Queensland Freight ACTION PLAN 2020–2022

Queensland Government

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Actions Summary

BUILD EFFECTIVE PARTNERSHIPS

Advance programs and initiatives to ensure Queensland freight issues and priorities are considered

Support the development and implementation of the National Freight and Supply Chain Strategy and National Action Plan

Governments and industry working together to address key freight issues and policy barriers

Educate and engage with stakeholders to promote the benefits of the freight system

UNLOCK ECONOMIC OPPORTUNITY

Identify critical sections of the freight network and prioritise investment, considering modal preference and connectivity

Advance heavy vehicle road reform to improve the planning, investment, funding and charging of heavy vehicle related infrastructure

Prioritise funding and investment of key freight routes to realise improved services

Identify opportunities for joint investment between industry and government, aligned with government priorities

SMARTER CONNECTIVITY AND ACCESS

Encourage adoption of freight related technologies (e.g. electric vehicles, automated vehicles, blockchain, drones)

Investigate road access issues and challenges, such as more efficient permit and access approvals, to improve efficiency of freight movements

Ensure existing and future freight corridors and intermodal terminals are identified and protected during land use planning decision making processes

Enhance rail freight access and performance on metropolitan and regional networks

Identify and manage the freight needs of regional and remote communities and industries

A RESILIENT FREIGHT SYSTEM

Continue long-term planning supporting the sustainability of the freight system

Increase transport system resilience to the effects of climate change and natural disasters

Investigate ways to reduce green house gas emissions from transport (including freight)

SAFER FREIGHT MOVEMENTS

Develop and implement technological solutions supporting safer freight movements on the transport network

Identify planning opportunities to reduce the interaction between freight and passenger movements

QUALITY FREIGHT DATA

Identify freight data needs and solutions to data gaps

Develop data sources of freight intelligence for industry and government planning and investment decision making

SKILLED WORKFORCE

Engage with the transport and logistics industry to attract and build a highly skilled and sustainable workforce to deliver the future freight task

Summary

Queensland's freight system is a key enabler for the vital components of our economy, including production, distribution and trade. It lets our businesses be efficient by ensuring that shelves are stocked, online shopping is delivered, construction materials are on site when required, and household waste is collected every week.

It also means agricultural produce from Queensland farms can be enjoyed locally and abroad, our natural resources can 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.

Queensland, and Australia, are reliant on long supply chains that run to other parts of the world. The links in those supply chains can be disrupted by forces out of our control, as has been shown during the COVID-19 pandemic in 2020. That disruption can be successfully mitigated, as demonstrated by the way government and business responded to the challenge of the pandemic with co-ordinated and collaborative responses.

The Queensland Freight Strategy

The Queensland Freight Strategy (QFS), released in March 2019, is a shared vision for the state's freight system that will guide policy, planning and investment decision making over the next ten years. It addresses Queensland's freight task in a safe, equitable and collaborative way across all stakeholders and will be implemented through the two year rolling Queensland Freight Action Plans (QFAP).

The QFS applies a systems-thinking approach for responding to the challenges within the freight industry, with its large scale, complexity, uncertainty, and significant interrelationships. It

> **The Queensland Freight Strategy is a shared vision for the state's freight system**

is also a cultural change strategy in the way that the freight system is viewed and analysed, understanding the relationships between the freight system's parts and to better inform decision making through collaborative approaches.

The QFAP is the key driver to identify and implement actions and activities that support the shared commitments and critical enablers outlined in the QFS to ensure the transport system continues to keep up to date with the changing and expanding freight environment.

It outlines how government and stakeholders are ensuring the freight system continues to keep pace with new technologies and economic conditions through rolling short-term (two years), medium-term (four years) and long-term (more than six years) actions and activities.

The QFAP will build on the five pillars in the QFS — Build Effective Partnerships, Unlock Economic Opportunity, Smarter Connectivity and Access, A Resilient Freight System, and Safer Freight Movements.

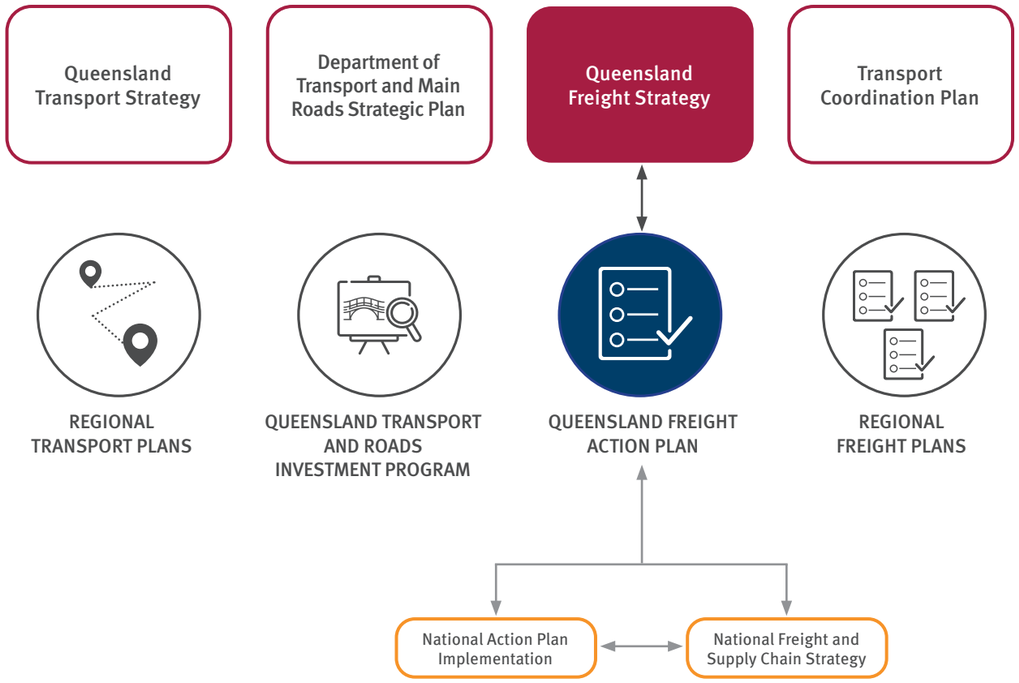
The QFAP also recognises the importance of the two critical enablers of quality freight data and a skilled workforce.

Strategic Alignment

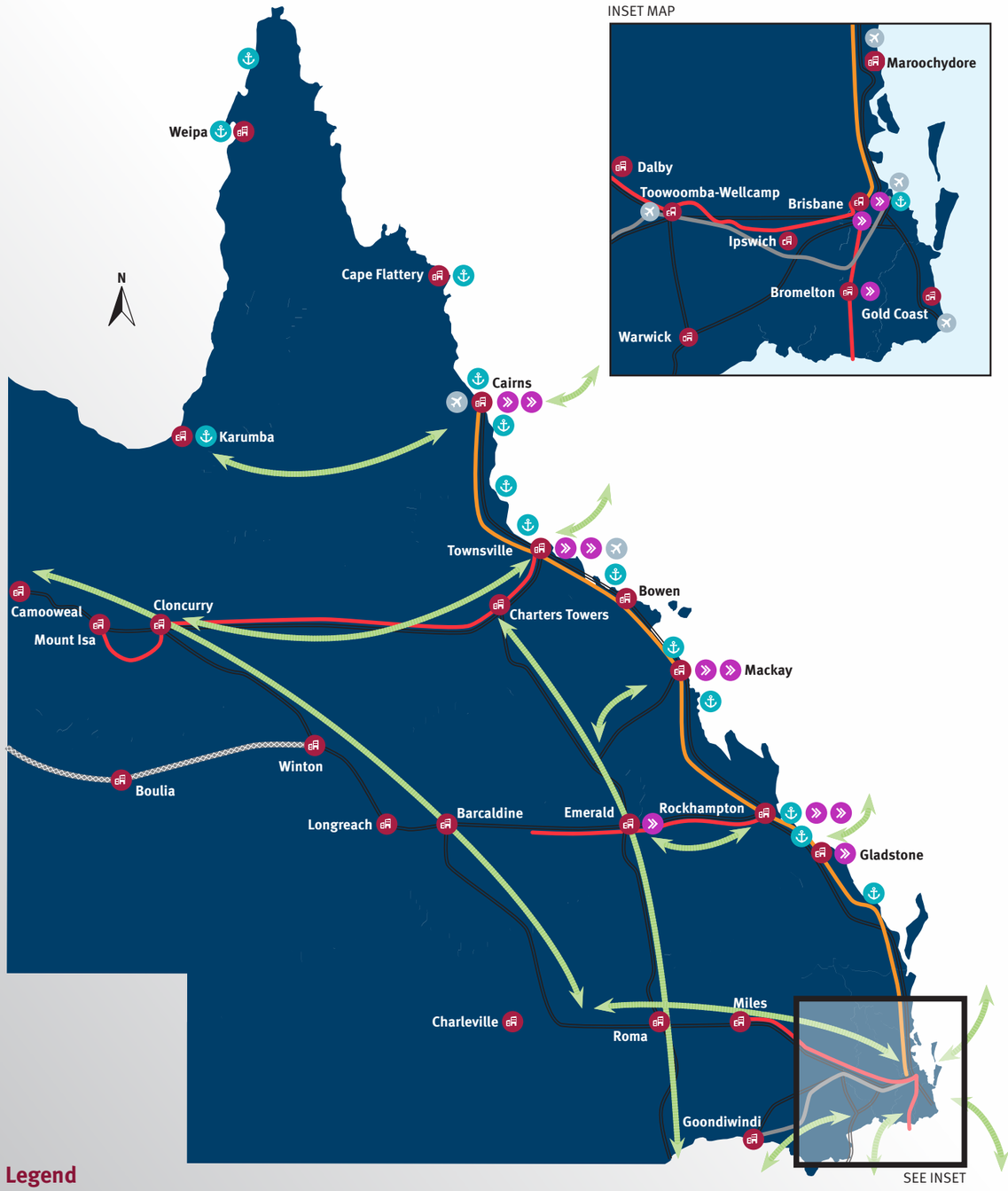
The QFAP actively supports and informs a range of national, state, regional and local government plans. This ensures a clear line of sight, and alignment with the Advancing Queensland Priorities, the Department of Transport and Main Roads (TMR) Strategic Plan, the National Freight and Supply Chain Strategy and National Action Plan. This approach supports seamless implementation, monitoring and reporting of the actions and activities that deliver an accessible transport system that connects communities and underpins the prosperity, liveability and sustainability of our state, now and into the future.

The QFAP is Queensland's implementation mechanism for the National Freight and Supply Chain Strategy and National Action Plan. The Action Plan identifies 13 actions that have been directly mapped to the Shared Commitments and Critical Enablers in the QFS and are included in the QFAP along with other Queensland specific actions.

QUEENSLAND FREIGHT STRATEGY AND QUEENSLAND FREIGHT ACTION PLAN ALIGNMENT



Freight Maps



Legend

- Trading Port
- Major Airport
- Key Intermodal Terminal
- Town
- KFR - Rail (proposed Inland Rail)
- KFR - Rail (North Coast Line)
- KFR - Rail
- KFR - Road
- Cross Border Road Connection
- General Freight Movements

Disclaimer: This information is only indicative of the transport system. It includes material available for illustrative purposes and is not inclusive of all facilities. As the information is representative of the network it should not be relied upon to be accurate, up-to-date or complete. Users should exercise their own skill and care with respect to its use.

Snapshot of the Freight System

Coastal freight
52 billion tonne-kms
25 million tonnes

6 major airports
135,000 tonnes of IMEX trade worth **$10.3b**

87,000
employed freight, logistics and supporting services

186,000km
of road network

52 billion tonne-kms
656 million tonnes

9,300km of heavy rail network
4,000km of cane rail network

73.9 billion tonne-kms
328 million tonnes

15 intermodal terminals

16 trading ports
360 million tonnes throughput
$128.4b worth of IMEX trade

29.3% **41.5%** **29.2%** **<1%**

Freight task shares

Metals, minerals and ores
284 million tonnes

Fuel distribution
15,000 megalitres

Agricultural production
38 million tonnes

The freight system fulfills the critical role of linking communities, local industry, regions and Queensland to the rest of Australia and internationally. The freight system is vital for employment, competitiveness and economic growth.

The freight system includes transport infrastructure such as key roads, rail lines, ports, airports and intermodal terminals that allow the movement of freight from point of origin to destination.

Other 'enabling' systems such as communications, information technology and utilities work in unison to facilitate the integrated, resilient and safe operation of the freight system.

The development, maintenance and management of the network is a shared responsibility between government, infrastructure owners, regulatory entities, freight operators, freight service customers and commodity owners.

The Queensland Government is committed to working together with customers, industry and other levels of government to achieve a freight system that supports our growing state.

Disclaimer: While every care has been taken in preparing this publication, it should be noted the data contained within the publication are estimates and provided for illustrative purposes only. The State of Queensland accepts no responsibility for decisions or actions taken as a result of any data within.

Sources:
Modal shares and total freight uplift and task are business as usual estimates for 2018-19: Queensland Transport Facts 2019: Centre for Transport Energy and Environment.; Sea port throughputs for 2018-19: Port Trade Statistics for Queensland Ports, Throughput statistics for the five years ending 30 June 2019 (unpublished):Department of Transport and Main Roads.; Trade values for 2018-19: Overseas imports and exports by port of discharge, commodity (3-digit SITC revision 4) and country of origin, Queensland and Australia, 2008–09 to 2018–19: Queensland Government Statistician's Office; Employment for February 2020: Employed persons by Industry group of main job (ANZSIC), Sex, State and Territory, November 1984 onwards: Australian Bureau of Statistics; Agricultural Production for 2017-18: Agricultural Commodities, Australia- 2017-18, Table 4: AGRICULTURAL COMMODITIES, STATE AND SA4 REGION–Queensland–2017-18: Australia Bureau of Statistics and Meat and Livestock Australia Statistics Database.; Fuel Sales for 2017-18: Australian Petroleum Statistics March 2019,Table 3B. Sales of petroleum products by state marketing area: Department of Industry, Science, Energy and Resources.; Minerals, Ores and coal for 2017-18: Port Trade Statistics for Queensland Ports, Throughput statistics for the five years ending 30 June 2019 (unpublished) Department of Transport and Main Roads and Queensland annual mineral summary 2015-16 - 2018-19: Department of Natural Resources, Mines and Energy.; Cane rail network: Queensland's Cane Rail and Raw Sugar on the move (2019): Australia Sugar Milling Council ; Heavy rail network: Department of Transport and Main Roads estimate.; Road Network: Department of Transport and Main Roads estimate.

Shared Commitment 1
Build Effective Partnerships

CHALLENGES

Supply chains are complex and involve many players. The key to an integrated, resilient and safe freight system is ensuring we take advantage of the wealth of knowledge and expertise across both government and industry.

A partnership-based approach

We can only create an integrated, resilient and safe freight system by working collaboratively and partnering with stakeholders to recognise the important role of industry, customers and government in shaping the freight system for the benefit of Queenslanders. The QFAP highlights areas where the government, industry and community can work together to advance a freight system that will support Queensland's growth now and into the future.

Successful collaborative approaches to addressing freight and supply chain issues during the COVID-19 pandemic were critical to ensuring the flow of essential goods and international trade.

We will continue to work collaboratively to drive and influence outcomes that deliver a freight system that advances customer, industry and government interests.

How this contributes to the National Freight and Supply Chain Strategy

Critical Area 2 - Enable improved supply chain efficiency and
Critical Area 3 - Better planning, coordination and regulation.

ACTION LEVEL	ACTIVITIES	DELIVERABLES	TIMING
Advance programs and initiatives to ensure Queensland freight issues and priorities are considered	Advance the Austroads freight research program, projects and priorities	» PBS Structural Impacts Investigation	**S**
		» Multicombination Guideline Arrangements for Local Government **(Delivered)**	**S**
		» Road Manager Technical Training	**S**
		» Options for managing impacts of aged heavy vehicles (NEF6184 Austroads Project)	**S**
	Engage with the National Heavy Vehicle Regulator (NHVR) forward program	» Heavy Vehicle National Law Review	**S**
		» National Over Size Over Mass Review **(Published)**	**S**
	Partner with tertiary and research organisations to identify and address key freight issues across Queensland's regions	» Facilitate freight related research projects through the Transport Academic Partnership Program	**S M L**
Support the development and implementation the National Freight and Supply Chain Strategy	Align QFAP and National Action Plan reporting on Actions and Activities	» Collaboration and engagement with Australian Government on priority freight actions to ensure consistency of rolling two-year action plans	**S M L**
Governments and industry working together to address key freight issues and policy barriers	Collaborate with government and industry stakeholders to identify and address freight challenges and opportunities across borders, departments and industries	» Regional Transport Plans	**S M L**
		» Development of Regional Freight Plans	**S M L**
		» Engage with local government to build technical capability on route assessment	**S M L**
		» Queensland Ministerial Freight Council	**S M L**
		» Government and industry forums in the Wide Bay Burnett region to discuss and plan for the interaction of mining and agriculture transport tasks. **(Delivered)**	**S M L**
		» Industry workshops on the development and implementation of the Mount Isa Line Incentive Scheme. **(Delivered)**	**S M L**
		» Government and industry forums on the impacts of COVID-19 and economic recovery. **(Ongoing)**	**S M L**
		» Regional QFAP workshops and the on-line engagement tool to ensure a strong cross-section of consultation. **(Delivered)**	**S M L**
		» Facilitate road train access to Rockhampton abattoir	**L**
		» Continue the Regional Roads and Transport Group (RRTG) meetings	**L**
		» Development of priority Port Master Planning	**L**
		» Participate in quarterly catch up with the Queensland Ports Association	**L**
Educate and engage with stakeholders to promote the benefits of the freight system	Work with stakeholders to develop an education program on the benefits of freight to the community	» Contribute to the Austroads 'Freight in the Community' project (NEF6210)	**S**

Shared Commitment 2

Unlock Economic Opportunity

CHALLENGES

Governments must balance the need to unlock system productivity within a constrained funding environment, and target investment where it will have the greatest impact.

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

Freight is a critical part of Queensland's economic growth, but as a large state with a relatively small population we operate in a constrained funding environment. Targeted investment and non-infrastructure solutions are required.

The QFAP actively supports the Queensland Government's commitment to growing the economy through a strong, efficient, and effective freight system that helps businesses succeed and boosts employment opportunities throughout the state. The COVID-19 pandemic highlighted the importance of a strong, efficient and effective freight system that underpins economic activity.

It details ways to achieve greater economic benefit from the freight system, including how to address latent capacity and maximise productivity during peak demand periods, along with investigating innovative investment models and opportunities.

We will refine investment prioritisation systems to relevant freight strategies and plans to increase transparency around funding decisions. We will also identify opportunities for joint investment and support industry efforts to invest in efficient transport systems aligned with government priorities.

How this contributes to the National Freight and Supply Chain Strategy

Critical Area 1 – Smarter targeted infrastructure investment and Critical Area 3 - Better planning, coordination and regulation.

ACTION LEVEL	ACTIVITIES	DELIVERABLES	TIMING
Identify critical sections of the freight network and prioritise investment, considering modal preference and connectivity	Continue to pursue freight related infrastructure investment opportunities	» Work with Commonwealth Government partners to deliver the Bridge Renewal Program » Deliver the State Network Upgrade program of works » Work to deliver Roads of Strategic Importance for key strategic freight corridors » Develop a detailed submission for Infrastructure Australia on a Queensland Inland Freight Route Capacity and Safety Initiative **(Complete)** » Embed Freight across TMR's Transport Infrastructure Portfolio Investment Programs **(Ongoing)**	**S** **M** **L** **S** **M** **L** **S** **M** **L** **S** **M** **L** **S** **M** **L**
	North West Mineral Province Strategic Blueprint	» Support key enabling infrastructure for the North West Minerals Province	**S** **M** **L**
Advance heavy vehicle road reform to improve the planning, investment, funding and charging of heavy vehicle related infrastructure	Provide input into the development of service levels standards for road assets, a national forward-looking cost base and an Independent Pricing Regulator for heavy vehicles for expenditure and service standards for road assets	» Work with Commonwealth and state government partners on heavy vehicle road reform initiatives	**S** **M** **L**
	Investigate a usage-based charging model for heavy vehicles	» Work with Commonwealth and state government partners on a usage based heavy vehicle charging model	**S**
Prioritise funding and investment of key freight routes to realise improved services	Further refinement of the investment prioritisation processes outlining linkages to relevant freight strategies and plans to increase transparency around funding decisions	» Maintain and enhance subsidised air services during COVID-19 **(Delivered)** » Waive fees on heavy vehicle de-registration and registration in response to COVID-19 **(Delivered)** » Heavy vehicle registration fee freeze in response to COVID-19 **(Delivered)** » Deliver National Land Transport Network upgrades freight enabling projects » Develop investment strategies for key corridors » Mount Isa Line Incentive Scheme **(Delivered)** » Embed freight outcomes in TMR's infrastructure investment prioritisation methodologies » Establish an investment prioritisation methodology for TMR infrastructure projects that enable freight	**S** **S** **S** **M** **L** **S** **M** **L** **S** **M** **L** **S** **M** **L** **S** **M** **L** **S** **M** **L**

Maximise freight productivity through market-led and non-infrastructure solutions	Identify opportunities for joint investment, to support industry efforts to invest in efficient transport systems aligned with government priorities	» Support the Northern Australia Infrastructure Facility funding to progress Skardon River floating terminal
		» Embed TMR's Network Optimisation Framework in project option development and assessment for these joint investments
		» Queensland Beef Processing Strategy:
		  » Commence work on Freight for the Meatworks Sector – future directions, to provide the policy direction to support the freight transport needs of the beef processing industry
		  » Engage with the beef processing industry to ensure that opportunities to improve the local and regional road and rail network for the efficient movement of livestock and freight are fully considered in transport infrastructure planning and programming
			S **M**
			S **M**
			
			M
			S

Case Studies

The case studies below demonstrate the collaboration that takes place across all levels of industry and government to deliver projects that advance Queensland's freight system and strengthen the supply chain. These case studies highlight the connection between the types of projects TMR delivers and the QFAP shared commitments and critical enablers.

1 CASE STUDY 1

Regional engagement

The Wide Bay Burnett region includes the local government areas of Bundaberg, North and South Burnett, Gympie, Fraser Coast and Cherbourg. The region has approximately 3,000 km of state and Commonwealth roads, some 290 bridges including 84 timber bridges, and has access to the North Coast Rail Line.

TMR works closely with the Department of State Development, Tourism and Innovation (DSDTI), local government and industry to identify the location and timing of resource developments in the region, including areas that are expanding due to high value agriculture. A coordinated response with regional TMR planning managers, DSDTI and local government has enabled early planning of the Burnett and Isis Highway road corridors to occur.

This process of early engagement with our regional partners enables us to get out in front of emerging freight challenges and opportunities by working with key stakeholders to unlock economic opportunity.

2 CASE STUDY 2

COVID-19

The COVID-19 pandemic demonstrated that Australia is particularly vulnerable to international supply chain disruptions. In a highly co-ordinated response, the Queensland Government and representatives from across the state's freight industry worked collaboratively to mitigate the negative impact of these freight challenges. As a result, Queensland was able to rapidly implement quarantine and border restrictions, ease some access restrictions, freeze heavy vehicle charges and waive de-registration fees. This collaboration ensured our emergency response was effective, freight kept moving and that we put Queensland's communities on-track for a quicker recovery.

3 CASE STUDY 3

Better inland freight routes for our regions

TMR works in partnership with the Commonwealth Department of Infrastructure, Transport, Regional Development and Communications (DITRDC) to invest in Queensland's key inland freight routes and deliver the Roads of Strategic Importance (ROSI) initiative. ROSI helps target investment to key freight roads to ensure they efficiently connect agricultural and mining regions to ports, airports and other transport hubs.

Importantly, the inland freight route improvements will enhance resilience and safety, through investments in road sealing, flood immunity, strengthening and widening, pavement rehabilitation, bridge and culvert upgrades and road realignments.

In April 2020, the Queensland and Australian Governments announced 22 jointly-funded regional roads projects would be brought forward, with a combined value of $185 million over four years. This early investment will provide significant employment opportunities throughout Queensland, improve freight connections and boost COVID-19 community recovery efforts. It will also enable improved infrastructure resilience to severe weather events and support faster recovery times.

Key inland freight routes to be targeted for early works include the Flinders Highway, Kennedy Developmental Road (Hughenden-The Lynd), Carnarvon Highway, Dawson Highway and Dawson Developmental Road (Springsure – Tambo), Gulf Developmental Road, Gregory Highway and Gregory Developmental Road, Balonne Highway, Gore Highway, Proserpine - Shute Harbour Road and the local government controlled Floraville Road in Burke Shire.

Shared Commitment 3
Smarter Connectivity and Access

CHALLENGES

The freight task expands as our population and economy grows. Without competitive rail freight services, the state's future freight task will predominantly be transported by road, adding to existing congestion and travel times. Achieving the right modal balance on key strategic corridors will be challenging in a free market environment.

Smarter access to local, national and overseas markets

The Queensland Government recognises that the freight task operates in a competitive and complex environment. Modal choice is determined by a variety of factors. TMR will investigate opportunities to facilitate improvements in intermodal efficiency, including container trade capacity to support growth and productivity. The Queensland Government, in conjunction with our customers and partners, will plan a freight system that addresses the challenges of connectivity to rail, ports and intermodal facilities, and first and last mile access issues, particularly in regional areas.

How this contributes to the National Freight and Supply Chain Strategy

Critical Area 1 – Smarter and targeted infrastructure investment, Critical Area 2 - Enable improved supply chain efficiency and Critical Area 3 - Better planning, coordination and regulation.

Shared Commitment 3 (cont)

ACTION LEVEL	ACTIVITIES	DELIVERABLES	TIMING
Encourage adoption of freight related technologies (e.g. electric vehicles, automated vehicles, blockchain, drones)	Support adoption of low and zero emission freight vehicles	» Develop the Net Zero Transport Emission Road Map	S
		» Work with industry to identify opportunities for trials utilising low and zero emission freight vehicles	S
	Prepare the transport network for connected and automated freight vehicles and systems	» Undertake preliminary deployment planning for Cooperative Intelligent Transport System (C-ITS) Stations	S
		» Work with industry, Commonwealth, state and local government to promote trials and the safe management of drones across the freight network	S
		» Vessel Tracking System to manage ships entering and leaving ports and tracking while in the Great Barrier Reef	L
	Support inter-operability and common systems in freight sector technology development to reduce duplication and streamline data and information exchange	» Dynamic Under Keel Clearance systems to maximise ship sizes and cargoes in tidally constrained ports	L
		» Smartships - ship simulations to test and trial larger, more efficient ships	L
Investigate road access issues and challenges, such as more efficient permit and access approvals, to improve efficiency of freight movements	Investigate first and last mile road access issues and identify solutions to improve efficiency of heavy vehicle movements	» Deliver Local Government Route Assessment Training	S
		» Develop internal processes to improve the alignment of, and to inform, and guide TMR policy, planning and investment decisions based on Queensland's current and emerging freight priorities. **(Ongoing)**	S
	Identify and implement efficiency improvements for road manager consents and influence an agile permit system that is proactive to industry needs	» Work with the NHVR, local governments and industry on initiatives to develop an agile permit system whilst balancing infrastructure and safety risks of all road users	S
	Investigate changes to consumer purchasing habit (online retail) and its impact on the urban road environment	» Undertake analysis of impact of growth in e-commerce on the transport system	S
		» Investigate and quantify the impact of online retailing on the urban freight task, to inform and guide relevant policy, planning and investment decisions affecting the urban freight environment	S
Ensure existing and future freight corridors and intermodal terminals are identified and protected during land use planning decision making processes	Identify and protect future freight corridors and intermodal terminals/ freight hub locations	» Deliver the SEQ Freight Terminals Study - Northern freight terminal site preservation	S
		» Undertake the Salisbury to Beaudesert Rail Corridor Study	S
		» Facilitate Gladstone Port transport infrastructure upgrades	S
		» Facilitate Mackay Port transport infrastructure upgrades	S
Enhance rail freight access and performance on the metropolitan and regional networks	Enhance Melbourne to Brisbane rail freight solutions (Inland Rail), including investigation of regional connections and access to Inland Rail	» Actively support the implementation of the Bilateral Agreement to deliver Inland Rail	S M L
		» Support the development of connections and access initiatives between inland rail and existing and future freight infrastructure	S M L
	Investigate a new freight rail connection/link between Acacia Ridge and the Port of Brisbane	» Develop a business case for the preferred routes and determine private sector ability to implement	S
		» Undertake a business case for the Brisbane Inland Rail Intermodal Terminal to examine the strategic need and requirements for intermodal terminal and freight orientated developments	S
	Investigate incentives and opportunities to achieve common user/ multi-user access on significant rail infrastructure, including freight terminals	» Port of Townsville Limited Business Case for Common User Intermodal Rail Terminal	S
	Progress a Rail Network Strategy program of works	» Develop an SEQ Rail Network Strategy, including development of service concepts for government consideration	S
		» Develop a new Rail Program Planning, comprising of: » An SEQ program to scope the works required beyond 2030, with a focus on assessing both passenger and freight service and requirements, required resources, infrastructure and costs	S
		» A broader regional program to scope the works and service requirements for regional and coastal communities	S
		» Deliver $80 million over four years to incentivise more freight on rail on the Mount Isa Line through the Mount Isa Line Incentive Scheme. **(Delivered)**	S M
	Develop strategic regional rail freight corridor plans (including corridor vision statements)	» Work with key stakeholders to progress Rail Corridor Master Plans	M
		» Consider flood resilience response as part of regional freight planning	S
Identify and manage the freight needs of regional and remote communities and industries	Investigate opportunities to facilitate improvements in port intermodal efficiency, including container trade capacity to support growth and productivity	» Port of Townsville Limited Business Case for Common User Intermodal Rail Terminal	S
		» Progress Townsville Intermodal Terminal	S M L
		» Individual port authorities will continually investigate improvements to infrastructure and processes to maximise efficiency of trade	S M L
		» Port of Townsville – Berth 4 upgrades (berth and cranes and backing land)	S M L
		» Mackay Port – Laydown areas and quarantine wash bay project	S M L
	Develop Regional Freight Plans	» Develop and implement Regional Freight Plans as part of the Regional Transport Plans	M L

Shared Commitment 4

A Resilient Freight System

CHALLENGES

While freight is critical to economic growth, it can also have a range of environmental impacts such as noise, dust and carbon emissions. Reducing these impacts and increasing sustainability is critical for the future of our freight sector. Transitioning to alternative fuel sources, such as hydrogen, will be a key step for reducing emissions. Likewise, the sustainability of our infrastructure will remain an ongoing challenge as we seek to reduce the impact of extreme weather events.

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

We will continue to 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.

Queensland is the most natural disaster impacted state in Australia. In partnership with other agencies we 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.

The vulnerability, resilience and agile nature of supply chains was very evident during the COVID-19 pandemic across the world during 2020.

How this contributes to the National Freight and Supply Chain Strategy

Critical Area 1 – Smarter and targeted infrastructure investment, Critical Area 2 - Enable improved supply chain efficiency and Critical Area 3 - Better planning, coordination and regulation.

ACTION LEVEL	ACTIVITIES	DELIVERABLES	TIMING
Continue long-term planning supporting the sustainability of the freight system	Demonstrate environmental leadership of ports through the development of long-term maintenance dredging management plans for the Great Barrier Reef World Heritage Area Ports	» Ongoing refinement of dredging management plans for the Great Barrier Reef World Heritage Area Ports » Dredging management plans for the Great Barrier Reef World Heritage Area Ports. **(Delivered)**	**L** **L**
	Master plans at the major ports of Gladstone, Hay Point/Mackay, Abbot Point and Townsville which optimise infrastructure and address operational, economic, environmental and social relationships as well as supply chains and surrounding land uses	» Master planning for the priority ports of Gladstone and Townsville » Master planning for the priority ports of Abbot Point and Hay Point/ Mackay in accordance with the Sustainable Ports Development Act 2015	**S** **M** **S** **M**
	Monitor implementation of Reef 2050 Long-Term Sustainability Plan actions to improve environmental performance in ports	» Master planning for the priority ports of Gladstone and Townsville » Master planning for the priority ports of Abbot Point and Hay Point/ Mackay in accordance with the Sustainable Ports Development Act 2015	**S** **M**
	Identify alternate freight routes (including using coastal shipping) to facilitate freight movement (including natural disasters)	» Progress the recommendations of the 2019: Inquiry into a Sustainable Queensland Intrastate Shipping Industry » Review of the Maintenance Dredging Strategy in accordance with the strategy actions	**M** **M**
	Identify flood and fire resilience actions for 'at risk' strategic freight corridors	» Flood studies for the Warrego and Flinders Highways » Delivery of the Bruce Highway Upgrade Project to support increased environmental resilience » Undertake priority resilience works in line with Flood Link Study for Bruce Highway » Undertake priority resilience works in line with Flood Link Study for Flinders Highway » Undertake Flood Link Study for Inland Rail Route » Undertake Immunity Study for the Capricorn Highway » Investigate Immunity Study for Mareeba to Cooktown » Ensure flood and fire resilience responses are considered as part of the development of regional freight planning » Implement a waterway resilience project (subject to Ministerial approval)	**S** **S** **S** **S** **S** **S** **S** **S** **S**
Increase transport system resilience to the effects of climate change and natural disasters	Investigate opportunities, challenges and feasibility around adoption of low and zero emission vehicles and alternative fuels	» Participate as a pilot agency in the Queensland Climate Ready Program » Participate as a pilot agency in the XDI Project	**M** **L** **M** **L**
	Construction and maintenance of infrastructure to address resilience to natural disasters	» Reconstruction of flood damaged rail and road networks to higher and more resilient standards. **(Ongoing)**	**S** **M** **L**
Investigate ways to reduce GHG emissions from transport (including freight)	Supporting alternative fuel industry initiatives, including the development of a Queensland Hydrogen Strategy and a CSIRO pre-feasibility study for an ammonia to hydrogen demonstration plant in Gladstone	» Market scanning and identify emerging zero and low emission fuels, such as hydrogen, for potential freight applications in Queensland » Development of the Net Zero Transport Emission Road Map » Work with industry to identify opportunities for trials utilising low and zero emission freight vehicles	**M** **M** **M**

Shared Commitment 5

Safer Freight Movements

CHALLENGES

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

As experienced during the COVID-19 pandemic, continuity of supply chains and free flowing freight movements are critical to emergency responses and community recovery efforts. To ensure critical supplies continued to be delivered during the pandemic, the Queensland Government extended rest area opening hours and provided exemptions from heavy vehicle curfews. These actions helped freight operators and drivers to appropriately manage fatigue and ensured medical equipment, pharmaceuticals and grocery deliveries kept up with demand.

Embracing technology to increase safety

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

How this contributes to the National Freight and Supply Chain Strategy

Critical Area 1 – Smarter targeted infrastructure investment and Critical Area 3 - Better planning, coordination and regulation.

ACTION LEVEL	ACTIVITIES	DELIVERABLES	TIMING
Develop and implement technological solutions supporting safer freight movements on the transport network	Develop systems for improved coordination and monitoring of over-dimensional and heavy vehicle movements using emerging technologies	» Investigate the development of a Telematics Data Asset Management Scheme	**S**
		» Engage and collaborate with TCA to investigate new technologies to assist with providing assurance management	**S**
	Actively participate and advocate for advances in safer heavy vehicle technology as a member of multi-jurisdictional vehicle standards groups, including groups involving representatives from the heavy vehicle industry	» Heavy Vehicle Safety Action Plan 2019-21 **(Released)**	**S**
		» Facilitate the Heavy Vehicle Safety Action Group	**S**
	Investigate signalling requirements and other safety enhancements on the rail and road network	» Progress the roll out of ETCS level 2 in SEQ	**L**
		» Improve real-time information on rest area occupancy using advanced signage	**L**
		» Deliver the Rest Area Upgrade Program to better support fatigue management and improve road safety outcomes	**L**
		» Deliver the Bruce Highway Road Operations Improvement Program fatigue management package	**S**
Identify planning opportunities to reduce the interaction between freight and passenger movements	Support the investigation into level crossing priorities	» Undertake pre-investment planning on priority sites	**S**
		» Progress the State Network Upgrade Program grade separation priority projects	**L**
		» South East Queensland level crossing planning tool **(Delivered)**	**L**

Critical Enabler 1
Quality Freight Data

CHALLENGES

Quality data regarding freight movement is critical to informing policy and investment decisions. Developing data sources of freight intelligence for industry and government will help guide planning and decision making.

Having the tools to do the job

Achieving our shared commitments for Queensland's freight system requires the right data. We will develop data sources of freight intelligence that supports the ability of government, industry and customers to identify future freight needs, planning and investment decision making.

How this contributes to the National Freight and Supply Chain Strategy

Critical Area 4 – Better freight location and performance data.

ACTION LEVEL	ACTIVITIES	DELIVERABLES	TIMING
Identify freight data needs and solutions to data gaps	Develop a methodology to standardise data metrics to ensure consistency in the collection, storage, collation and use of freight data	» Active participation in National Freight Data Hub initiative	S M
	Investigate the form and function of a data portal to provide a range of heavy vehicle related data	» Commit to improve and provide QLDTraffic service for information about temporary restrictions on the Queensland road network	S M L
		» Improve rail freight data collection and analysis	S M L
		» Maintain and improve the heavy vehicle Conditions of Operation database	S M L
		» Undertake port activity performance reporting	S M L
Develop data sources of freight intelligence for industry and government planning and investment decision making	Broaden the use of, and investment in, freight models to support cost savings for industry for investment options	» CSIRO TraNSIT modelling output access **(Delivered)**	S
	Develop and enhance the Queensland-wide freight model to demonstrate current and future demand forecasting	» Refine the Queensland Freight Model to improve demand forecasting	S M
		» Application of the CSIRO TraNSIT modelling tool to the Northern Australia Beef Roads Program **(Delivered)**	S M
	Investigate opportunities for technology and data to communicate real-time freight data	» Telematics Data Asset Management Scheme	S
	Develop defined performance measures that support an accountable freight system	» Active membership of NTC and Austroads Data metrics projects	S M L
		» Delivery of the:	
		» Transport Services Contract,	S M L
		» Livestock Transport Service Contract, and	S M L
		» Regional Freight Transport Services Contract	S M L
	Undertake innovative freight data modelling including, for example, 'heat maps' for common freight routes – capturing origin, destination, and commodity	» Revise and share the Queensland Freight Model Dashboard to improve use of freight data modelling outputs	L

Critical Enabler 2
Skilled Workforce

CHALLENGES

Queensland's freight system extends far beyond physical assets. The transport and logistics workforce also helps shape how Queensland businesses can access markets and reach consumers.

Having the skills to do the job

Queensland's freight sectors success is built on its skilled and adaptable workforce. By investing in our transport and logistics workforce - through formal education, on-the-job training and professional development - we can ensure the freight industry is appropriately skilled to face future challenges and meet business needs. The Queensland Government will continue to work in partnership with industry and local governments to support skilling initiatives across the freight sector.

How this contributes to the National Freight and Supply Chain Strategy

Critical Area 2 - Enable improved supply chain efficiency and
Critical Area 3 - Better planning, coordination and regulation.

ACTION LEVEL	ACTIVITIES	DELIVERABLES	TIMING
Engage with the transport and logistics industry to attract and build a highly skilled and sustainable workforce to deliver the future freight task.	Support industry through the Transport and Logistics Workforce Advisory Committee (TLWAC) to develop and implement the Queensland Transport and Logistics Workforce Strategy and Action Plan	» Establishment of the Transport and Logistics Workforce Advisory Committee **(Delivered)**	S M
		» The Queensland Transport and Logistics Workforce Strategy and Action Plan 2018–23 **(Published)**	S M
		» Industry will undertake initiatives as identified under nine strategies in the action plan to build the industry brand, attract new talent, and strengthen the skills of the existing workforce to meet the emerging needs of the maritime, rail, road and air transport and logistics sectors	S M
	Support the recommendations of the Inquiry into a Sustainable Queensland Intrastate Shipping industry by establishing the Maritime Jobs Taskforce	» Evaluate opportunities to implement the Inquiry's recommendations, and inform the Minister of a Strategy and Action Plan to implement	S M
		» Implement initiatives that contribute to creating jobs in a strong economy	S M
		» Identify a prioritised port infrastructure investment program, including opportunities for private sector investment, to ensure the ports can facilitate an intrastate shipping service	S M

CASE STUDY

Current and future workforce

The Transport and Logistics Workforce Advisory Committee (TLWAC) is a is a group of representatives from a range of transport and logistics industry associations, businesses and government. They work on behalf of the transport and logistics industry to identify, define and prioritise workforce solutions for industry, and to link actions to support the Queensland Transport and Logistics Workforce Strategy and Action Plan 2018–2023. TLWAC are focussed on addressing the common issues impacting the industry's current and future workforce.