private sector's need for long term certainty and stability in arrangements are also common features.

This means that it is desirable to have national coordination around key principles that address these common features for port development, such as long term planning at the regional and jurisdictional level, security principles, coordination among tiers of government decision making, and provision of as much certainty as possible for private investors and the community.

The three most important regulatory fields needing attention are planning approvals, environmental approvals and competition policy.

The most important governance issues relate to the commercial nature of the supply chains.

The national ports strategy proposes to strengthen the effectiveness of the framework within which commercial decisions are made while ensuring that other significant issues, including defence requirements, quarantine, border security and safety are addressed.



The most effective
regulatory and
governance
frameworks

Ways to improve land planning and corridor preservation

The future infrastructure requirements of Australia's ports including road and rail links

Operators of ports and freight distributors need certainty and predictability for commercial decision making. For the ports sector, long term plans visible to those who need to make commercial decisions or career choices, to regulators and to the community, are recommended as the cornerstone. It is considered that this is largely achievable within the existing jurisdictional frameworks.

The starting point to improve land and corridor planning is identification of requirements within the plans. Given the centrality of ports to freight flows, and the fixed nature of port and large freight corridors, this is an achievable task.

Land planning and corridor preservation needs to balance the freight requirement against community and traffic amenity.

Encroachment is seen by the freight community as among the most important issues the sector faces. This may mean it is necessary or desirable to implement measures to mitigate adverse impacts of freight, including development of high productivity corridors and buffering.

Infrastructure Australia is separately considering mechanisms to effect the reservation of corridors and relevant lands.

Simple extrapolation of recent trends suggests substantial requirements for major port-related infrastructure additions. However, this should be more rigorously tested where public sector funds or decisions are involved. Future infrastructure requirements should be identified from an analysis of a combination of forecast demand and expected levels of productivity.

This needs to be mapped into supply chains, taking into account other use of infrastructure, for example car use of roads. Also relevant is the availability of skills.

Drivers of demand vary across the types of ports. For example, prospects for bulk minerals ports depend on demand for Australia's resource exports and the location of relevant mines. Port handling of agricultural produce depends on factors affecting patterns of production including climate. The outlook for container ports is more associated with domestic demand and the location and level of population growth. More research on these matters and on 'ports of the future' is needed.

Demands for general purpose ports can be affected by requirements for import of machinery and fuels. Some ports also need to deal with passenger tasks such as cruise shipping, while others are important for defence purposes.

Improvements in assessing the impact of demand should come from a more coordinated approach to forecasting, based on local variations to national themes. In this, the Commonwealth agencies such as the Bureau of Infrastructure Transport and Regional Economics and the Australian Bureau of Agricultural and Resource Economics should play a key role. As the strategy matures, this should include scenario testing.

Expected productivity levels may depend on the quality and coordination of infrastructure, skills and the degree to which freight is accorded unrestricted priority. Productivity performance could be enhanced by more intense use of assets, at more consistent and reliable levels.

Participation in internationally recognised performance indicator forums would be an important advance for Australian ports.

Road and rail infrastructure requirements depend on port and other users. In some cases, other users dominate, for example passenger vehicles dominate on some roads and railway lines. At certain levels of demand, it may be worth considering infrastructure which is dedicated to freight.

The Council of Australian Governments' road reform agenda is relevant to ports. It would be desirable to have a trial of freight infrastructure pricing and freight priority on the most heavily trucked major roads that potentially compete with rail lines. Freight infrastructure pricing should be accompanied by freight priority. Corridor reservation is important to this.

The initiation of a national ports strategy requires oversight, monitoring and review, however, a 'one size fits all' approach is not appropriate. Oversight by a panel of expert stakeholders would encourage cooperation and shared learnings.



Recommendations for agreement by the Council of Australian Governments

This section sets out what is recommended for agreement by the Council of Australian Governments.

It is recommended that the Council of Australian Governments:

1. Recognises the critical importance of trade to Australia's ability to develop a more productive and fairer society, more able to meet the challenges of the future.
2. Recognises the central role of ports and related freight supply chains to trade and thus to Australia's future.
3. Agrees that Australia adopt a national ports strategy as part of a nationally coordinated approach to the future development and planning of Australia's economic port and freight infrastructure.
4. Agrees that the national ports strategy be a public document, which includes:

Purpose:

'The overarching purpose of the national ports strategy is to drive the development of efficient, sustainable and safe ports and related freight logistics, that together balance the needs of a growing Australian community and economy, with the quality of life aspirations of the Australian people'.

Objectives:

'To improve the efficiency of port related freight movements across infrastructure networks, minimise externalities associated with such freight movements and influence policy making in areas relevant to freight. At the same time being mindful that other national goals, including security and safety, are also important'.

Priorities at this time are:

1. planning for relevant ports and related infrastructure
2. ensuring plans can be executed
3. improving landside efficiency, reliability, security and safety
4. clarity, transparency and accountability.

Actions on these priorities are described in the tables at the end of this section.

1. Agrees that the Minister for Infrastructure and Transport will report to the Council of Australian Governments on the work being undertaken by Infrastructure Australia and the National Transport Commission to oversee implementation of the national ports strategy. Infrastructure Australia and the National Transport Commission will make regular reports to the Minister and jurisdictions, including the Commonwealth, on progress with implementation.
2. Agrees to establish a small independent panel, including end users, of people with significant prior private sector leadership experience in port and freight logistics, including in the major

sectors such as bulk commodities and general freight, to assist Infrastructure Australia and the National Transport Commission to oversee implementation of the strategy.

3. Agrees that Infrastructure Australia and the National Transport Commission establish a steering committee to guide the panel, oversee implementation of the national ports strategy and make regular reports to jurisdictions, including the Commonwealth, on progress with implementation.
4. Agrees to review the national ports strategy within three years, with a view to making any necessary changes.

Agrees that there be development of further strands of a national freight policy:

- a national freight network plan to be drafted by Infrastructure Australia and the National Transport Commission;
- jurisdictional freight network plans to be drafted by jurisdictions; and
- an overarching national freight strategy to be drafted by Infrastructure Australia and the National Transport Commission in consultation with the jurisdictions.

5. Governments note the economic focus of the national ports strategy.
6. Governments note the importance of continued attention to critical national interest matters including defence and national security, skills, health, safety, customs, biosecurity and tourism. The proposed port planning regime will address these important areas.

Recommended actions



Table 1: Planning for relevant ports and infrastructure

	Recommendation	Responsibility	Timing
Agreeing the relevant ports			
1.1	Criteria for the relevant ports is economic and productivity significance.		Immediate
1.2	Identify the relevant ports.	Jurisdiction in which relevant ports are located. Infrastructure Australia and the National Transport Commission to recommend to Council of Australian Governments.	Immediate
1.3	Identify potential future relevant ports.	Jurisdictions to nominate	Immediate, with an update each year
1.4	Identify and list the relevant maritime spaces, including sea channels and landside spaces that are to be treated as part of the relevant ports.	Jurisdiction in which relevant ports are to be located	Immediate
1.5	Identify the landside access routes of strategic importance to the efficient function of the system of the relevant port and designate these as national port freight corridors.	Jurisdiction in which relevant ports are to be located	Immediate with an update each year
1.6	Identify for each metropolitan area the inland intermodal terminals, industrial / warehousing lands or other nodes that generate substantial amounts of port related freight traffic.	Jurisdiction in which relevant ports are to be located	Immediate with an update each year
1.7	Note that certain national interests may arise regarding ports including for defence or national security purposes.	Commonwealth	Immediate with an update as relevant

	Recommendation	Responsibility	Timing
Planning			
1.8	Documentation regarding three levels of planning for the relevant ports should be published. These levels are a jurisdictional level covering all relevant ports, and for each relevant port a regional level plan and a port precinct level plan. The purpose of the documentation is demonstration of intentions for the development of the port(s) to facilitate trade in an unsubsidised manner.	All parties	End 2011
1.9	The Bureau of Infrastructure, Transport and Regional Economics and the Australian Bureau of Agriculture and Resource Economics (ABARE) should publish forecasts of trade including by commodity, activity and corridor usage that are usable for the purposes of planning.	Commonwealth	End 2011
1.10	The Commonwealth should lead a project to improve the evidence and forecasting basis for exports and growth in services, and develop scenarios for the impact of changes such as demography, climate and energy for planning consideration.	Commonwealth	End 2011
1.11	<p>The planning documentation should demonstrate how the capacity to match forecast trade task will be safely provided, with an outlook horizon of a minimum of 15-30 years. The documentation should:</p> <ul style="list-style-type: none"> • specify capacity utilisation and skill assumptions and indicators used for determining capacity requirements and for the indicative timing of capacity expansion • specify assumptions about the sizes of vessels and vehicles that service the port • refer to forecasts of trade, activity and land transport corridor usage prepared by Commonwealth agencies such as the Bureau of Infrastructure, Transport and Regional Economics, the Australian Bureau of Agriculture and Resource Economics and the Australian Bureau of Statistics • identify any modifications or adjustments made to these forecasts • specify any assumptions or forecasts regarding trade that is to be expected to be diverted or gained from another relevant port, and show the impact of that diversion on all relevant land transport corridors including impacts on corridor usage, congestion and expected timing of capacity requirements • cover tasks such as requirements for defence, national security, biosecurity and cruise shipping passenger demands • embody a sustainable development agenda, that addresses the need for major new developments to have a social licence to operate. 	Jurisdiction in which relevant ports are to be located	End 2011

	Recommendation	Responsibility	Timing
Planning			
1.12	<p>The plan documentation at the jurisdictional level should:</p> <ul style="list-style-type: none"> • be consistent with a jurisdictional level transport strategy • refer to all relevant ports that are proposed to be created or developed in the jurisdiction within the outlook timeframe • identify forecasts by task, commodity and cargo type for each of the relevant ports • identify and assign responsibilities for execution of aspects of this level of the plan. 	Jurisdiction	End 2011
1.13	<p>The plan documentation at the regional level should:</p> <ul style="list-style-type: none"> • be consistent with the jurisdictional level of the plan • provide clear guidance at a strategic level on how the development and operation of the port and the freight corridors serving it will be integrated into the future development of the region or city in which the port is located • in the case of ports serving or within metropolitan areas, be placed within the city plan sought by the Council of Australian Governments. 	Jurisdiction	End 2011
1.14	<p>The plan documentation at the precinct level should:</p> <ul style="list-style-type: none"> • be consistent with the regional level of the plan • incorporate a clear program for the future physical development of the port, including where relevant trigger points for additional capacity • identify and assign responsibilities for execution of aspects of this level of the plan • in the case of any approvals, and conditions that need to be satisfied prior to the execution of aspects of this level of the plan, identify the responsibilities, criteria and timeframes for such approvals • deal with critical matters such as security by design and operational practices. 	Jurisdiction	End 2011
1.15	<ul style="list-style-type: none"> • Following community consultation, the planning documentation should be approved by the relevant jurisdiction. 	Jurisdiction	End 2011

	Recommendation	Responsibility	Timing
Planning			
1.16	<p>The planning documentation approved by the jurisdiction should be assessed by the Council of Australian Governments. Assessment criteria should include:</p> <ul style="list-style-type: none"> • conformity with the above recommendations • sustainability of plans • the degree to which the plan presents information at a sufficient level to enable stakeholders to determine, understand, and make financial investments against the future plans for each relevant port. 	<p>Council of Australian Governments Reform Council and Infrastructure Australia/ National Transport Commission/panel of experts</p>	<p>End 2011</p>
1.17	<p>The planning documentation should be updated within a 5 year period and, in the interim, significant amendments to a plan or its treatment will be presented for the assessment of the Council of Australian Governments by the relevant jurisdiction when such amendment or treatment is made.</p>	<p>Jurisdiction / Council of Australian Governments Reform Council and Infrastructure Australia/ National Transport Commission/panel of experts</p>	<p>End 2011</p>
1.18	<p>Independent monitoring and reporting of the execution of each plan and level, and of freight and cargo volumes in comparison with forecasts for each plan, should be reported to the Council of Australian Governments, and be published annually.</p>	<p>Council of Australian Governments Reform Council and Infrastructure Australia/ National Transport Commission/panel of experts</p>	<p>End 2011</p>
1.19	<p>Ports should participate in forums regarding international performance indicators, including those related to port and landside freight productivity, environment, health and safety issues, and participate in performance reviews based on international best practice.</p>	<p>Ports</p>	<p>Ongoing</p>
1.20	<p>The Council of Australian Governments should appoint advisers to provide guidance to assist jurisdictions in conforming to these recommendations.</p>	<p>Council of Australian Governments</p>	<p>Immediate</p>

Table 2: Ensuring plans can be executed

	Recommendation	Responsibility	Timing
2.1	The Commonwealth should lead the development and application of a nationally consistent environmental management regime building wherever possible on existing legislation and processes, using both bilateral Commonwealth/state agreements and Commonwealth legislation where applicable, and the strategic assessment process which better streamlines approvals.	Commonwealth	End 2011
2.2	Major projects in or related to the relevant ports or freight corridors should be nominated for economic strategic assessment, to facilitate for example, streamlined environmental impact approvals processes for individual development projects, giving due weight to economic significance.	Jurisdictions	Mid 2011
2.3	Jurisdictions should apply a 'Lead Agency Framework' or 'coordinator general framework' to assist the planning approvals and environmental impact assessment processes for all relevant ports and freight corridors.	Jurisdictions	From 2010
2.4	Policies and planning schemes (and controls) at all relevant levels of government should include 'buffer' strategies for the relevant ports and freight corridors and other related places to: <ul style="list-style-type: none"> ensure the continued ability to conduct the freight and related activities identified in the plans minimise impacts on communities of these activities. 	Jurisdictions	Immediate
2.5	Approvals that are related to relevant ports or freight corridors should extend to at least the outlook horizon for the plan of the relevant port.	Jurisdictions	Mid 2011

	Recommendation	Responsibility	Timing
2.6	A report should be made each second year to the Council of Australian Governments on those matters for which further approvals are required during the time horizon of the plan of each relevant port, including matters that may not be within the control of the relevant port authority, eg roads.	Relevant ports	From end 2011
2.7	Each second year there should be an independent assessment and public report on the implementation and effectiveness of the above matters in terms of protection of land and activities identified in relevant plans.	Infrastructure Australia and National Transport Commission Steering Committee and Panel	From end 2011

Table 3: Improving landside efficiency, reliability, security and safety

	Recommendation	Responsibility	Timing
3.1	For each metropolitan area, a person should be nominated with responsibility to examine and advise on improved efficiency and reliability of port related container and other freight, consistent with the meeting of pre-existing commercial arrangements, with a focus on identified freight corridors. This might be based on arrangements for the Hunter Valley Coal Chain.	Jurisdictions	Mid 2011
3.2	Policies and incentives should be introduced to encourage the greater spreading of urban national port-related freight traffic into off-peak and weekend periods, induce higher levels of truck and train loading, and secure the shift in modal shares that is advocated in government announcements.	Jurisdictions	From mid 2011
3.3	Relevant ports should consider including incentives in any new leases that would improve performance of relevant land transport systems, including for cargo movement and for information sharing and provision.	Relevant port authorities	Immediate
3.4	The Council of Australian Governments Road Reform Program should, as part of a long term commitment to appropriate investment in and use of roads: <ul style="list-style-type: none"> include a focus on implementation of a market-based system for roads involving port freight priority in exchange for freight access pricing for port freight corridors identify and agree with jurisdictions which of the port freight corridors should be used as a trial for this market-based system. 	Road Reform Program, Jurisdictions	Immediate

	Recommendation	Responsibility	Timing
3.5	<p>The National Transport Commission should advise the Australian Transport Council, and the Council should decide on the adoption of technological opportunities to improve real-time information systems for container ports and associated land transport. These are to:</p> <ul style="list-style-type: none"> • allow more reliable movement of freight within ports, among ports and on land transport systems • include port community systems that increase the scope of information exchange across a wider variety of transactions • include consideration of impediments to early completion of regulatory formalities by traders • allow compatibility with international trading partners • incorporate empty-container parks and intermodal terminals into the systems • achieve interoperability across Australian container ports • conform with relevant regulatory provisions • consider whole-of-port business continuity. 	National Transport Commission / Australian Transport Council	Report mid 2011
3.6	<p>More information should be provided to the port and related logistics community on information sharing and logistics cooperation practices relevant to ports and port freight corridors which are legally acceptable, or that would require authorisation under the Trade Practices Act.</p>	Commonwealth	From end 2010

	Recommendation	Responsibility	Timing
3.7	The Bureau of Infrastructure Transport and Regional Economics should conduct and regularly publish research into best practice arrangements for the landside efficiency of ports.	Commonwealth	From end 2011
3.8	The Bureau of Infrastructure Transport and Regional Economics should revise the Waterline Port Interface Cost Indicator for (container) ports servicing metropolitan areas to: <ul style="list-style-type: none"> • provide segmentation of road transport costs • introduce rail transport costs • introduce indicators of physical performance of the road transport and rail transport systems including matters such as transit times, delays and queue lengths. 	Commonwealth	From end 2011
3.9	The Bureau of Infrastructure Transport and Regional Economics should develop and publish performance indicators relating to the efficiency, reliability and safety of the flow of goods across relevant container ports and related land transport systems.	Commonwealth	From end 2011
3.10	The Bureau of Infrastructure Transport and Regional Economics should assess the conditions under which the introduction of dedicated freight land transport infrastructure segments related to relevant container ports would be justified.	Commonwealth	Report end 2012

Table 4: Clarity, transparency and accountabilities

	Recommendation	Responsibility	Timing
4.1	<p>Principles regarding the role and functions of relevant ports should be applied irrespective of ownership of the port. The guiding principles are that:</p> <ul style="list-style-type: none"> • a port system should facilitate the efficient and safe conduct of (Australia's) domestic and international maritime trade • a jurisdiction should treat an authority for a relevant port as if it was a privately owned organisation • a jurisdiction should expect an authority for a relevant port to take a leadership role in the facilitation of trade. 	Jurisdictions	End 2011
4.2	<p>Other principles for authorities in control of a relevant port or a freight facility include that they should:</p> <ul style="list-style-type: none"> • behave in a commercially sustainable manner, including recovering from port users and tenants sufficient revenues to cover operating costs and provide an appropriate return on the capital invested and to be invested in the port • undertake commercially prudent investments to improve the efficient conduct of trade and to avoid a gap between forecast trade and capacity • be able to undertake investments outside of the port precinct, provided they are consistent with competition policy principles • seek to recover government financial investments • act in a transparent and even-handed manner in dealings with stakeholders. 	Jurisdictions	End 2011

	Recommendation	Responsibility	Timing
4.3	<p>For identified port freight corridors:</p> <ul style="list-style-type: none"> any direct infrastructure freight pricing arrangements should include ensuring the adequacy of capacity for (port) freight priority, and the use of generated funds for the benefit of freight, freight operators or for preservation of community amenity any introduction of competitively neutral road freight infrastructure pricing should include applying the principles in 4.1 and 4.2 to authorities in control of identified port freight corridors. 	Commonwealth, Jurisdictions	Immediate
4.4	<p>There should be a jurisdictional review of legislation and regulations regarding government-owned organisations that control a relevant port by ownership or lease. The review should cover:</p> <ul style="list-style-type: none"> the objects, functions of the organisation responsibility of the Board and management ability of the organisation to take actions necessary to discharge safety and environmental obligations, especially with regard to facilities under the management of third parties responsibility and authority of the organisation for a leadership role in the coordination and integration of maritime-related supply chains ability of the organisation to make investments in off-precinct infrastructure where this is appropriate ability of the organisation to collaborate with other organisations including other ports and road and rail infrastructure organisations ability of the organisation to fulfil appropriate recommendations of this strategy, including in relation to information provision and exchange ability of the organisation to undertake master planning and act as a consent or approvals authority for developments made on land it controls constraints on the ability of the organisation to conduct its own affairs. 	Commonwealth	End 2011
4.5	All legislation and regulations pertaining to ports should follow best practice principles.	Jurisdictions	Ongoing

Infrastructure Australia would like to acknowledge the following ports for supplying images:

Bunbury Port Authority
Darwin Port Corporation
Freemantle Port Authority
Gladstone Ports Corporation Limited
Newcastle Port Corporation
Port Hedland Port Authority
Port Kembla Port Corporation
Port of Brisbane Pty Ltd
Port of Melbourne Corporation
Port of Townsville Limited

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Disclaimer:

These notes are not intended to be comprehensive. Readers are advised that before acting on any matter arising in these notes, they should discuss the situation with an Infrastructure Australia specialist.