Queensland Ports Strategy
Draft for consultation

Great state. Great opportunity.
The Department of State Development, Infrastructure and Planning is responsible for driving the economic development of Queensland.

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Foreword

With a coastline spanning some 7000 kilometres, and an economy reliant on exports to global trading partners, Queensland’s 15 trading ports play a vital role in the prosperity of the state.

Exports from the long-established major commodity ports based along the Great Barrier Reef Coastal Zone collectively account for most of the throughput from Queensland’s ports. This is complemented by the Port of Brisbane, Queensland’s largest general cargo port. The challenge we face is ensuring that these ports are able to provide the link between what we can supply and what the world wants, while balancing the protection of our environment, including the iconic Great Barrier Reef.

In June 2012, amidst UNESCO concerns about a number of port proposals this government affirmed its commitment to protect the environment and the reef while indicating that halting all port and associated infrastructure development was not an option. The Premier noted the legacy of a ‘haphazard’ or ‘ad hoc’ approach to port development, that a strategic approach was needed, and that ‘we shouldn’t be building a multitude of new ports and we won’t be’.

The draft Great Barrier Reef Ports Strategy released in November 2012 took us a step closer to addressing the challenges with our commitment to ‘Restrict any significant port development, within and adjoining the Great Barrier Reef World Heritage Area, to within existing port limits for the next ten years.’ Public consultation on the draft strategy was generally supportive of this commitment while recognising the economic value of ports, the benefits of concentration of development at existing sites, better port planning, and restrictions on development at greenfield sites.

Building on the findings from this consultation process, the draft Queensland Ports Strategy provides much needed certainty on future port development. It strengthens the commitment made in the draft Great Barrier Reef Ports Strategy and will help take the guesswork out of port planning for industry and remove the risk of environmental impact to pristine areas.

The creation of five Priority Port Development Areas around the long established ports of Brisbane, Mackay/Hay Point, Gladstone, Townsville and Abbot Point will provide these ports with a ‘licence to grow’ — supported by rigorous and comprehensive master planning. The growth of these ports will be driven by greater efficiencies within these port areas and through supply chain connections that will flow from more transparent planning and approval processes.

At the same time, the government will prohibit capital dredging for the development of additional deepwater port facilities outside of these Priority Port Development Areas for a period of ten years.

The Queensland Government is serious about the development of the Queensland ports industry. It is also serious about setting the standard in port development. The draft Queensland Ports Strategy lays out the standard — that we will improve the productivity of our ports and protect our precious environment.

The Honourable Jeff Seeney MP
Deputy Premier and
Minister for State Development, Infrastructure and Planning
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# Summary of key actions

The key actions of the draft Queensland Ports Strategy are summarised below. Figure 1 illustrates how the key actions contribute to the vision of the draft Strategy.

## Figure 1 Queensland Ports Strategy vision and key actions

<table>
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<tr>
<th>VISION</th>
<th>Drive economic growth through the efficient use and development of Queensland’s long-established major port areas, while protecting and managing Queensland’s outstanding environmental assets</th>
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## Establishing Priority Port Development Areas

Accelerated and consolidated development will be enabled and encouraged through the creation of five Priority Port Development Areas (PPDAs) at the long-established major ports of Brisbane, Gladstone, Hay Point/Mackay, Abbot Point and Townsville.

The government will facilitate staged, incremental expansion of port and terminal capacity within PPDAs, to meet emerging demand in line with long-term plans. Through PPDAs, the government will protect the physical requirements for port developments, including land and marine based capacity and infrastructure, and streamline the approvals process for developments.

## Concentrating port development

The Queensland Government will, as part of proposed ports legislation, prohibit capital dredging for the development of additional deepwater port facilities outside of the five PPDAs until 2024.

This is consistent with recommendations by the United Nations Educational, Scientific and Cultural Organisation (UNESCO) World Heritage Committee for the government to restrict port development outside the long-established major port areas within or adjoining the Great Barrier Reef World Heritage Area.
Reviewing port governance

The Queensland Government wants to ensure that ports deliver the greatest economic return for all Queenslanders. This requires that commercial governance arrangements promote an efficient and effective port network.

The government is reviewing governance arrangements for Queensland ports with a view to implementing management structures that maximise economies of scale and reduce costs, administrative burdens and unnecessary duplication. The review will assess the adequacy of the current port governance model for Queensland ports and identify the optimum governance model for the future.

Improving supply chain infrastructure coordination and delivery

Ports are a critical node in the supply chains of Queensland’s economy, and their productivity levels depend on whole-of-network connections at land and sea.

Provision of new infrastructure is not the only way to improve supply chain efficiencies. The Queensland Government will look for productivity growth through improved logistics practices to achieve better use of existing supply chain infrastructure, before considering options for new infrastructure.

Where supply chains require increased infrastructure such as investment to increase the capacity of transport corridors, the government is seeking to maximise the use of such corridors and therefore limit the numbers of corridors required.

Developing a statutory master planning guideline

In line with the National Ports Strategy and work completed by the national industry peak body Ports Australia, master plans will be required for PPDAs, and encouraged for non-PPDA ports. A statutory guideline will be developed to ensure that master plans cover a range of matters including strategic objectives, land use, marine matters, operational matters, supply chains and port infrastructure.

Preparation of a master plan in line with this guideline, including an Environmental Management Framework (EMF), will position ports for regulatory streamlining benefits with the Australian Government.
Introduction

The draft Queensland Ports Strategy outlines the Queensland Government’s framework for port development in Queensland for the next ten years. Its primary objective is to provide certainty to the ports industry and to the wider community that the economic contribution of ports can and will grow, while ensuring the continued protection of Queensland’s valuable environmental assets, including the Great Barrier Reef.

Through the draft Queensland Ports Strategy, the Queensland Government is introducing a systems reform of the way ports are planned, regulated and managed in Queensland.

The reform process confirms commitments to strategic use of ports, environmental protection, efficiency and supply chains, and leading practice master planning. These commitments are reinforced by the introduction of new legislation governing ports. The main purposes of this legislation are:

- **the establishment of Priority Port Development Areas (PPDAs)** — five PPDAs will be declared. These are long-established major ports in which accelerated development will be encouraged and facilitated
- **prohibition of capital dredging for the development of deepwater port facilities outside of PPDAs** — such a prohibition encourages the consolidation of development within PPDAs and ensures the protection of the balance of the Queensland coastline from capital dredging projects
- **master planning** — port master planning will be introduced to ensure that port operators think strategically about their future operations and developments, particularly in relation to economic certainty and environmental protection.

The National Ports Strategy

The Queensland Ports Strategy is consistent with the National Ports Strategy, and relevant international, national, state and local legislation and policy for the responsible and efficient operation of ports. Alignment with the National Ports Strategy is of particular importance as it is designed to improve port and freight infrastructure productivity and attract greater private sector investment. The National Ports Strategy calls for integrated plans across ports:

‘Long term integrated plans will help to attract public and private investment in ports and related logistics sectors. Reform can also remove barriers to trade, reduce transaction costs, increase competition and contestability and provide important linkages to domestic and global value chains.’
Queensland’s port network

Queensland’s port network includes 20 ports — 15 trading ports, two community ports, and three smaller gazetted non-trading ports along Queensland’s 6973 kilometre coastline.

Over the last four years, trade volumes have grown 9.58 percent from 240 million tonnes per annum (Mtpa) (2007–08) to 263 Mtpa (2011–12).¹

Figure 2

Queensland ports total throughput 2007–08 to 2011–12²

Figure 3 illustrates Queensland’s total throughput by port and by commodity in the 2011–12 financial year. Coal exports account for the largest portion of throughput at Queensland ports by volume, followed by bauxite, oil and petroleum.

Figure 3

Queensland ports throughput volume by port and commodity³

² Department of Transport and Main Roads.
³ Department of Transport and Main Roads.
Figure 4 contains a map of the Queensland port network and indicates the current role of each port.

**Figure 4** Queensland port activity
Vision

Queensland’s vision for ports is to:

Drive economic growth through the efficient use and development of Queensland’s long-established major port areas, while protecting and managing Queensland’s outstanding environmental assets

Getting this balance right by concentrating development within PPDAs and a 10 year prohibition on capital dredging for the development of deepwater port facilities outside of these declared ports is central to the success of the Queensland Ports Strategy.

Driving economic growth

In 2012–13, Queensland’s ports facilitated over $44 billion of exports to overseas destinations. The Queensland port network contributes to the productivity of the four pillars of the Queensland economy — tourism, agriculture, resources and construction. The Queensland Ports Strategy will support development across these four pillars and other sectors of the economy, through well planned development.

- **Tourism** will continue to grow through development of the cruise shipping industry and the ongoing protection of the natural beauty of the Great Barrier Reef
- **Agricultural exports** will prosper through improved freight and port access
- **Resource exports** will grow in line with improved capacity to reach global markets
- **Construction** activity will be facilitated through more efficient supply chains.

Case study: Growing the Cairns cruise industry

The Port of Cairns is one of the country’s busiest cruise destinations, bringing 44 000 tourists to the region and injecting $4.5 million a year into the local economy. As cruise ships grow larger, access to the cruise ship terminal is becoming constrained.

The Queensland Government has committed up to $40 million to widen and deepen the shipping channel in Trinity Inlet into the Port of Cairns to allow access to larger ships. The project will see mega class cruise ship numbers grow by around 61 visits per year by 2025, projected to translate to a $436 million contribution to the regional economy over 25 years.

The Port of Cairns is currently working with scientists from James Cook University to identify the possible environmental impacts of the project.

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Protecting and managing environmental assets

Many of Queensland's major trading ports are near or adjacent to important environmental values including the Great Barrier Reef. Ensuring that the Great Barrier Reef remains protected and one of the best managed marine areas in the world\(^5\) is a priority for the Queensland Government. The draft Great Barrier Reef Ports Strategy committed to:

*Restricting significant port development, within and adjoining the Great Barrier Reef World Heritage Area, to within existing port limits for the next ten years.*

### The Great Barrier Reef Ports Strategy

The main themes of public consultation on the Great Barrier Reef Ports Strategy included:

- support for the concentration of development to within existing port limits
- recognition of the important role of ports in facilitating the growth of economies
- concern for the Great Barrier Reef and threatened species
- support for improving port planning and master planning
- support for strengthening protection of land and corridors near ports
- support for improving environmental management consistently across ports
- support for strategic alignment in planning activities across jurisdictions, particularly with the National Ports Strategy.

Informed by consultation on the Great Barrier Reef Ports Strategy, the draft Queensland Ports Strategy makes a stronger commitment. To achieve the vision of the Queensland Ports Strategy, the government will:

- prioritise and consolidate significant development in major port areas, focusing any impacts of port development within a small number of long-established major port areas\(^6\)
- prohibit capital dredging for the development of any additional deepwater port facilities outside of long-established major port areas for a period of ten years.

New legislation will give effect to this policy direction.

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6 A 'port area' is considered to represent a geographical area significantly smaller than that contained by 'port limits', to be discussed further through the concept of Priority Port Development Areas later in this document.
1. Strategic use of ports

Queensland’s port network faces major opportunities and challenges as Asia’s demand for Queensland exports strengthens, capacity constraints in other Australian ports intensify and Queensland’s demand for imports continues to rise. Now is the time for a systems reform of the way ports are regulated and managed in Queensland.

Queensland’s draft *Moving Freight* strategy has forecast over 70 per cent growth in the state’s freight movements by 2021, driven primarily by growth in Queensland’s resources, agriculture and consumer industries:

- by 2025, it is predicted that Queensland’s exports of thermal coal will be 79 to 185 million tonnes and exports of metallurgical coal will be 226 to 262 million tonnes;\(^7\)
- Queensland’s agriculture, fisheries and forestry industries have an estimated production value of $14.7 billion and the Queensland Government is aiming to double the value of agriculture production by 2040.\(^8\)

As freight volumes grow, so too will the demand on Queensland ports. Ensuring capacity is available to meet growing trade demand while maintaining environmental protection requires more strategic use of Queensland ports.

**Priority Port Development Areas**

Five PPDAs will be declared in Queensland, covering six trading ports:

- Port of Brisbane
- Port of Gladstone
- the ports of Hay Point and Mackay
- Port of Abbot Point
- Port of Townsville

The government will facilitate staged, incremental expansion of port and terminal capacity in relation to these PPDAs, to meet emerging demand in line with long-term plans. Through PPDAs, the government will protect land for port developments, reduce land use tension and streamline the approvals process for developments.

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The Queensland Government will establish five Priority Port Development Areas (PPDAs) at the long-established ports of Brisbane, Gladstone, Hay Point/Mackay, Abbot Point and Townsville.

PPDAs will only be declared in relation to existing long-established ports. At the ports of Hay Point and Mackay, a single PPDA will be established comprising two zones — a separate zone at each port. This will allow for planning and development to be considered at a regional level.

PPDAs will be enacted through proposed new legislation that streamlines the regulation of ports. The legislation will accelerate development within the PPDAs by requiring ports to prepare a port master plan including an environmental management framework, encouraging strategic, holistic consideration of port development and positioning ports for regulatory streamlining benefits with the Australian Government.

Concentrating and planning for development within long-established Queensland ports is the most efficient option to meet future demand, improve productivity, support the economic development of the state and minimise future environmental impacts. Together, the ports of Brisbane, Gladstone, Hay Point, Mackay, Abbot Point and Townsville comprise 98 per cent (43Mtpa) of Queensland’s imports and 87 per cent (189Mtpa) of the state’s exports by volume. As shown in Figure 5, these ports are critically located with supply chain infrastructure connecting the ports to centres of production and demand.

Rapid growth in Central Queensland

As identified in the Central Queensland Regional Plan, the region is currently experiencing rapid economic and investment growth as a result of record levels of investment from the resources sector. In 2011–12, around 75 million tonnes of coal was produced in the region accounting for 40 per cent of Queensland’s total coal production. Agricultural production also continues to grow strongly in Central Queensland accounting for almost 10 per cent of total agricultural production in the state.

Development at the Central Queensland ports of Gladstone, Hay Point and Abbot Point will be vital to support this growth, including the export of coal through all three ports and the export of liquefied natural gas (LNG) through Gladstone to world markets.

The Port of Mackay also plays a critical role in the Central Queensland resources supply chain, while still supporting the agriculture sector. The port plays a strategic role through the import of petroleum and other bulk commodities essential to the resources sector, allowing other Central Queensland ports to focus on the export of resources. As resource developments in the Bowen Basin come online and expand, imports through this port will increase and future development may be required.

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9 Department of Transport and Main Roads.
Figure 5 Queensland's port network and sites of production
Brisbane — a multi-commodity hub

The Port of Brisbane is one of Australia's fastest growing container ports, handling trade of approximately $50 billion per annum. The port is a diverse, multi-commodity port supporting a range of industries across Queensland. It facilities imports and exports for the entire state, including over 90 per cent of Queensland's containers and motor vehicles, almost the entirety of Queensland's meat exports and around half of the state's agricultural exports. The size of this task and the importance of the Port of Brisbane to the state means that it requires an efficient, multi-modal logistics supply chain to service it.

In 2011–12, the total tonnage handled through the Port of Brisbane increased by 12.9 per cent to 37.21 million tonnes — the nineteenth consecutive year of growth in total trade tonnage through the port. Increasing growth, including through its role as Queensland's primary import port, will translate to significantly increased demand on urban road and rail connections between the port and key industrial precincts, as well as key freight corridors to regional Queensland.

Supporting Northern Queensland

The Port of Townsville is a multi-cargo trading port which serves as a critical transport hub for Northern Queensland. The port's varied trade includes minerals, refined metals, agricultural, petroleum, cement, motor vehicles and general cargo.

The port is surrounded by regional Queensland’s largest urban population and is also an important strategic location for Australian Defence Force naval operations.

Case study: Port of Townsville and the North Queensland Resources Supply Chain

The North Queensland Resources Supply Chain (NQRSC) between Mount Isa and Townsville is a corridor of national significance carrying more than $15 billion of freight each year. There is potential for significant growth in the freight task on this corridor related to resource activity in the North West Minerals Province and North East Minerals Province, as well as the Northern Galilee Basin.

The NQRSC Steering Committee is guiding a comprehensive demand analysis for the region, an infrastructure capacity audit of the whole supply chain, and a review of coordination models suited to the NQRSC. The project aims to improve the efficiency and productivity of the supply chain by better coordinating infrastructure owners, operators and current and future users to manage the movement of freight along this economically important corridor. The work will also enable the future prioritisation of infrastructure projects on the corridor.
Port functions

The development and use of each of Queensland’s ports has been determined by each unique set of geographic features such as access to deepwater and natural harbours, proximity to sites of production and connecting landside infrastructure, proximity to import markets, and adequate land and sea linkages.

Queensland’s smaller ports also have important strategic functions such as:

- exporting locally produced commodities
- importing goods for small or remote communities
- providing facilities for national defence operations
- encouraging tourism through cruise shipping and recreational marine facilities.

Master planning provides an opportunity for these ports to consider their strategic advantages and plan for the future based on their geographic strengths and demand forecasts.

Case study: The role of ports in supporting defence

Queensland is the second-largest state for defence employment, home to a quarter of Australian Defence Force (ADF) military personnel and 25 per cent of national defence industry activity. The Queensland Government is committed to ensuring the state is equipped to support Australia’s defence needs as well as building international opportunities and broad-based industry capability.

Queensland’s strategic location is acknowledged by the Australian Defence Force Posture Review and the 2013 Defence White Paper which recommends that the Australian Government enhances the ADF presence in northern Australia.

Located within the Port of Cairns, HMAS Cairns has 900 navy and civilian personnel and is the home port for 14 naval vessels. The base provides maintenance, logistics and administrative support for fleet units including navy and customs patrol boats, landing craft, hydrographic ships and the Laser Airborne Depth Sounding Flight.

The Port of Townsville is also undergoing significant expansion, with a $30 million Department of Defence contribution to increase capacity to service defence ships and enhance the capacity of the port to support major ADF activities.
2. Environmental protection

The Queensland Government is committed to the protection of the environment, including the ongoing protection of the Great Barrier Reef. Concentrating port development in PPDAs maximises efficiencies and economic outcomes for the state, while minimising environmental impacts.

Consolidation of port development

The Queensland Government will prohibit capital dredging for the development of deepwater port facilities outside of PPDAs for the next ten years.

The Queensland Government will restrict development of new deepwater port facilities outside PPDAs by prohibiting capital dredging for port development purposes outside PPDAs until 2024.  

The government will not prohibit port developments outside PPDAs that do not require capital dredging (for example, landside developments, or the construction of jetties/barging operations to ships in naturally deepwater). Similarly, capital dredging outside PPDAs will not be prohibited where it is being undertaken for safety reasons, to increase a port's resilience to extreme weather events, or to maintain the effective operation of existing port facilities.

This restriction also does not apply to previously approved projects; proposals which are currently the subject of an active environmental impact statement (EIS) process or proposals currently designated as a major project by the Queensland Government.

Development at ports will continue to be subject to existing rigorous environmental assessment standards. Additionally, Environmental Management Frameworks (EMFs) will be required to be developed in accordance with the guideline for mandatory master plans for PPDAs.

This is consistent with recommendations made by the UNESCO World Heritage Committee for the government to restrict port development outside the long-established major port areas within or adjoining the Great Barrier Reef World Heritage Area.

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10 It is not intended to restrict maintenance dredging activities. The concept of deepwater port facilities will be further defined as legislation is drafted.
Environmental Management Systems and desired environmental outcomes

Over and above legislative requirements, Queensland ports have committed to make publicly available environmental policy statements, and incorporate environmental and sustainability principles into their core corporate values. Additionally, Queensland ports operate in accordance with established Environmental Management Systems (EMS) that are consistent with International Standard ISO14001.11

Case study: International Environmental Management Systems

ISO14001 is a voluntary international standard which assists organisations to identify environmental impacts of business activities, and improve environmental performance. Environmental Management Systems (EMS) apply across all ports managed by a port corporation. ISO14001 requires that ports:

- develop a **policy** that articulates the organisation’s environmental commitments
- appoint an **environmental manager** or management team responsible for the ongoing coordination of EMS
- identify the organisation’s **significant environmental aspects**
- identify relevant **legislation and regulatory requirements**
- establish **environmental objectives** and targets and implement **programs** to achieve them
- **monitor and measure** progress towards achieving objectives and targets
- continually **improve the effectiveness** of environmental management
- **strategically review** the continuing effectiveness of environmental management within the organisation.

11 All Queensland port corporation EMSs are accredited under ISO14001, with the exception of Ports North who are consistent with the standard, and working towards accreditation.
In addition to EMS, ports identify desired environmental outcomes as a requirement of port land use plans under the *Transport Infrastructure Act 1994*. Government approved port land use plans will remain a component of port master plans. Port land use plans include requirements relating to Desired Environmental Outcomes for the port.

Current port EMS and desired environmental outcomes in port land use plans may inform Environmental Management Frameworks, a required component of Queensland Government approved master plans for PPDAs.

## Dredging

Dredging is a necessary part of port maintenance. Weather events, including extreme weather events such as flood and cyclones, will routinely result in the deposit of excess sediment in shipping channels and ports. Dredging may also be required for the safe passage of marine vessels through expanded port facilities or to accommodate larger vessels through existing channels. The potential impact of dredging will vary greatly from port to port, depending on factors such as the scale and time period involved in the dredging task, the sensitivity of the surrounding marine environment, and the composition of the dredge material.

Dredging and deepwater port facility development within the PPDAs will continue to be subject to assessment in accordance with Queensland and Commonwealth environmental standards as required. Specific requirements and conditions are placed on the dredging and dredge material disposal process before, during and after dredging processes are undertaken with regard to monitoring and management. These requirements must be adhered to ensure compliance with Queensland and Australian Government standards.

### Dredge material disposal

The Queensland Government supports a scientific, risk-based approach to the management of dredging and dredge material disposal.

Relocation of dredged material remains a key focus of port-related environmental approvals. The Queensland Government supports port by port decisions based on the National Assessment Guidelines for Dredging and associated legislation, and leading practice standards. This approach relies on the use of rigorous scientific analysis.

### Off-shore disposal

If ocean disposal is proposed, a Sea Dumping Permit is required under the *Environment Protection (Sea Dumping) Act 1981* (Commonwealth). To obtain this permit, ports are required to undertake rigorous assessment of disposal options (including beneficial reuse and onshore disposal options) in accordance with the National Assessment Guidelines for Dredging (NAGD). This is in line with the International Convention on the Prevention of Marine Pollution by Dumping of Wastes and Other Matters 1976 (London Protocol). Also, through Technical Advisory Consultative Committees, a variety of stakeholders including regulators, traditional
owners, local community representatives, fishing and tourism representatives, scientists and regional harbour masters are consulted on assessment, monitoring and management of proposed dredging and disposal.

If dredged material is proposed to be disposed of within the Great Barrier Reef Marine Park then a Marine Parks Permit is also required to be issued by the Great Barrier Reef Marine Park Authority. State approvals may also be required under legislation including the Sustainable Planning Act 2009, Coastal Protection and Management Act 1995, Fisheries Act 1994, Environmental Protection Act 1994 and the Marine Parks Act 2005.

**On-shore disposal**

Whilst a Sea Dumping Permit or a Marine Parks Permit is not required, dredged material disposed of onshore is still subject to EPBC Act requirements as the process may impact on MNES including the Great Barrier Reef World Heritage Area. For onshore disposal, further state approvals may also be required under legislation including the Vegetation Management Act 1999, Nature Conservation Act 1992, and the SDPWO Act in certain circumstances. If the proposed disposal site is in a state development area (SDA), then approval under the SDA Planning Scheme will also be required.

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**Data collection and transparency**

In May 2013, the Queensland Government committed $4 million over two years to the Gladstone Healthy Harbour Partnership program, envisioned to be a long-term initiative of the harbour, with open, honest and accountable reporting at its core, based on rigorous science and strong stakeholder engagement.

The scientific transparency of environmental management tasks at ports will be improved by making data upon which decisions are based balanced and publicly available.

Repositories of publically available scientific environmental data include:

- **eAtlas** — maintained by Australian Institute of Marine Science (AIMS), this public online metadata catalogue collates and presents research data for the Great Barrier Reef, its catchments, the Wet Tropics and the Torres Strait region.

- **eReefs** — a collaboration between the Great Barrier Reef Foundation, the Bureau of Meteorology, the Commonwealth Scientific and Industrial Research Organisation (CSIRO), AIMS and the Queensland Government, providing information on matters including physical processes, sediment transport and biogeochemistry. Integrated information will assist decision makers in making sound strategic decisions relating to reef management.
Shipping management

It is essential for the operation of Queensland ports that shipping routes remain open and available to shipping on an equitable basis. This will be a key consideration for port master plans, which will be required to take into consideration the relationship between the port and the areas beyond traditional port boundaries.

Access to some Queensland ports requires ships to travel through environmentally sensitive areas such as the Great Barrier Reef, Torres Strait (both declared to be Particularly Sensitive Sea Areas by the International Maritime Organisation) and the Coral Sea. In addition to compulsory pilotage arrangements at all Queensland ports, the REEFVTS (Great Barrier Reef and Torres Strait Vessel Traffic Service) is also used. The REEFVTS is the mandatory ship reporting system in the Great Barrier Reef and the Torres Strait. The objectives of REEFVTS are to:

- enhance navigational safety in the Torres Strait and inner route of the Great Barrier Reef by interacting with shipping to provide information on potential traffic conflicts and other navigational information
- minimise the risk of a maritime accident and consequential ship sourced pollution and damage to the marine environment in the Torres Strait and Great Barrier Reef region
- provide an ability to respond more quickly in the event of any safety or pollution incident.

The significant reduction in the number of groundings in this area, from one per year between 1997 and 2003 to only one incident between the years 2004 and 2009, is attributed to the introduction of REEFVTS.

**Case study: North East Shipping Management Plan**

Shipping safety measures in the Great Barrier Reef are generally managed through the North East Shipping Management Group (NESMG), which includes representation from Maritime Safety Queensland (MSQ) and the Queensland Department of Transport and Main Roads. The group is developing the draft North East Shipping Management Plan. Actions proposed under the draft plan include:

- investigation of opportunities to improve shipping traffic management at multiple points, including improved communication with ships and organisation of traffic into and out of port areas using refined REEFVTS techniques
- prioritising audits by MSQ of pollution response capabilities for ports, and working with MSQ to enhance consultation and engagement with communities on maritime environmental emergencies in the north east region
- the establishment of an Anchorage Management Working Group under the NESMG to implement findings from anchorage management and impact studies undertaken in the Great Barrier Reef World Heritage Area.
3. Efficiency

Productivity improvements, including more efficient use of the state’s economic infrastructure, are a pre-condition for Queensland’s economic growth. Enhanced productivity through efficiency is also a key driver of port competitiveness.

The Queensland Government will work to create the right conditions to allow the port system to operate as efficiently as possible to the benefit of local, regional, state and national economies.

Whole of network approach

The strategic use of ports will drive efficiency across the port network.

The strategic use of each port, according to areas of comparative advantage, will deliver whole of network productivity gains. For example, in Central Queensland, the strategic use of the Port of Mackay as a multi-commodity import hub for the resources industry is allowing the ports of Hay Point and Abbot Point to focus on their comparative advantage in exporting coal resulting in increased efficiencies within the port network. Similarly, concentrating activity through PPDAs will encourage economies of scale and reduce duplication of supply chain infrastructure.

Increasing the efficiency of individual ports including through technology improvements and improved governance, will build on the state-wide productivity benefits derived from the strategic use of ports.

In line with the creation of PPDAs and the associated requirement for master planning within these major ports, the government will take a whole of network approach to increasing efficiency. Master planning in PPDAs will require ports to consider the relationships between the port and the areas beyond traditional port boundaries. This approach seeks to better integrate supply chains with ports to maximise efficiency and productivity. Improving efficiency along the supply chains is discussed further under Theme 4 (Supply chains).
Port governance

There are currently four Government Owned Corporations (GOCs) in Queensland responsible for managing port facilities — Gladstone Ports Corporation Limited, the Port of Townsville Limited, North Queensland Bulk Ports Corporation Limited and Far North Queensland Ports Corporation Limited (trading as Ports North). There is one private port manager — Port of Brisbane Pty Ltd.

The use of GOCs enables the government to corporatise port entities, enabling:
- commercial operations in a competitive environment
- continued public ownership of the entities
- the state to provide strategic direction to the entities.

The markets that these GOCs serve are vastly different, ranging from community ports serving the domestic trade requirements of small, isolated communities to specialist bulk commodity ports. These different markets also have different capacities to pay for port services and infrastructure, which in turn influences the ability of some ports to achieve the economies of scale required to support overheads.

The government is reviewing governance arrangements for Queensland ports to provide advice on the benefits and costs of a range of possible options, including those recommended in the Queensland Commission of Audit Report (Figure 7) and aims to:
• improve Queensland’s productivity
• minimise port operational costs
• maintain a similar level of service at least cost to government
• deliver the most efficient and effective port services for Queensland
• address the needs of local and port communities.

Figure 7  Queensland Commission of Audit recommendations relevant to ports

<table>
<thead>
<tr>
<th>Commission of Audit recommendations</th>
<th>Government’s response</th>
</tr>
</thead>
<tbody>
<tr>
<td>20  The commercial operations of Gladstone Ports Corporation and Port of Townsville Limited be offered for long term lease to private operators</td>
<td>For further consideration</td>
</tr>
<tr>
<td>21  As part of long term leases, the government pursue opportunities to increase value through aggregation of assets, as follows:</td>
<td></td>
</tr>
<tr>
<td>a. Mount Isa rail freight line be transferred to Port of Townsville and managed as an integrated supply chain, with a view to divest the integrated business</td>
<td>Accepted in part</td>
</tr>
<tr>
<td>b. Aggregation of pilotage services with port facilities, to increase the scope of services that the leased ports are able to manage</td>
<td>Accepted in principle</td>
</tr>
<tr>
<td>22  The government reserve the right to take action to prevent delays in port development, to enable increased capacity to be developed by government or other users if a leased port does not wish to invest to meet such capacity</td>
<td>Accepted in principle</td>
</tr>
<tr>
<td>23  The government retain North Queensland Bulk Ports as a GOC responsible for the management and future development of state strategic port facilities, and expand its role to include supply chain coordination</td>
<td>Accepted</td>
</tr>
<tr>
<td>24  Ports North be retained as a GOC in its current form in view of its limited commercial freight operations and important regional economic role</td>
<td>Accepted</td>
</tr>
<tr>
<td>25  The ownership and control of remaining government-owned, low volume regional ports be offered to local authorities, in view of the significant role they play in their local communities</td>
<td>Accepted in principle</td>
</tr>
</tbody>
</table>

The review of port governance will include an examination of governance structures that best support capacity and productivity growth within PPDAs. The review may also identify recommendations to ensure that other ports continue to fulfil their strategic roles in the most efficient manner.

As noted in the government’s response to the Queensland Commission of Audit, the government does not currently have a policy to sell government businesses, and remains fully committed to seeking a mandate from the people of Queensland before divesting itself of any government businesses.

The government has committed to undertake further detailed investigation of recommendation 20 to ensure that the debate is fully informed before making any decision. Regardless of the outcome of these considerations, the government will ensure that ports are run as efficiently and effectively as possible.
Optimum use of port capacity

The government will facilitate future commercial arrangements that support access to port infrastructure by multiple users.

Accepted in principle by the Queensland Government, recommendation 22 of the Queensland Commission of Audit Final Report states that:

The government reserve the right to take action to prevent delays in port development, to enable increased capacity to be developed by government or other users in the event that a leased port does not wish to invest to meet such capacity.\(^\text{12}\)

It is critical for the efficiency of Queensland’s ports that the state’s land and port assets are utilised to the greatest extent possible, rather than being locked out of competitive use through single user access.

‘Open access’ arrangements will allow smaller companies, which are not able to fully fund infrastructure developments, to access terminal capacity on commercial terms in the future. This could be facilitated through commercial arrangements tailored to the circumstances of each port location. For example, the Port of Brisbane has provisions drafted into its leasing arrangements. This approach ensures the best use of public and private resources to increase capacity utilisation and access across port users.

**Case study: Abbot Point Expansion Project**

The Port of Abbot Point is of strategic economic importance due to its proximity to the resource rich Bowen and Galilee basins. The Queensland Government has not supported previous large-scale expansion plans opting instead for a balanced, incremental approach to development of the port.

The Abbot Point Expansion Project (AP-X) is designed to facilitate staged development. As demand increases, the Queensland Government will consider opportunities to further expand the Port of Abbot Point through the development of new terminals.

Before considering any options for further expansion, the government will work to ensure maximum use of existing port infrastructure. Third party ‘open access’ arrangements on commercial terms will ensure that AP-X proponents are incentivised to maximise the use of the terminal, rather than engaging in ‘land banking’. These arrangements will also ensure that access to the port is available to companies which are not able to fund terminal developments themselves.

The Queensland Government also recognises that some port functions may be better delivered by the private sector or local government, and this will be considered as part of the review of port governance.

Monitoring port performance

Monitoring port performance is critical to ensuring that ports are delivering the greatest benefits while minimising and managing unintended consequences. Monitoring port performance extends beyond simply measuring the throughput volumes of a port. Performance standards also need to measure efficiency (for example, wharf turnover and loading rates), whole of supply chain performance, safety standards and environmental management.

Measuring and publicly reporting port performance will also allow ports users, communities and other stakeholders to be better informed about possible future scenarios for individual ports.

Port master plans are the ideal tool through which port performance can be monitored. As a critical element, port master plans should set out the intended strategic directions for each port, including readily monitored indicators of port performance tailored to each port location.

**Indicators for monitoring port performance**

Depending on the individual circumstances and requirements of each port, possible indicators of performance may include:

- throughput volumes
- ship turnaround times
- loading rates
- berth utilisation
- berth and rail unloading rate
- employment in port region
- local, regional and state wide economic impact of a port
- environmental incident frequency.

The Australian Government has begun work to develop and publish performance indicators for Australia’s major ports. For example, Waterline\(^{13}\) provides data on stevedoring productivity and landside performance at major container ports. Similarly, Australia’s Bulk Ports\(^{14}\) provides principles and measures to monitor logistics at bulk commodity ports. Through further work on guiding master planning, the Queensland Government will give consideration to suitable, consistent and scalable performance indicators. Indicators could assist in identifying opportunities for improvement across the port system and enable more transparent reporting and monitoring of port and supply chain performance.

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4. Supply chains

Ports are a critical node in the supply chains that drive Queensland’s economy. Port productivity depends on efficient connections at land and sea. Constraints or bottlenecks at any point of the supply chain will limit the ability of a port to operate at its most productive level.

The interaction of logistics and infrastructure combine to determine the efficiency of the supply chain.

**Ports will be encouraged to consider the functioning of interrelated supply chains in their master planning activities.**

**Improving coordination between supply chain participants**

Long-established major ports (Brisbane, Gladstone, Hay Point/Mackay, Abbot Point and Townsville) are part of extensive supply chains with high throughput volumes and many users. PPDAs will be declared at these ports.

The Queensland Government is delivering frameworks to improve the coordination of supply chains to and from PPDAs including the North Queensland Resources Supply Chain Project; the Central Queensland Supply Chain Coordination Project; and the Bowen Basin, Galilee Basin, and Surat Basin infrastructure frameworks.

Through these frameworks, the government is able to:

- identify key bottlenecks in the infrastructure networks and resource industry supply chains, to inform infrastructure policy and prioritisation
- clearly state where infrastructure should be located and how the government will support the private sector in delivering strategic infrastructure
- respond to industry demand for new infrastructure to open new resource regions
- acknowledge the changing market place within which private infrastructure investment occurs.

Other smaller ports are part of localised supply chains which are effectively managed with coordination between a limited number of users. For example, the ports of:

- Karumba, Weipa and Cape Flattery export locally sourced resources
- Mourilyan, Lucinda and Bundaberg export sugar from local areas
- Thursday Island and Quintell Beach import goods for the remote communities located nearby.
Efficient use of supply chain infrastructure

The Queensland Government will look for opportunities to make better use of existing supply chain infrastructure, before considering options for the delivery of new infrastructure.

Improvement in supply chain effectiveness does not necessarily mean provision of new infrastructure. Seeking to better utilise existing assets before considering new infrastructure ensures Queensland supply chains can meet demand, improve productivity returns from assets and minimise funding impacts.

For example, landside supply chain efficiency can be improved through changes to logistics practices; pricing mechanisms to encourage off-peak use of infrastructure; and the use of backloads to increase the productivity of port access roads.\(^{15}\)

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**Case study: Infrastructure for Economic Development (IfED)**

Infrastructure for Economic Development (IfED) outlines the Queensland Government approach to reforms to economic infrastructure planning, prioritisation, funding, financing and lifecycle management.

IfED recognises that in some cases, better use of existing infrastructure or improving existing infrastructure assets can meet demand, improve productivity returns from assets, and minimise funding impacts.

**Figure 8** IfED hierarchy of options for infrastructure development

Case study: Queensland’s freight strategies

Queensland’s freight task is rising rapidly, and is forecast to increase from 881 million tonnes in 2009–10 to 1550 million tonnes in 2020–21. The Queensland Government is planning for this growing challenge with the draft *Moving Freight* strategy, led by the Department of Transport and Main Roads. The draft strategy outlines 38 short, medium and long-term actions to support the growth of freight in the resources, agriculture, construction and tourism sectors.

The draft *Moving Freight* strategy identifies that preserving future freight corridors will be critical to facilitating freight movement between Queensland’s key ports and their growing hinterland markets. For example, at the Port of Brisbane, this means ensuring that adequate capacity road and rail freight infrastructure is planned and developed to connect the port to its hinterland in advance of freight related congestion.

Opportunities to make more efficient use of existing supply chain infrastructure should not be limited to only consideration of land based infrastructure. The Department of Transport and Main Roads is also leading the development of a Sea Freight Action Plan which will review existing port infrastructure and capabilities at nominated ports and consider options for coastal shipping, noting that coastal shipping will not be suitable for all ports.

The development of a commercially operated coastal shipping service could provide Queensland industries with an additional option, improving the flexibility and performance of supply chains, and increasing the resilience of these supply chains to interruptions such as extreme weather events. Any activities considered to have significant impact on the Great Barrier Reef will continue to be subject to strict environmental assessment standards.

Queensland’s draft *Moving Freight* strategy outlines priorities to meet supply chain service demand utilising existing infrastructure capacity including:

- **attracting freight to rail** — there is latent capacity across sections of the rail network with the ability to support growing freight demand. Rail is suited to high volume freight tasks with point-to-point pick up and delivery over long distances. Opportunities exist to attract freight volumes to rail for agricultural and general freight tasks therefore improving efficiency. For example, *Moving Freight* identifies the need to examine corridors to and from the Port of Brisbane, including closer examination of rail linkages

- **use of higher productivity vehicles** — higher productivity heavy vehicle combinations offer important increases in productivity and efficiency for freight operators. Improving road network access for these types of vehicles will lower transport costs for users and maximise the use of existing transport infrastructure.

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Facilitating private sector infrastructure

The government is shifting to facilitating rather than delivering supply chain infrastructure projects. The focus is on:

- prudent allocation of the state’s land assets
- balancing varied stakeholder interests
- maximising returns to the state
- facilitating streamlined assessment and approval processes
- providing certainty across private investors and the community.

Case study: Galilee Basin

The Queensland Government has actively supported the development of necessary infrastructure in the Galilee Basin to open a new, globally significant resource region. The government has released an infrastructure framework containing a number of solutions encompassing rail, roads, water, ports, power and communities. These solutions clearly show the government’s views on where infrastructure should be located and how government will use its powers to support private sector-led strategic infrastructure.

For example, the government has defined two rail corridors to service new and existing mines in the Galilee Basin. This approach replaced eight separate railway proposals and allowed private sector infrastructure to efficiently link the basin with the coal ports of Abbot Point and Hay Point, maximising the returns to the state and balancing the interests of the coal industry with other land users.

Through IfED, the Queensland Government acknowledges that allocating risk between public and private partners, according to who is best able to manage the risk, is necessary to allow greater private sector involvement in economic infrastructure. The government will work with private partners to optimise risk allocation to achieve greater value for money outcomes for Queensland.
5. Master planning

A key action of the National Ports Strategy is to ‘develop long-term integrated master plans for ports guided by best practice’. This action has been further supported by Ports Australia, whose paper *Leading Practice: Port Master Planning – Approaches and Future Opportunities* broadly aligns with the Queensland Government’s views on a master planning framework for ports.

Port master planning for Queensland

A new statutory port master planning guideline will be developed to support the vision of the Queensland Ports Strategy and will form an integral operational component of new Queensland ports legislation.

Regulation of port planning in Queensland has historically focused on land use planning and planning within port boundaries. Leading practice master planning considers areas beyond the port boundaries, taking into consideration factors such as supply chain connections and surrounding land uses as well as strategic port land and port facilities. A well-structured master plan that considers geographical features and is supported by robust and transparent data and forecasting information can effectively provide individual ports with a ‘licence to grow’.  

**Case study: Port of Brisbane**

The Port of Brisbane has established a competitive advantage through the strategic aspects of its port planning regime, which is supporting the port in planning and preparing for future growth.

The Port of Brisbane precinct-based port planning ensures developments are appropriately sited, capitalises on port infrastructure and assets and considers adjoining land uses and sensitive areas surrounding the port precinct. These advantages frequently result in benefits above compliance standard outcomes for port development and operations.

This strategic approach will be built on and facilitated across Queensland through the development of a statutory guideline for consistent master planning principles to be applied across PPDAs.

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Master planning helps bring all relevant considerations into a comprehensive medium to long-term vision for individual ports.

The diagram below presents a conceptual synthesis of the key themes of the draft Queensland Ports Strategy into a master plan.

**Figure 9 Queensland Ports Strategy synthesis**

<table>
<thead>
<tr>
<th>Strategic use of ports</th>
<th>Environmental protection</th>
<th>Efficiency</th>
<th>Supply chains</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Master planning</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Matters that may be considered through master planning include:

- matters normally considered to be outside port boundaries, including preservation and management of supply chains and transport corridors
- environmental management considerations, including existing regulatory requirements, and various specific issues including shipping management, dredging, offsets and cumulative impacts
- establishing a competitive advantage through providing a plan-based foundation for economic and infrastructure decision-making
- current and forecast trade demands
- port governance and performance
- provision of increased certainty for port communities and port users about future development and operations
- ensuring a balance with industries and communities that use areas impacted by port development such as fishing and tourism.

**Benefits**

Benefits of the application of master planning across the entire Queensland port network include:

- clarity of port vision to a wide range of stakeholders
- creating additional economic value through increased industry and investment confidence and certainty
- providing an evidence base to support better decisions to generate improved economic outcomes
- promoting greater understanding of port needs within state and local planning agencies, thereby integrating the port into broader network consideration
- facilitating efficient, strategic management and delivery of critical infrastructure
- provision of increased environmental protection by identification of critical environmental values early in the process
- streamlining the environmental assessment and approvals process for development proposals at ports.
Statutory master planning guideline

Statutory master planning will be mandatory for PPDAs.

A statutory master planning guideline will:
- be required to be applied at all PPDAs
- outline suggested leading industry practice that may be used by all other ports.

Rather than being prescriptive, it will outline principles and frameworks, allowing ports to apply the guideline to support their individual port circumstances including geography, trade profiles, changing markets and demand.

Guideline characteristics

The master planning statutory guideline will provide a framework through which ports may develop individual master plans. Broadly, port master plans should:
- clearly articulate the medium to long-term vision for a port, based on a 30 year timeline to reflect long asset life and data forecasting limitations
- contain analysis of demand driver and development issues, based on robust data and forecasting and guided by the most important issues facing the port
- determine critical success factors and limitations
- combine the port vision and issues analysis to arrive at strategic land use and infrastructure directions for the port
- include review and adaptive management frameworks.

Transparency and community engagement

An important factor in port master planning is the improved transparency and public availability of data surrounding port operations.

The guideline will require public transparency of port master planning. Issues with commercially sensitive data are recognised, however a version of the master plan, that may exclude commercially sensitive data, should be made publicly available. From this publicly available document, stakeholders should be able to understand basic demand drivers, environmental issues at the port, the basis for land use allocations resulting from the master plan, and gain an understanding of how the port can be expected to develop over the master plan's lifetime.

Full transparency of port master planning also has the potential to improve the public perception of ports and port operations. Active and appropriate community engagement and participation will be required through the master planning process. This process will seek holistic stakeholder views on the strategic plans of a port.
Case study: Ports Australia data project

Ports Australia has undertaken a project to update and enhance its data collection, recognising the need to inform public policy discussion around ports with accurate and robust data. The focus of this project has been to:

- inform state considerations including planning and development, and infrastructure and transport policy making
- increase awareness of ports’ contributions to the Australian community, economy and way of life
- foster greater understanding of port development and freight infrastructure requirements including corridor and shipping channel preservation
- detail environmental impacts of port activities
- assist with development of industry accepted and agreed outlooks on growth and future capacity requirements.

Data collected includes financial outcomes, future capital requirements, capacity and corridor infrastructure development, trade value and growth estimates, and channel and passage details. Federal agencies, including the Bureau of Infrastructure, Transport and Regional Economics (BITRE) and the Bureau of Resources and Energy Economics (BREE), have been instrumental in providing data for this project. It is anticipated that in 2014, Ports Australia will deliver the first in a series of annual data to improve transparency and understanding of ports in Australia.

Strategic alignment and master plan supports

Port master plans cannot exist in isolation from other instruments both within and outside of port boundaries. Strategic alignment across levels of planning and regulation is crucial to the success of port master planning in Queensland. Master plans should not only fit with national and state directions and planning activities, but also with local government, precinct and project level planning.
Case study: Draft State Planning Policy (SPP)

The Queensland planning system recognises strategic ports as a state interest in land use planning activities as part of the draft State Planning Policy (SPP). The draft SPP states:

*Planning and decision making enables the growth and development of strategic ports by:*

- protecting strategic ports from development which may adversely affect the safety viability and efficiency of existing and future port operations
- promoting development around strategic ports that supports, services or is compatible with port operations.

The SPP aligns with and supports port master planning by ensuring development does not impact on the safe and efficient operation of Queensland’s ports, and that port operations do not result in unintended social and environmental impacts on communities surrounding ports.

Figure 10 provides a conceptual illustration of a Queensland master planning framework in a ports planning ‘line of sight’.

**Figure 10** Queensland port planning line of sight

At the port level, master plans, as required by the statutory guideline, should be supported by supplementary documentation including port land use plans currently required by the *Transport Infrastructure Act 1994* which include desired environmental outcomes for the port.

Leading practice also suggests master plans should be supported by a variety of guidelines or codes addressing the operational aspects of port uses. Such guidelines would assist in raising overall standards of development and articulate expected operational and environmental standards of development and practice. Project-specific strategic planning should also take account of port master plans, and the port land use plan.

**Regulatory streamlining**

The Queensland Government remains committed to reducing duplication in environmental regulatory processes, while ensuring environmental protection. This includes streamlining the environmental assessment and approvals process for development proposals at ports.

The master planning guideline will work towards streamlining and accelerating the environmental assessment and approvals process for development proposals within ports that have an approved master plan.
PPDAs
Under the master planning guideline, PPDAs will be required to prepare master plans that include an EMF. The EMF will address potential environmental impacts of proposed port development and port activities, including consideration of potential marine as well as cumulative impacts, and result in a framework which will ensure appropriate management of these matters.

PPDAs will be required to prepare an EMF that meets both Queensland and Australian government environmental standards. This will require ports to include significant additional detail in master plans, including consideration of MNES and Outstanding Universal Value (OUV).

By meeting Australian Government environmental standards, ports with approved master plans will be well placed to achieve regulatory streamlining benefits.

Ports located outside PPDAs
Ports located outside PPDAs may choose to prepare a port master plan in compliance with the statutory master planning guideline. Port master plans submitted for approval to the Queensland Government will be required to meet Queensland environmental assessment and management standards. These ports will not be required to align with Australian Government standards for environmental assessment in order to have a master plan approved by the Queensland Government.

Where a master plan does not align with Australian Government environmental standards, future proposals requiring approval under the EPBC Act will not be eligible for the regulatory streamlining benefits accrued by master plans with an EMF meeting Australian Government standards.
Implementation

Key actions

The Queensland Government will implement the Queensland Ports Strategy through a number of key actions, including:

- establishment of PPDAs
- concentration of port development through prohibiting the development of deepwater port facilities outside of PPDAs
- development of a statutory master plan guideline for compulsory use by PPDAs.

The Queensland Government is developing legislation to implement these key actions. The legislation will enable a systems reform of port planning, development and management in Queensland.

The Queensland Government will also continue the review of port governance and improve supply chain infrastructure coordination and delivery for sustained economic growth across the state’s port network.

The final Queensland Ports Strategy will feature an action plan for implementation of the strategy.

Public consultation

The Queensland Government is conducting public consultation on the draft Queensland Ports Strategy. Consultation will inform the government on implementation of the key actions.

Public comment is invited on the vision and proposed key actions that will support reforms in the planning, regulation and management of ports in Queensland.

Details for making a submission on the draft Queensland Ports Strategy can be found in the following section.
Consultation details

The Queensland Government is inviting you to have your say on the draft Queensland Ports Strategy. Your feedback will contribute to the implementation of the vision and key actions of the final Queensland Ports Strategy.

The closing date for submissions is Friday 13 December 2013. Submissions can be made in the following ways:

Online survey: www.dsdip.qld.gov.au/qps

Email: qldportsstrategy@dsdip.qld.gov.au

Post: Queensland Ports Strategy Manager
Department of State Development, Infrastructure and Planning
PO Box 15009
City East QLD 4002

For further information and to download a written submission form, visit www.dsdip.qld.gov.au/qps or call 13 QGOV (13 74 68).