



Operational Plan 2015-2017

PURPOSE

The **Queensland Transport and Logistics Council (QTLC) Operational Plan 2015 – 2017** has been developed to identify the activities and actions that will be undertaken by the QTLC to progress the goals for the Strategic Priorities, as well as the measures and key performance indicators that will be used to index the Council's progress.

OPERATING MODEL

The QTLC applies an Operating Model to align, track and report its activities. This model groups the Council's activities according to the following six operating streams:

1. General Activities
2. Industry Representation and Engagement
3. Inter-governmental Planning and Productivity
4. Data Collection and Analysis
5. Transport Reform and Research
6. Freight and Logistics into the Future

The last five operating streams comprise the QTLC's Strategic Priorities. Outputs derived from activities within these operating streams inform the understanding and actions associated with progressing the Strategic Priorities which are the QTLC's primary focus.

OPERATIONAL PLAN

The QTLC Operational Plan expands on the operating streams in the QTLC Operating Model and forms the blueprint to guide the Council's engagement and actions for the 2015-2017 period.

Importantly, the Operational Plan identifies timeframes and performance measures to track the Council's progress in achieving objectives and aligns projects to key performance indicators and other requirements attached to external funding.

Financial and budget implications of actions stipulated in the Operational Plan are outlined in the QTLC Operating Budget for the 2015-2016, 2016-2017 financial years.

QTLC Operational Plan

	GENERAL ACTIVITIES		
	RESOURCES & OPERATIONS	EMERGING ISSUES	STAKEHOLDER & MEMBER RELATIONS
ACTIONS	<ul style="list-style-type: none"> ➤ Develop and progress Strategic Plan and Operational Plan, including TMR endorsed program of works ➤ Develop and manage operating budgets ➤ Develop and implement corporate operating procedures ➤ Comply with TMR & ASIC reporting requirements ➤ Update website and distribute regular newsletters ➤ QTLC Board and Council meeting preparation and execution ➤ Review and reform Council and Board membership 	<ul style="list-style-type: none"> ➤ Identify and respond to emerging issues in a timely manner ➤ Convene Working Group meetings for input on strategic freight transport and logistics issues ➤ Maintain watching brief on strategic freight transport and logistics issues and bring to the attention of members ➤ Identify opportunities for collaboration on projects that contribute to strategic priorities 	<ul style="list-style-type: none"> ➤ Engage with and maintain productive relationships with freight transport and logistics operators, government stakeholders and regulator project offices ➤ Pursue opportunities to present at various forums on freight transport, logistics and supply chain matters ➤ Maintain QTLC Industry Associate Group ➤ Hold “A focus on freight” seminars on topical issues impacting supply chains and the freight transport and logistics sector
<p>Alignment to Funding KPIs</p> <ul style="list-style-type: none"> • Adopting a proactive approach in contributing to the freight agenda within Queensland, through the development and progression of various working papers and reports that will document the various freight and logistics issues for both industry and government 			
STRATEGIC PRIORITIES			
<p>Industry Representation and Engagement</p> <p><i>Goal: Representation on behalf of the freight transport and logistics industry is evidence based and recognises the integration of the freight network and system and adopts a whole of supply chain focus</i></p>			
Strategies	Actions		Performance Measures
➤ Consolidate the QTLC as the peak advisory	➤ Expand membership to ensure senior		➤ QTLC has representation from all industry

<p>body for the freight transport & logistics industry</p> <ul style="list-style-type: none"> ➤ Promote and represent the QLD freight transport & logistics industry ➤ Advocate for efficient and integrated freight transport & logistics solutions 	<p>representation of all industry sectors</p> <ul style="list-style-type: none"> ➤ Consult with industry on policy issues and provide advice to government & stakeholders ➤ Contribute to state and national freight transport and logistics policy issues ➤ Advocate at state and national forums ➤ Undertake industry engagement sessions to ensure industry issues and viewpoints underpin QTLC activities ➤ Facilitate cross sector and inter-government meetings to consider whole of supply chain issues ➤ Undertake a series of Freight in Focus Seminars on topical freight issues 	<p>sectors – modes, industries, operators, freight forwarders</p> <ul style="list-style-type: none"> ➤ QTLC is engaged by government and stakeholders for industry representation ➤ QTLC provides advice and formal submissions on critical freight transport & logistics issues ➤ QTLC holds a series of Freight in Focus Seminars
	<p style="text-align: center;">Projects</p> <ul style="list-style-type: none"> ➤ Collaborate with TMR and industry to undertake a study into the potential for extending Type 1 Road Train access from the proposed Toowoomba Second Range Crossing through to the Port of Brisbane including: <ul style="list-style-type: none"> ○ Consideration of the economic and commercial value of an extension as well as practicality ○ Vehicle design and supply chain characteristics ○ Infrastructure assessment and identification of impediments to extending access ○ Identification of additional infrastructure required to support extending access (i.e. break down pad) ➤ Engage with key industries and supply chains to identify OSOM characteristics and routes 	

<p>Alignment to Funding KPIs</p> <ul style="list-style-type: none"> • Contribution to effective policy communication between Governments and industry through maintenance and growth of comprehensive networks • Contribution to expanding industry and Government’s knowledge base through targeted research • Contribution to enhancing the productivity of the sector, including the development of procedures and processes to address barriers to increased productivity • Contribution to the implementation of the actions outlined in the Moving Freight Strategy • Contribution to the freight agenda within Queensland through the development and progression of various working papers and reports address various freight and logistics issues for both industry and government 		
<p>Data Collection and Analysis <i>Goal: Multi-modal data sources and analysis methods are available to better understand supply chains and infrastructure bottlenecks across the whole freight transport system</i></p>		
Strategies	Actions	Performance Measures
<ul style="list-style-type: none"> ➤ Identify gaps in freight movements, infrastructure and supply chain data ➤ Consolidate approach to data collection, management and analysis to better inform freight and logistics planning and infrastructure investment 	<ul style="list-style-type: none"> ➤ Collaborate with TMR, other government departments and industry to identify available data sources and gaps ➤ Approach industry to make aggregated, de-identified data available ➤ Collaborate with government to consolidate and manage data ➤ Update Supply Chain Perspective reports that provide quality data for the movement of Livestock, Meat, Fuel, OSOM, FMCG, Horticultural, Bulk Commodities (Sugar, Grain), and Project and Construction Cargo 	<ul style="list-style-type: none"> ➤ QTLC and government has access to quality, whole of supply chain data to inform policy positions and freight transport and logistics planning and infrastructure investment decision making
	Projects	

quality freight and supply chain data		
<p>Alignment to Funding KPIs</p> <ul style="list-style-type: none"> • Contribution to enhancing the productivity of the sector, including the development of procedures and processes to address barriers to increased productivity • Contribution to expanding industry and Government’s knowledge base through targeted research • Contribute to identifying and addressing impediments to the efficient operation of Queensland’s supply chains, • Contribution to effective policy communication between Governments and industry through maintenance and growth of comprehensive networks • Contribution to the freight agenda within Queensland through the development and progression of various working papers and reports address various freight and logistics issues for both industry and government 		
<p>Inter-Governmental Planning and Productivity <i>Goal: Transport asset owners and planners cooperate to reduce supply chain impediments and coordinate to plan for, and invest in, efficient and productive freight transport infrastructure</i></p>		
Strategies	Actions	Performance Measures
<ul style="list-style-type: none"> ➤ Engage with all levels of government to optimise freight system planning for improved supply chain productivity ➤ Support the implementation of the Moving Freight Strategy ➤ Promote improved coordination, communication and connectivity between modes ➤ Advocate for a planning and investment decisions framework based on overall system performance and productivity 	<ul style="list-style-type: none"> ➤ Engage with all tiers of government to implement the Strengthening Queensland’s Supply Chains report ➤ Engage with the federal government to provide freight and industry data to inform and support the development of Northern Australia ➤ Provide ongoing policy advice to TMR in relation to issues aimed at improving supply chain impediments ➤ Engage with government to better understand planning and investment processes influencing freight transport infrastructure and supply chain efficiency ➤ Continue to engage with QR, TMR, rail operators and industry to improve the efficiency and reliability of rail services 	<ul style="list-style-type: none"> ➤ QTLC contributes to the implementation of Moving Freight initiatives ➤ QTLC meets regularly with TMR to identify and discuss freight issues ➤ Opportunities for collaborative industry investment to overcome supply chain impediments

	<p style="text-align: center;">Projects</p> <ul style="list-style-type: none"> ➤ Facilitate a NCL Forum focusing on opportunities and conditions for increasing modal share ➤ Using freight and supply chain data, identify routes of significance and work with relevant local governments to identify whole of route access and infrastructure issues with a view to prioritising planning and investment (see HVAP) ➤ Undertake infrastructure assessment for route from POB to service the Cooper Basin and identify the economic benefits and costs of inputs (volume, type, UOM) travelling via Brisbane ➤ Investigate the development of a Beneficiary Pays Blockage Investment Model and policy to ascertain scope for improving supply chain efficiency and improved access to transport infrastructure for freight ➤ Investigate opportunities for supply chain coordination functions to improve access to efficiency, cost effective and reliable freight services for agricultural industries 	
<p>Alignment to Funding KPIs</p> <ul style="list-style-type: none"> • Contribution to enhancing the productivity of the sector, including the development of procedures and processes to address barriers to increased productivity • Contribution to expanding industry and Government’s knowledge base through targeted research • Contribution to the development and implementation of transport reform and policy development on issues including the provision of advice on freight and logistics priorities from an industry perspective • Contribution to the implementation of the actions outlined in the Moving Freight Strategy • Contribution to effective policy communication between Governments and industry through maintenance and growth of comprehensive networks 		

- Contribution to the freight agenda within Queensland through the development and progression of various working papers and reports address various freight and logistics issues for both industry and government

Transport Reform and Research

Goal: Agents of transport regulatory reform engage with industry to ensure that their views are reflected in the development of legislation, policy and processes aimed at improving supply chain efficiency

Strategies	Actions	Performance Measures
<ul style="list-style-type: none"> ➤ Engage with transport regulators to support the development of reform programs that improve supply chain efficiency and reward innovation ➤ Identify, develop and promote innovative solutions that improve productivity and address supply chain issues 	<ul style="list-style-type: none"> ➤ Proactively engage with transport regulators to represent the views of the freight transport and logistics industry in the reform process ➤ Identify ongoing sources of jurisdiction regulatory inconsistency or inefficiency and advocate for changes on behalf of industry (i.e. fatigue management) ➤ Engage with industry and government to implement recommendations of the Strengthening Queensland’s Supply Chains (SQSC) report ➤ Collaborate with research bodies to identify and promote innovative research ➤ Engage with other Ministerial bodies and council related to freight to coordinate responses to issues. ➤ Continue to provide submission and advice through governmental inquiries, reviews and reforms 	<ul style="list-style-type: none"> ➤ QTLC engaged by transport regulators to provide advice on behalf of industry ➤ QTLC provides input in transport reform initiatives ➤ Recommendations of the SQSCR reflected in policy and operational reform ➤ QTLC provides formal advice and submission to government on freight issues
	<p style="text-align: center;">Projects</p> <ul style="list-style-type: none"> ➤ Review scope and benefits of various TSC arrangements and make recommendations aimed at improving productivity, efficiency and value for money ➤ Liaise with TMR to undertake a review of 	

	<p>Moving Freight</p> <ul style="list-style-type: none"> ➤ Review and clarify the intent of rail passenger priority legislation and the impact on freight and productivity ➤ Engage with industry to identify access requirements to support higher productivity heavy vehicle access to key places for freight such as ports and major industrial precincts and regions 	
<p>Alignment to Funding KPIs</p> <ul style="list-style-type: none"> • Contribution to enhancing the productivity of the sector, including the development of procedures and processes to address barriers to increased productivity • Contribution to expanding industry and Government’s knowledge base through targeted research • Contribution to the development and implementation of transport reform and policy development on issues including the provision of advice on freight and logistics priorities from an industry perspective • Contribution to effective policy communication between Governments and industry through maintenance and growth of comprehensive networks • Contribution to the freight agenda within Queensland through the development and progression of various working papers and reports address various freight and logistics issues for both industry and government 		
<p>Freight and Logistics into the Future <i>Goal: Strategic investment, planning and policy decisions that benefit overall freight and logistics system performance and productivity are prioritised by industry and government now and into the future</i></p>		
Strategies	Actions	Performance Measures
<ul style="list-style-type: none"> ➤ Inform, identify and contribute priorities for future freight transport and logistics system investment and planning that benefit supply chain connectivity and productivity 	<ul style="list-style-type: none"> ➤ Consult with industry to identify industry specific supply chain characteristics, current and future, as well as policy imperatives and analyse the alignment or otherwise with the current freight network, particularly the TSRC ➤ Hold a Freight Future Forum with government and key freight generators, freight forwarders and infrastructure owners to identify and discuss current and future industry and 	<ul style="list-style-type: none"> ➤ Reports developed, supported by industry and submitted to government that identifies the supply chain characteristics and future trends of major Queensland industries ➤ QTLC engaged by government to advise on key freight transport infrastructure requirements as identified by industry

	government priorities for freight and supply chains.	
	Projects	
	<ul style="list-style-type: none"> ➤ QTLC to engage with industry and keepers of freight and supply chain data and analysis tools to develop a series of Freight Forecasts for the 11 key supply chains (outlined in the Supply Chain Perspectives). The Freight Forecasts will identify future industry and supply chain drivers, markets, volumes, UOMs, routes, modal selection to inform network planning and investment. 	
<p>Alignment to Funding KPIs</p> <ul style="list-style-type: none"> • Contribution to expanding industry and Government’s knowledge base through targeted research • Contribution to the freight agenda within Queensland through the development and progression of various working papers and reports address various freight and logistics issues for both industry and government • Contribute to identifying and addressing impediments to the efficient operation of Queensland’s supply chains • Contribution to the development and implementation of transport reform and policy development on issues including the provision of advice on freight and logistics priorities from an industry perspective 		
List of Key Performance Indicators		
<ul style="list-style-type: none"> • Contribution to effective policy communication between Governments and industry through maintenance and growth of comprehensive networks • Contribution to expanding industry and Government’s knowledge base through targeted research • Contribution to enhancing the productivity of the sector, including the development of procedures and processes to address barriers to increased productivity • Contribution to the implementation of the actions outlined in the Moving Freight Strategy • Contribution to the freight agenda within Queensland through the development and progression of various working papers and reports address various freight and logistics issues for both industry and government • Contribute to identifying and addressing impediments to the efficient operation of Queensland’s supply chains • Contribution to the development and implementation of transport reform and policy development on issues including the provision of advice on freight and logistics priorities from an industry perspective 		