Appendix three – TfNSW strategic projects

As noted in section 2.1 above, TfNSW's freight branch is working on four strategic projects.

Review of the Freight and Ports Plan

TfNSW advises that its review of the Freight and Ports Plan is due for completion by the end of 2021. The review will cover both the Plan and the Freight and Ports Plan Implementation Plan and includes:

- understanding the intention of the Plan, including deliverables, targets, objectives and desired outcomes
- evaluating the alignment of the initiatives to the objectives and desired outcomes
- identifying the current state of delivery against the Plan
- providing advice and recommendations in relation to:
  - an evidence base for current freight strategies, and identifying any deficiencies
  - delivery against the Plan
  - a framework for tracking and reporting implementation of the Plan
  - alignment with current NSW Government vision and objectives
  - key learnings.

TfNSW intends to deliver all of the necessary work using in in-house resources and will fund any external work as part of other projects in the freight branch.

Development of a Freight Rail Strategy

This project is in early stages of development, and TfNSW have defined the service need for this project. The Gate 0 documents for this project note that TfNSW's current plans for freight (Future Transport 2056 and the Freight and Ports Plan) contain a single measure of success and that this, along with the high-level actions outlined in the Plan, are insufficient to drive improvements in rail freight outcomes without more being done.

TfNSW proposes to develop this strategy in four stages between March 2022 and April 2023. These stages are focused on:

- improving the sustainability, safety and efficiency of rail freight to and from Port Botany
- collaboration between government and industry to ensure that the benefits of Inland Rail are realised
- managing non-containerised freight (such as coal, grain, steel and building materials) within Greater Sydney.
- integrating the three above stages into one strategy by April 2023.

TfNSW has not yet determined the implementation timeframe or intended outcomes for the strategy, although TfNSW reports that they are taking an iterative approach and some recommendations and initiatives will be developed during 2022.

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Development of a Port Efficiency Strategy

TfNSW is developing a Port Efficiency Strategy to support supply chain and infrastructure resilience to enable the safe, productive and sustainable movement of goods through ports in New South Wales. TfNSW intends to develop the strategy in four stages, for completion in December 2022. The four stages are focused on:

- the movement of containerised freight through Port Botany, including whether existing infrastructure is sufficient to meet projected containerised freight volumes
- the movement of bulk goods and liquids through Port Botany and Sydney Harbour and their integration into the supply chain and transport network
- the movement of goods through the Port of Newcastle, Port Kembla, Port of Eden and Port of Yamba and the future uses of these ports
- integrating these stages into one strategy by December 2022.

Development of a Freight Data Strategy

TfNSW noted that the Plan identified a 'lack of data on freight' as an issue and committed to rectifying this problem by:

- publishing and update freight forecasts and performance measure data
- enhancing freight data
- improving data sharing.

The Freight Data Strategy is intended to assist deliver on these commitments by identifying risks and opportunities for improving freight data, and particularly about increasing visibility of the supply chain.

TfNSW completed the investment brief for this project in August 2021 and development of the strategy is due for completion by December 2022. TfNSW has identified access to standardised freight supply chain data as a significant risk factor for this project as much of the data is owned by external stakeholders, such as the freight industry, who may be unwilling to share it for commercial reasons.