



Australian Government  
Infrastructure Australia



National Transport Commission

# National Ports Strategy

Infrastructure for an economically, socially,  
and environmentally sustainable future

2011

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

## Section 1

Provides an overview of the proposed national ports strategy.

## Section 2

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

## Section 3

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

A background paper on outlining policy challenges and options for ports is available on Infrastructure Australia's website, [www.infrastructureaustralia.gov.au](http://www.infrastructureaustralia.gov.au)



# Overview



## A national ports strategy

Significant progress has been made by State and Territory governments to improve long-term master planning for ports and drive greater supply chain efficiencies. But there is room for continual improvement through a more collaborative national approach by governments and industry. The National Ports Strategy has been developed to encourage and share best practice.

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

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

Ports and related land-side logistics chains are critical to the competitiveness of Australian businesses, which rely on them to deliver business inputs and to take exports to the global market. 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 contestibility and provide important linkages to domestic and global value chains. Ports are therefore critical to productivity and economic growth in Australia.

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

The national ports strategy has been developed by Infrastructure Australia and the National Transport Commission following extensive consultation and engagement with stakeholders.

## Meeting the challenge

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

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

- the most effective regulatory and governance frameworks;

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

## The national significance of ports

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

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

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

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

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

Some regional bulk export ports face significant infrastructure challenges.

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

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



## A collaborative national approach to ports

Governments at all levels and industry share responsibility for ports that are well planned, productive and sustainable.

Port infrastructure can have a useful economic life of more than 50 years; particularly in the case of maritime access shipping channels.

Infrastructure planning, approvals and investment may involve state, Commonwealth and local governments. Commercial investment by stevedores, logistics providers and others is also needed for efficient investment.

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

A collaborative approach across government and industry must be taken to the future development and planning of Australia's major ports and freight infrastructure and the pursuit of national objectives. Sharing learning, trading ideas and peer review will support policy innovation and best practice in ports development.

## The purpose of the national ports strategy

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



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

## The objectives of the national ports strategy

The objectives of a national ports strategy are to facilitate trade growth and improve the efficiency of port-related freight movement across infrastructure networks through a commitment to the application of best practice policy-making and planning. Other national safety, environment and national security objectives, such as defence, border management and transport security, must also be addressed.

## The current priorities of the national ports strategy

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

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

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



## The actions needed to advance the current priorities

### The actions regarding planning include:

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

### The actions to ensure plans can be executed include:

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

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

- introduction of strategic key performance indicators, to be progressed by the ports industry;
- some oversight of coordination within the container supply chain;
- where appropriate, introduction of jurisdictional incentives into the supply chain, consistent with Australia's International trade obligations;
- using price reform to improve the productivity of ports-related land infrastructure;
- use of information and communications technology;
- supply chain coordination;
- greater understanding of regulatory constraints on sharing of information; and

- research, monitoring and evaluation to better understand the issues, and the success of various approaches.

### The actions regarding clarity, transparency and accountability include:

- principles for the role and functions of authorities in control of relevant ports;
- principles in relation to rail freight corridors and roads for these ports; and
- achieving improved consistency in legislation and regulatory outcomes.

# Meeting the challenge

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

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

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

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

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

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

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

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

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

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

It is clear, therefore, that all levels of government, the private sector and the community, need to work together. As a result, this document reflects a commitment from all governments and industry to collaborate on improved ports performance.



Australia needs  
efficient, sustainable  
ports and related  
freight logistics



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

The ports and related supply chains are variously networked across Australia. In some cases this involves the physical interoperability required by ships that visit several ports. Ports can also be affected by decisions and infrastructure investments made in different states and territories.

The national ports strategy complements other agreed national directions such as capital city planning, the national transport policy framework and the road reform plan. It provides a starting point for consideration of a national land freight network.

There are also strong economic links between ports and competing or cooperating supply chains, including decisions on infrastructure investment and reform.

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

Many governments are moving toward best practice through formal long-term planning at the jurisdictional, regional and port precinct level. Port plans are developed in consultation with stakeholders and the community, approved by relevant decision makers and published.

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

The national ports strategy suggests a focus on major ports; however smaller ports face similar challenges. Minor and regional ports play a vital role in the national economy and are encouraged to opt-in and participate.

To the extent relevant, the plans should fit in with the Council of Australian Governments' directions for city planning and the national land freight strategy which is being developed. The strategy also builds on the regulatory reform work undertaken by governments as part of the Seamless National Economy initiative and National Planning System principles.

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

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

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

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

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

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

It is desirable, therefore, to work together on common features of port development. Important regulatory areas include planning approvals, environmental approvals and competition policy. For example, integrated and coordinated environmental approval processes, with upfront scoping and engagement, can improve the timeliness and predictability of approvals. Recommendations in Building Australia's Future (Infrastructure Australia 2009) outline a collaborative way forward.

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

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



The most effective  
regulatory and  
governance  
frameworks

## Ways to improve land planning and corridor preservation

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

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

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

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

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

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

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

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

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

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

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

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

Participation of ports in recognised performance indicator forums and supply chain improvement programs is important.

Road and rail infrastructure requirements depend on port and other users. In some cases, other users dominate, for example passenger vehicles dominate on some roads and railway lines. For more intensively used corridors, it may be worth considering infrastructure which is dedicated to freight.

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

A national steering group, assisted by a panel of expert advisors, will support Infrastructure Australia and the National Transport Commission to guide implementation of the strategy, share learning and encourage best practice; recognising that a 'one size fits all' approach is not appropriate.



# Recommendations for agreement by the Council of Australian Governments

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

## Purpose

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

## Objectives

‘The objectives of a national ports strategy are to facilitate trade growth and improve the efficiency of port-related freight movement across infrastructure networks. Other national safety, environment and national security objectives, such as defence, border management and transport security, must also be addressed.’

## Priorities at this time are:

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

### It is recommended that the Council of Australian Governments:

1. Recognise the critical importance of trade to Australia’s ability to develop a more productive and fairer society, more able to meet the challenges of the future.
2. Recognise the central role of ports and related freight supply chains to trade and thus to Australia’s future.
3. Agree that Australia adopt the national ports strategy as part of a collaborative and nationally coordinated approach to the future development and planning of Australia’s economic port and freight infrastructure.
4. Note the national ports strategy fully recognises governments’ existing responsibilities for ports.
5. Agree that participation in the national ports strategy (opting in) demonstrates a commitment to the application of sound planning principles, ongoing corridor protection and continual improvement, with regard to relevant best practice.
6. Agree that the national ports strategy be a public document.
7. Agree that the chair of the Standing Council of Transport and Infrastructure will report to the Council of Australian Governments on the work undertaken by Infrastructure Australia and the National Transport Commission to facilitate implementation of the national ports strategy. The National Transport Commission will make regular progress reports to the Standing Council of Transport and Infrastructure as part of its existing performance reporting of reform implementation and outcomes.
8. Agree that Infrastructure Australia and the National Transport Commission will establish:
  - a. a steering committee, with representation from all governments to guide implementation, collaborate and share learning; and
  - b. a small independent panel, including end users, of expert advisors to support best practice implementation. Nominations will be informed by consultation with governments and will require significant prior private sector leadership in ports and freight logistics, including in the major sectors such as bulk commodities and general freight.
9. Agree to review the national ports strategy within three years, with a view to making any necessary changes.
10. Note that the national ports strategy is to be an integral part of a national land freight strategy that is currently under development by Infrastructure Australia, working with the states and territories and the National Transport Commission.

[Actions on these priorities](#) are described in the tables at the end of this section.

## Implementation plan

In-line with best practice, a Program Logic has been applied to implementation planning for the National Ports Strategy; mapping how the strategy's intended outcomes (such as investment certainty) are dependent on outputs (master planning) and activities (research). The Steering Committee will advise on measures of success and indicators for the ports strategy to evaluate implementation progress.

### A coordinated pathway to more productive ports



## National action plan

KEY ACTIVITIES	LEAD RESPONSIBILITY	TIMING
<b>Research</b>		
Agree the relevant ports, landside links, nodes and sea channels and update each year	States and territories 'opt in'	From August-2011
Publish forecasts of trade by commodity, including scenario modelling	Bureau of Infrastructure, Transport and Regional Economics (BITRE) and Australian Bureau of Agriculture and Resource Economics and Sciences (ABARES)	Regularly from end 2011
Publish research to support improved ports and landside efficiency, including the feasibility of dedicated land freight infrastructure.	BITRE	First round from end 2012
<b>KPIs</b>		
Review Waterline index and develop strategic KPIs to support improved ports and landside efficiency linked to the strategy's intermediate objectives and outcomes (refer implementation plan).	BITRE	From end 2012
<b>Planning</b>		
Develop long-term integrated master plans for ports guided by best practice (refer Appendices)	States and Territories	Progressive 'opt-in' from August-2011
Facilitate consideration of proposed plans, assisted by an expert panel	Infrastructure Australia (IA) and National Transport Commission (NTC)	
Recognition of the ports plan by Ministerial Council to facilitate collaborative implementation	IA/NTC	
<b>Reform</b>		
Develop a streamlined environmental management regime and strategic assessment process to achieve more timely and predictable approvals	Commonwealth, working with States and Territories.	End 2012
Review legislation and regulations regarding government-owned organisations that control relevant ports to support effective implementation of the strategy; consistent with best practice regulatory principles and governance (refer Appendix C).	States and Territories (as necessary)	From end 2011
Improve productivity and prioritise freight on port corridors; particularly through access pricing reform, with regard to directions from the CoAG Road Reform Plan. Identify port land freight corridors for trials.	Ministerial Council	From end 2011
<b>Technology</b>		
Explore opportunities for real-time information technology systems to improve port-related supply chain performance.	NTC	From August 2011
<b>Learning-based improvement</b>		
Facilitate collaboration and forums for learning-based improvement, supported by an expert panel, to improve ports master planning and supply chain performance (refer Appendices).	IA, NTC	Ongoing from mid-2011
Assess and report progress annually against the strategy's intended outcomes to the Ministerial Council and community, identifying areas for further improvement.	NTC	Ongoing from mid-2011

## Appendix A: Best practice guidelines – master planning and execution

The following guidelines are a reference tool to assist the delivery of objectives identified by the National Ports Strategy and will be continually updated.

	<b>ACTION</b>	<b>ACCOUNTABILITY</b>
1.1	Identify and list the relevant maritime spaces, including sea channels and landside spaces that are to be treated as part of the relevant ports.	Jurisdiction in which relevant ports are to be located
1.2	Identify the landside access routes of strategic importance to the efficient function of the system of the relevant port and designate these as national port freight corridors.	Jurisdiction in which relevant ports are to be located
1.3	Identify for each metropolitan area the inland intermodal terminals, industrial / warehousing lands or other nodes that generate substantial amounts of port related freight traffic.	Jurisdiction in which relevant ports are to be located
1.4	Identify national interests that may arise regarding ports including for defence or national security purposes.	Commonwealth
1.5	Documentation regarding all levels of planning for the relevant ports should be published. For example, this might include a jurisdictional level covering all relevant ports; a regional level plan for each relevant and a port precinct level plan. The purpose is to demonstrate intentions for the development of the port(s) to facilitate trade in an unsubsidised manner. Pre-existing confidentiality agreements may constrain transparency,	All parties
1.6	<p>Planning documentation should reflect the different challenges faced by each port and demonstrate how the capacity to match forecast trade task will be safely provided, with an outlook horizon of a minimum of 15-30 years. The documentation should:</p> <ul style="list-style-type: none"> <li>• consider external factors (risks and opportunities) that may impact on ports planning;</li> <li>• specify capacity utilisation and skill assumptions and indicators used for determining capacity requirements and for the indicative timing of capacity expansion;</li> <li>• specify assumptions about the sizes of vessels and vehicles that service the port;</li> <li>• refer to forecasts of trade, activity and land transport corridor usage;</li> <li>• identify any modifications or adjustments made to these forecasts;</li> <li>• specify any assumptions or forecasts regarding trade that is to be expected to be diverted or gained from another relevant port, and show the impact of that diversion on all relevant land transport corridors including impacts on corridor usage, congestion and expected timing of capacity requirements;</li> <li>• cover tasks such as requirements for defence, national security, biosecurity and cruise shipping passenger demands; and</li> <li>• embody a sustainable development agenda, that addresses the need for major new developments to have a social licence to operate (eg: tools such as the Community Enhancement Program in NSW can help to balance economic, social and environmental objectives).</li> </ul>	Jurisdiction in which relevant ports are to be located

	<b>ACTION</b>	<b>ACCOUNTABILITY</b>
1.7	Plan documentation at the jurisdictional level should: <ul style="list-style-type: none"> <li>• be consistent with a jurisdictional level transport strategy;</li> <li>• refer to all relevant ports that are proposed to be created or developed in the jurisdiction within the outlook timeframe;</li> <li>• identify forecasts by task, commodity and cargo type for each of the relevant ports; and</li> <li>• identify and assign responsibilities for execution of aspects of this level of the plan.</li> </ul>	Jurisdiction
1.8	Plan documentation at the regional level should: <ul style="list-style-type: none"> <li>• be consistent with the jurisdictional level of the plan;</li> <li>• provide clear guidance at a strategic level on how the development and operation of the port and the freight corridors serving it will be integrated into the future development of the relevant region or city; and</li> <li>• in the case of ports serving or within metropolitan areas, be placed within the city plan sought by the Council of Australian Governments.</li> </ul>	Jurisdiction
1.9	Plan documentation at the precinct level should: <ul style="list-style-type: none"> <li>• be consistent with the regional level of the plan;</li> <li>• cover land transport corridors, buffer strategies and adjacent employment areas;</li> <li>• incorporate a clear program for the future physical development of the port, including where relevant trigger points for additional capacity;</li> <li>• identify and assign responsibilities for execution of aspects of this level of the plan;</li> <li>• in the case of any approvals, and conditions that need to be satisfied prior to the execution of aspects of this level of the plan, identify the responsibilities, criteria and timeframes for such approvals; and</li> <li>• deal with critical matters such as security by design and operational practices.</li> </ul>	Jurisdiction
1.10	Following community consultation, the planning documentation should be approved by the relevant jurisdiction.	Jurisdiction
1.11	The plan should present known information at a sufficient level to enable stakeholders to determine, understand, and make financial investments against the future plans for each relevant port	Jurisdiction
1.12	The planning documentation should be updated within a 5 year period, or earlier in the event of significant changes in the external environment	Jurisdiction
1.13	Major projects in or related to the relevant ports or freight corridors should be nominated for economic strategic assessment, to facilitate for example streamlined environmental impact approvals processes for individual development projects, giving due weight to economic significance.	Jurisdictions
1.14	Jurisdictions should apply a 'Lead Agency Framework' or 'Coordinator General Framework' to assist the planning approvals and environmental impact assessment processes for all relevant ports and freight corridors.	Jurisdiction
1.15	Policies and planning schemes (and controls) at all relevant levels of government should include 'buffer' strategies for the relevant ports and freight corridors and other related places to: <ul style="list-style-type: none"> <li>• ensure the continued ability to conduct the freight and related activities identified in the plans; and</li> <li>• minimise impacts on communities of these activities.</li> </ul>	Jurisdiction
1.16	Approvals that are related to relevant ports or freight corridors should extend to at least the outlook horizon for the plan of the relevant port.	Jurisdiction
1.17	Ports should participate in forums regarding performance improvement, including international performance indicators related to port and landside freight productivity, environment, health and safety issues.	Ports
1.18	Ports should monitor, evaluate and report the implementation and effectiveness of ports plans against their intended outcomes through existing public performance reporting processes (eg: annual reports). Ports are encouraged to share learning at a national level for the purpose of improving best practice.	Ports

## Appendix B: Best Practice Guidelines – Improving landside efficiency, reliability, security and safety

The following guidelines are a reference tool to assist the delivery of objectives identified by the National Ports Strategy and will be continually updated.

	<b>ACTION</b>	<b>ACCOUNTABILITY</b>
2.1	A person/body should be nominated with responsibility to examine and advise on improved efficiency and reliability for major port related supply chains, consistent with the meeting of pre-existing commercial arrangements, with a focus on identified freight corridors. This might be based on cooperative arrangements for the Hunter Valley Coal Chain.	Jurisdictions
2.2	Policies and incentives should be introduced to encourage the greater spreading of urban national port-related freight traffic into off-peak and weekend periods, induce higher levels of truck and train loading, and secure the shift in modal shares that is advocated in government announcements.	Jurisdictions
2.3	Relevant ports should consider including incentives in any new leases that would improve performance of relevant land transport systems, including for cargo movement and for information sharing and provision.	Relevant port authorities
2.4	Information should be provided to the port and related logistics community on information sharing and logistics cooperation practices relevant to ports and port freight corridors which are legally acceptable, or that would require authorisation under the Trade Practices Act.	Commonwealth
2.5	Advice on technology opportunities to improve supply chain efficiency should include: <ul style="list-style-type: none"> <li>• more reliable movement of freight within ports, among ports and on land transport systems;</li> <li>• port community systems that increase the scope of information exchange across a wider variety of transactions;</li> <li>• consideration of impediments to early completion of regulatory formalities by traders;</li> <li>• compatibility with international trading partners;</li> <li>• empty-container parks and intermodal terminals into the systems;</li> <li>• achieve interoperability across Australian container ports;</li> <li>• conform with relevant regulatory provisions; and</li> <li>• whole-of-port business continuity.</li> </ul>	NTC

## Appendix C: Best Practice Guidelines – Ports governance

The following guidelines are a reference tool to assist the delivery of objectives identified by the National Ports Strategy and will be continually updated.

	<b>ACTION</b>	<b>ACCOUNTABILITY</b>
3.1	<p>Principles regarding the role and functions of relevant ports should be applied irrespective of ownership of the port. The guiding principles are that:</p> <ul style="list-style-type: none"> <li>• a port system should facilitate the efficient and safe conduct of (Australia’s) domestic and international maritime trade;</li> <li>• a jurisdiction should treat an authority for a relevant port as if it was a privately owned organisation (with regard to appropriate public policy considerations); and</li> <li>• a jurisdiction should expect an authority for a relevant port to take a leadership role in the facilitation of trade.</li> </ul>	Jurisdictions
3.2	<p>Other principles for authorities in control of a relevant port or a freight facility include that they should:</p> <ul style="list-style-type: none"> <li>• behave in a commercially sustainable manner, including recovering from port users and tenants sufficient revenues to cover operating costs and provide an appropriate return on the capital invested and to be invested in the port</li> <li>• undertake commercially prudent investments to improve the efficient conduct of trade and to avoid a gap between forecast trade and capacity;</li> <li>• be able to undertake investments outside of the port precinct, provided they are consistent with competition policy principles;</li> <li>• seek to recover government financial investments; and</li> <li>• act in a transparent and even-handed manner in dealings with stakeholders.</li> </ul>	Jurisdictions
3.3	<p>For identified port freight corridors:</p> <ul style="list-style-type: none"> <li>• any direct infrastructure freight pricing arrangements should include ensuring the adequacy of capacity for (port) freight priority, and the use of generated funds for the benefit of freight, freight operators or for preservation of community amenity; and</li> <li>• any introduction of competitively neutral road freight infrastructure pricing should include applying the principles in 3.1 and 3.2 to authorities in control of identified port freight corridors.</li> </ul>	Jurisdictions, Commonwealth
3.4	<p>Jurisdictional review of legislation and regulations regarding government-owned organisations that control a relevant port by ownership or lease should cover:</p> <ul style="list-style-type: none"> <li>• the objects, functions of the organisation;</li> <li>• responsibility of the Board and management;</li> <li>• ability of the organisation to take actions necessary to discharge safety and environmental obligations, especially with regard to facilities under the management of third parties;</li> <li>• responsibility and authority of the organisation for a leadership role in the coordination and integration of maritime-related supply chains;</li> <li>• ability of the organisation to make investments in off-precinct infrastructure where this is appropriate;</li> <li>• ability of the organisation to collaborate with other organisations including other ports and road and rail infrastructure organisations;</li> <li>• ability of the organisation to fulfil appropriate recommendations of this strategy, including in relation to information provision and exchange;</li> <li>• ability of the organisation to undertake master planning and act as a consent or approvals authority for developments made on land it controls; and</li> <li>• constraints on the ability of the organisation to conduct its own affairs.</li> </ul>	Jurisdictions
3.5	All legislation and regulations pertaining to ports should follow best practice principles	Jurisdictions

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

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

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**Disclaimer:**

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