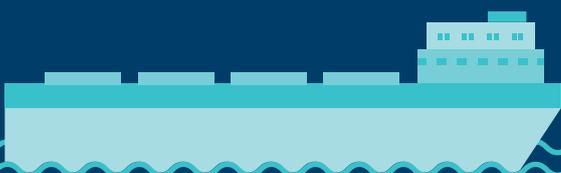




Queensland Freight Strategy

—
Advancing Freight
in Queensland





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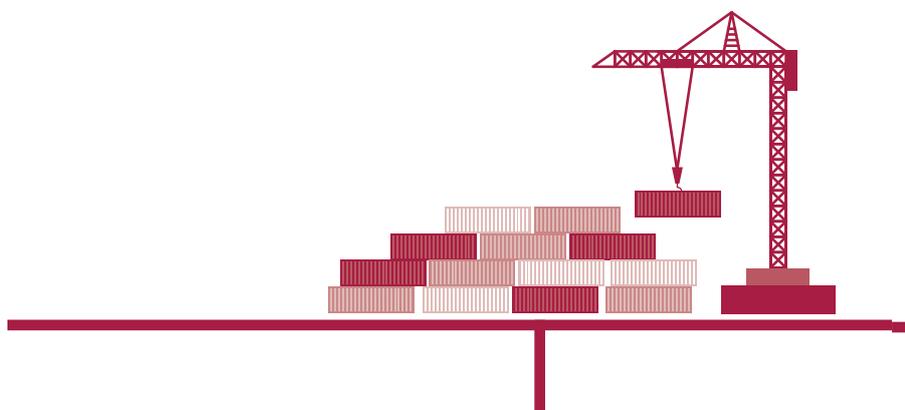
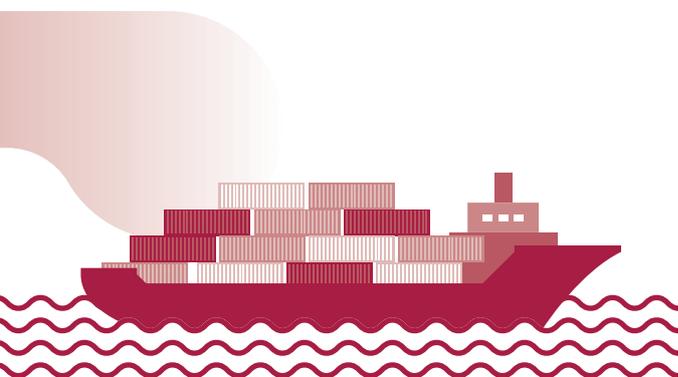
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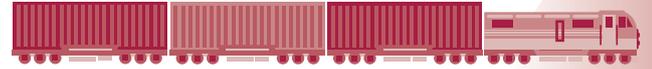
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Ministerial Foreword

Freight is an integral part of life in Queensland.

Our freight system is responsible for moving goods around the state and connecting Queensland with the world. Whether by road, rail, sea or air, freight helps to grow our economy and ensures we have access to fresh produce and the resources we need to maintain a good quality of life.

The Queensland Government is committed to working together with customers, industry and other levels of government to build a freight system that is integrated, resilient and safe, now and into the future.

Queensland's growing population and export markets are placing pressure on our freight system to keep up with demand. To address these challenges, we must develop a world-leading freight system that embraces smart planning, innovative financing and digital solutions.

The Queensland Freight Strategy provides renewed direction for our state's freight system and ensures it continues to meet growing transport needs.

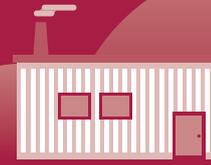
This Strategy supports the Queensland Government's commitment to growing the economy through a strong and effective freight system that helps businesses succeed and boosts employment opportunities in our regions.

We are also prioritising community and environmental outcomes. Natural disasters are unfortunately not new for our state and ensuring the freight network remains operational during these times is vital for supporting community recovery efforts. Likewise, our state has a unique natural environment and we must ensure it can continue to be enjoyed by future generations of Queenslanders by improving the sustainability of freight movements.

We can only create an integrated, resilient and safe freight system by working collaboratively. The Queensland Freight Strategy introduces shared commitments – reflecting the important role of industry, customers and government in shaping freight system needs. The Strategy will be used to guide the rolling two year *Queensland Freight Action Plan* to provide more information about how government and stakeholders will work together to further freight in Queensland.

The Honourable Mark Bailey MP
Minister for Transport and Main Roads





Overview

Freight connects people and businesses to goods that support their livelihoods.

Queensland's freight system supports our growing state. It helps give customers choice by working behind the scenes to ensure supermarket shelves are stocked, online shopping is delivered, construction materials are on site when required, and our household waste is collected every week.

For businesses, the freight system is vital for their competitiveness and growth. It means agricultural produce from Queensland farms can be enjoyed locally and abroad, our natural resources power homes, and goods can flow in and out of our state with ease.

As Queensland's economy grows, so does our reliance on the freight system to transport more goods across the state, more often. The freight task is expected to increase more than 20 per cent over the next decade, and the Queensland Government must be innovative in balancing this growing demand within a constrained funding environment to create a freight system for the future.

Queensland Freight Strategy

The *Queensland Freight Strategy* (the Strategy) sets a shared vision for the state's freight system, outlining a series of commitments that will guide policy, planning and investment decision making over the next ten years to give customers greater choice and support economic growth.

The Strategy has been developed in partnership with the Queensland Ministerial Freight Council and builds on the success of the *Moving Freight Strategy* by:

- Setting a clear ten year vision for Queensland's freight system;
- Providing certainty for customers, industry and government through shared commitments; and
- Defining how different stakeholders will work together to achieve the vision for freight in Queensland.

The Strategy will address our growing freight task in a safe, equitable and collaborative way. It will be implemented through the rolling two year *Queensland Freight Action Plan* that outlines how government and stakeholders are ensuring the freight system continues to keep pace with new technologies and economic conditions.



Freight in Queensland

Queensland has a diverse freight system that moves goods across the state using a mix of road, rail, sea and air transport.

The public and privately-owned infrastructure and facilities that support these movements requires infrastructure owners, regulators and transport operators to work together in pursuit of shared outcomes.

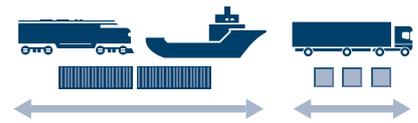
Queensland's freight system extends far beyond physical assets. The transport and logistics workforce, communications technology and government policies also help shape how Queensland businesses can access markets and reach consumers.



In 2016-17, Queensland's freight system supported an estimated 170 billion tonne-kilometres of freight services involving the transport of approximately 955 million tonnes of goods.



Road transport carried around 65 per cent of all freight tonnages, followed by rail (32.5 per cent), coastal shipping (2.4 per cent) and air (less than one per cent).



Typically rail and shipping carry bulk commodities over longer distances, and road transport carries smaller non-bulk loads over shorter distances. While air freight is relatively small in volume, it plays a key role in distributing high value and time sensitive goods.



Current estimates indicate 2015-16 modal shares for freight greenhouse emissions are dominated by road transport (83 per cent), followed by rail (10 per cent) and coastal shipping (7 per cent).

336 M TONNES

Queensland is serviced by 15 trading sea ports located from Brisbane in the south-east, to Burketown in the north-west. Total port throughput for 2016-17 (domestic and international) was more than 336 million tonnes.



Coal is Queensland's primary export commodity, accounting for more than 85 per cent of goods exported annually over the decade to 2015-16.



Current business as usual projections indicate the state's freight task and volumes will grow more than 20 per cent over the next decade.





Strategic Alignment

The Strategy contributes towards the Queensland Government's *Our Future State: Advancing Queensland's Priorities* to create jobs in a strong economy, be a responsive government and protect the Great Barrier Reef. It does this by:

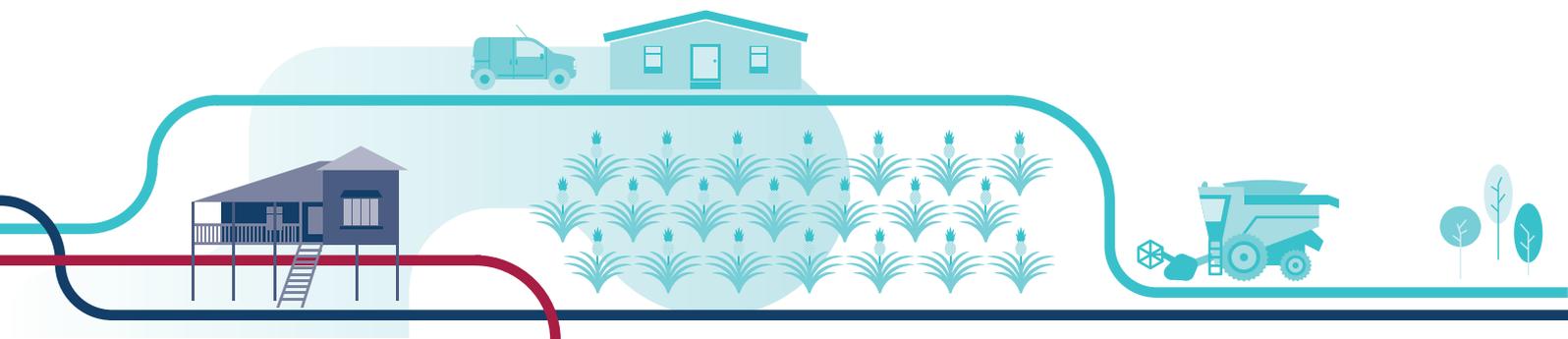
- Supporting job creation through industry partnerships that ensure Queensland's transport and logistics workforce is set up for success into the future;
- Protecting the environmental, social and economic value of the Great Barrier Reef through more sustainable freight movements; and
- Prioritising customer-focused outcomes through establishing a flexible policy, planning and investment framework that is responsive to changing needs.

The Strategy supports and informs a range of state, regional and local government strategies and plans. This includes the *Transport Coordination Plan 2017-2027*, which is the Queensland Government's integrated framework for transport planning. The Transport Coordination Plan outlines a series of objectives for planning and managing transport resources in Queensland, which this Strategy aligns to.

Performance reporting on Government progress towards achieving the Strategy's shared commitments will be included in the rolling two year *Queensland Freight Action Plan*.

The Strategy also aligns with the Department of Transport and Main Roads' *Strategic Plan 2016-2020*, *Regional Transport Plans* and the *Queensland Transport and Roads Investment Program*.

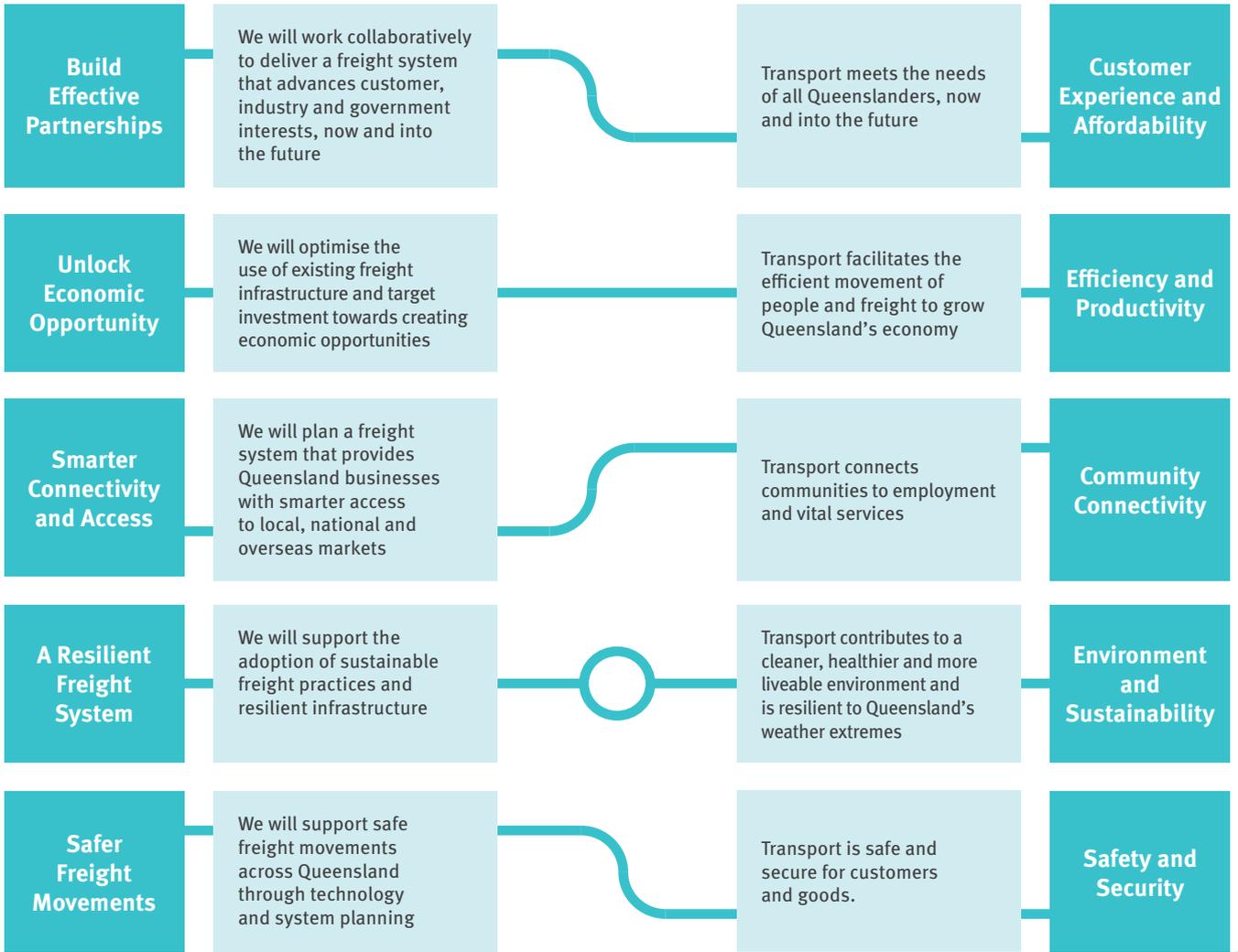
The Queensland Government will continue to participate and support local and national transport reforms and initiatives where they contribute to an integrated, resilient and safe Queensland freight system.



Our vision for freight in Queensland: an integrated, resilient and safe freight system that supports the economy and community.

Shared Commitments (industry, customers and government)

Transport Coordination Plan Objectives



Build Effective Partnerships

We will work collaboratively to deliver a freight system that advances customer, industry and government interests, now and into the future

To give customers more choice and drive economic growth, Queensland's freight system needs to meet a wide range of stakeholder needs.

From businesses to consumers and even overseas buyers, stakeholders that rely on Queensland's freight supply chains have a wealth of knowledge about current and future system needs. They can provide valuable insight into the day-to-day workings of our freight system; identifying potential issues and innovative solutions.

Taking a partnership-based approach towards freight system governance will build on the already strong relationships that exist between all levels of government, industry and customers. Moving forward, all stakeholders will work together to deliver shared commitments for the freight system, ensuring that investment is driven by need, and not past practice.

What will we deliver together?

Partner with key stakeholders to ensure the freight system consistently meets industry and customer needs

This includes:

- Policy, planning and investment decisions will be made collaboratively to deliver a freight system that meets customer needs and contributes to Queensland's economic growth.
- The Department of Transport and Main Roads will undertake ongoing consultation to ensure freight issues are represented and considered by appropriate forums, such as freight councils chaired by the Minister.
- The Department of Transport and Main Roads will continue to build on existing partnerships with Local Governments that recognise the vital role they have in ensuring the freight system is connected.

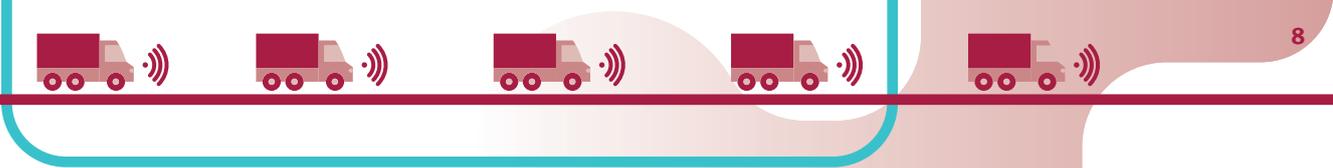
Drive and influence policies that impact Queensland's freight system

This includes:

- The Department of Transport and Main Roads will continue to actively engage in national freight policy debates to ensure Queensland is well represented during these discussions.
- The Department of Transport and Main Roads will collaborate closely with national and local governments to manage complex freight issues and ensure customer needs are prioritised.

The rolling two year *Queensland Freight Action Plan* will provide more information about the activities that support these delivery statements.





Unlock Economic Opportunity

We will optimise the use of existing freight infrastructure and target investment towards creating economic opportunities

Freight is a crucial enabler of Queensland's economic growth. Ensuring the system is productive and connects businesses to markets both here and overseas is important for supporting local economies and employment opportunities.

The Queensland Government must balance the need to unlock system productivity within a constrained funding environment and target investment where it will have the greatest impact. This means making better use of existing infrastructure and considering alternative solutions such as behaviour change or technology before investing in new assets.

Investment delivered through innovative funding models is another key driver of a productive freight system. These arrangements help free up government funding so it can be directed towards supporting vulnerable markets. These funding partnerships create market competition within the freight transport industry, encouraging innovation and providing commercial incentives to deliver better outcomes for customers.

What will we deliver together?

Maximise freight productivity through market-led and non-infrastructure solutions

This includes:

- The Department of Transport and Main Roads will work with all levels of government and industry stakeholders to find ways to achieve greater economic benefit from the freight system, including how to address latent capacity and maximise use during peak demand periods.
- The Department of Transport and Main Roads will explore innovative funding models, for example Market-led proposals and Public Private Partnerships, to open commercial freight investment opportunities that grow Queensland's economy, meet community needs and address future freight system challenges.

- The Queensland Government will intervene and invest where a need is identified, and a robust case is presented to support vulnerable markets.

The rolling two year *Queensland Freight Action Plan* will provide more information about the activities that support these delivery statements.



Smarter Connectivity and Access

We will plan a freight system that provides Queensland businesses with smarter access to local, national and overseas markets

Freight movements across Queensland cities and towns are growing. Driven by online shopping, increased door-to-door deliveries and extended retail trading hours, the number of light commercial vehicles operating on shared urban roads has grown by 75 per cent since 2006.

Coupled with heavy vehicle movements, this growing freight task contributes to congestion and increased travel times, as well as impacting on the liveability of our communities through noise, pollution and safety concerns.

Left unchecked and without competitive rail freight services, the state's future freight task will continue to be transported by road. Maximising rail freight use along strategic corridors through strategic planning can deliver improved economic, social and environmental benefits.

For example, rail freight is up to nine times safer than road freight, ten times more fuel efficient and generates less emissions.

In addressing the challenges of connectivity to rail, ports and intermodal facilities, consideration should be given to first and last mile issues, particularly in regional areas.

The Queensland Government recognises that the freight task operates in a competitive and complex environment. Modal choice is determined by a variety of factors including reliability, price, timeliness, type of good, geographic circumstance and other economic and social factors.

Rail access is particularly important in Queensland's regional areas – the source of our resource and agricultural products. Supporting these areas with road and rail freight infrastructure that connects them to the fifteen ports that are located along Queensland's coastline is crucial for making access to international markets easy. At ports, operational improvements need to be considered to make connections between freight modes easy and efficient.

What will we deliver together?

Plan for future freight growth

This includes:

- The Department of Transport and Main Roads will investigate improved access and performance through South East Queensland's metropolitan road network. Smarter technology that improves the efficiency and reliability of freight movements will be a crucial driver of future system performance. This may also include drones, delivery bots and other autonomous vehicles.

Encourage the use of rail freight on key strategic corridors

This includes:

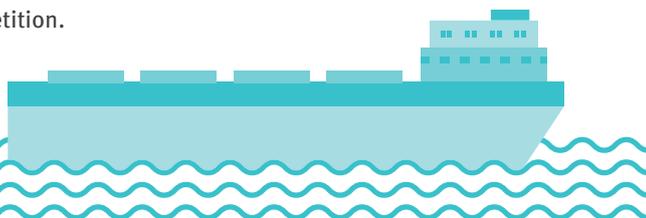
- The Department of Transport and Main Roads, through *Regional Transport Plans* and the *Queensland Transport and Roads Infrastructure Program*, will provide certainty to industry around future rail freight planning that encourages investment and attracts new entrants into the rail freight service market, boosting competition.

Improve urban and regional freight supply chains

This includes:

- Government and industry will work collaboratively to improve the co-ordination of logistics and supply chain functions, particularly those connecting regional areas of Queensland.
- The Department of Transport and Main Roads will ensure freight considerations are embedded in transport-related policy frameworks and work to deliver a holistic approach to managing the broader transport system at a state and national level.
- The Department of Transport and Main Roads will work with industry to improve port connections and intermodal efficiency, providing benefits for export freight.

The rolling two year *Queensland Freight Action Plan* will provide more information about the activities that support these delivery statements.





A Resilient Freight System

We will support the adoption of sustainable freight practices and resilient infrastructure

Queensland is the most natural disaster impacted state in Australia, and our warming climate is influencing the duration, frequency and intensity of these events. The Queensland Government is committed to achieving net zero emissions by 2050.

While freight is critical for economic growth, it can also have a range of environmental impacts from noise, dust and carbon emissions. Ensuring future growth in the freight task is ecologically sustainable and industry is supported in transitioning to alternative fuel sources is crucial for maintaining a healthy natural environment.

For many, severe weather events are part of life in Queensland, particularly during summer periods. Although severe weather events can't always be predicted, planning can limit the impact of natural disasters on vital freight connections to our regional and remote towns.

Queensland's freight planning must consider resilience measures – including increased use of coastal shipping – to ensure the system is best placed to operate under any conditions. There are also a range of specific flood immunity improvements that can help to strengthen critical freight infrastructure, such as raised embankments, culverts, bridges, vegetation management and flood warning systems.

What will we deliver together?

Ensure the freight system and industry is well-positioned to adapt to climate change

This includes:

- The Department of Transport and Main Roads, in partnership with other agencies, will ensure planning considers extreme weather events and natural disasters by putting appropriate mitigation strategies in place to address potential impacts on the freight system.

Support sustainable freight practices

- The Department of Transport and Main Roads will work closely with industry to ensure investment and planning decisions support the sustainable development of Queensland's freight system to realise long-term goals of reduced emissions and decreased transport costs.
- Industry will work towards adopting alternative fuel sources as it becomes economically viable.

The rolling two year *Queensland Freight Action Plan* will provide more information about the activities that support these delivery statements.



Safer Freight Movements

We will support safe freight movements across Queensland through technology and system planning

New technologies will help Queensland to establish an innovative freight system that supports safer movements and contributes to a reduced road toll. Coupled with an innovative approach to managing our transport system that considers the needs and interactions of all modes, the convergence of technology and planning will help encourage safe use of Queensland roads by everyone.

Technologies such as connected and autonomous vehicles, drones, digital infrastructure and big data are transforming how freight moves across Queensland and connects our state to the world. In the near future, we may see drones as the common method for local freight delivery and autonomous vehicles providing niche road freight services. The transport and logistics industry are increasingly embracing information and communications technology to move goods around the system.

With the increase in freight movements likely to compound community perceptions of safety, the Queensland Government is also taking further action to enhance the safety of our freight system. Developing a shared understanding of the interaction of freight vehicles with vulnerable road users and other non-freight vehicles is key to this.

Trials have demonstrated that technology is particularly effective for managing heavy vehicle driver fatigue, providing safe access for heavy vehicles and encouraging real-time monitoring of compliance with safety regulations – such as speed limits or braking restrictions in urban areas. Government and industry stakeholders will continue to monitor advances in technology and trial solutions that may provide benefit for Queenslanders.

What will we deliver together?

Embrace technology and planning to help reduce crashes and casualties involving freight movements

This includes:

- Through ongoing research and investment, the Department of Transport and Main Roads and industry will maintain an awareness of trends, safe systems planning and technological advancements, constantly assessing their benefits for the state's freight system.

- The Department of Transport and Main Roads will support the introduction of technology that creates opportunities for realising safer outcomes for freight transport.

The rolling two year *Queensland Freight Action Plan* will provide more information about the activities that support these delivery statements.





Critical Enablers

Achieving our shared commitments for Queensland's freight system requires the right data and people. Together, they support the ability of government, industry and customers to identify future freight needs.

Quality freight data is used to inform policy, planning and investment decisions

Accurate and timely information about the freight system is critical for understanding current movements and providing the evidence base to efficiently plan for future needs. Data provides all stakeholders with intelligence on what freight moves where and how, enabling early identification and a proactive response to system challenges as they emerge. Quality data also provides the ability to measure freight system performance and to identify the level of freight system improvements achieved through change initiatives.

Queensland's transport and logistics workforce is skilled for the future

We must keep pace with changes in the way customers consume goods and demand services. All stakeholders will continue to work in partnership and ensure the state's transport and logistics workforce is appropriately trained and skilled to meet future needs.

The Department of Transport and Main Roads supports industry associations, employers and unions to identify current and future workforce capability challenges, ensuring there is an available, highly skilled workforce to deliver freight today and into the future. This includes connecting employers, through government and industry partnerships, and helping them develop systems and processes to retain existing staff, attract new employees, advocate for the development and funding of qualifications and promote skilling opportunities.





Queensland Freight Strategy Summary

Our vision for freight in Queensland: an integrated, resilient and safe freight system that supports the economy and community.

	Build Effective Partnerships	Unlock Economic Opportunity	Smarter Connectivity and Access	A Resilient Freight System	Safer Freight Movements
Shared Commitments	We will work collaboratively to deliver a freight system that advances customer, industry and government interests, now and into the future	We will optimise the use of existing freight infrastructure and target investment towards creating economic opportunities	We will plan a freight system that provides Queensland businesses with smarter access to local, national and overseas markets	We will support the adoption of sustainable freight practices and resilient infrastructure	We will support safe freight movements across Queensland through technology and system planning
Delivery Statements	Partner with key stakeholders to ensure the freight system consistently meets industry and customer needs	Maximise freight productivity through market-led and non-infrastructure solutions	Plan for future freight growth	Ensure the freight system and industry is well-positioned to adapt to climate change	Embrace technology and planning to help reduce crashes and casualties involving freight movements
	Drive and influence policies that impact Queensland's freight system		Encourage the use of rail freight on key strategic corridors	Support sustainable freight practices	
Critical Enablers	Quality freight data is used to inform policy, planning and investment decisions				
	Queensland's transport and logistics workforce is skilled for the future				
			Improve urban and regional freight supply chains		



Next Steps

The Queensland Government, together with the freight industry and customers, is committed to creating an integrated, resilient and safe freight system that supports our state's economy and community.

The Strategy sets a ten year vision for our freight system, supported by five shared commitments that government and stakeholders will work collaboratively towards achieving (refer to diagram on page 6).

These commitments will be delivered through the rolling two year *Queensland Freight Action Plan* that outlines a range of activities the Queensland Government and Department of Transport and Main Roads will undertake in achieving the vision.

Queensland's transport and logistics industry, as well as local, state and federal government agencies will also be consulted regularly in the development of the Action Plan to ensure they reflect the full range of activities that support our future freight system.

The *Queensland Freight Action Plan* will also report on the Department of Transport and Main Roads' progress towards achieving the Strategy's vision and objectives outlined in the Transport Coordination Plan.

