



Stakeholder Engagement Strategy

FY19/20 – 21/22

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Figure 1 QTLC Stakeholder groups

Figure 2: Engagement and communication approach

Purpose

The Queensland Transport and Logistics Council (QTLC) is the agent of Queensland's Freight Sector, encompassing Road, Rail, Maritime and Air Transport as well as Intermodal Freight.

The QTLC is taking a new strategic direction to support the significant challenges over FY19/20-21/22 period; including regulatory, technological, consumer and industry changes.

This Stakeholder Engagement Strategy will underpin the delivery of the *QTLC Strategic Plan FY19/20 – 21/22*, guiding ongoing and effective communication and consultation with key stakeholders to deliver value-adding services for Queensland industry.

Overview

QTLC is recognised for its contribution to the freight industry and is expected by government and industry to drive improved productivity, safety and environmental benefits for all Queenslanders.

In order to have a greater impact, QTLC is transforming its current operational structure, decision-making processes, work practices and capabilities.

A key focus of the *QTLC Strategic Plan FY19/20 – 21/22* is to invest in the things that matter for industry, delivering services that stakeholders highly value.

The *QTLC Stakeholder Engagement Strategy FY19/20 – 21/22* (the Engagement Strategy) supports this approach, demonstrating our commitment to working with our stakeholders to understand their needs and build relationships with our stakeholders so we can listen, respond and support the freight industry in Queensland.

The Engagement Strategy and subsequent Action Plan identifies a range of structured engagement opportunities; however, it is worth noting that value-adding interactions occur regularly with industry across all transport modes, via more informal and ad-hoc channels.

The fundamental principles of engagement outlined in this strategy use the International Association of Public Participation (IAP2) framework, where the level of communication and type of channel used for engagement varies dependent on the topic and the identified stakeholder group from within the Transport and logistics subsectors.

While the *QTLC Stakeholder Engagement Strategy FY19/20 – 21/22* is based on best-practice methodology, stakeholder engagement is an evolving process. As such, the QTLC will continue to refine their approach as the outcomes and actions of the *QTLC Strategic Plan FY19/20 – 21/22* are embedded, and industry feedback and input refines and builds the engagement program.

Strategy Purpose

The *QTLC Stakeholder Engagement Strategy FY19/20 – 21/22* reflects QTLC’s commitment to continue working with transport and logistics stakeholders, building on strong relationships and networks and embedding effective stakeholder engagement practices across the organisation. It also reflects the QTLC’s intent to implement a more strategic and purposeful approach, tailoring how QTLC engages with government and industry stakeholder groups.

By enhancing existing relationships and building new ones, the QTLC aims to develop a more sustainable operating model to support identified projects that respond directly to industry needs and provide a positive impact to ‘the things that matter’ for industry.

Engagement objectives & principles

The overall aim of the Engagement Strategy is to:

Improve how the QTLC engages with stakeholders so we deliver ‘things that matter’ for industry.

QTLC Stakeholder Engagement Strategy FY19/20 – 21/22 objectives are to:

- Support long-term sustainability of QTLC and develop awareness about the role of the QTLC
- Create a shared understanding of challenges and issues facing the Queensland Freight Sector
- Strengthen relationship with stakeholders across the Queensland Freight Sector by providing a variety of opportunities and channels for stakeholders to provide input and feedback
- Continually improve best-practice engagement and show leadership in the industry.

The key principles that will guide the Engagement Plan are:

These principles are universal to all types of engagement undertaken by QTLC.

This stakeholder-first approach will ensure QTLC truly understand and respond to what stakeholders’ value.

Committed	Demonstrate through our actions that we engage and listen to our stakeholders.
Targeted	Prioritise and tailor engagement to specific issues, projects and personas.
Inclusive	Promote accessibility by inviting broad multi-modal participation in the design of our engagement.
Transparent	Consistently addresses stakeholder expectations using open, clear, relevant and timely communication.
Measurable	Measure the success of engagement and apply learnings in designing and developing our future engagement strategies.

QTLC stakeholders

The Queensland Freight Sector is a complex environment, highly regulated and made up of a dispersed group of diverse stakeholders.

The approach to understanding QTLC stakeholders is divided into three parts:

- 1) Identifying key stakeholders
- 2) Aligning the engagement approach
- 3) Detailing core stakeholder personas.

1 Identifying key stakeholders

Stakeholder identification is required to understand the things that matter for the Queensland Freight Sector.

By identifying core stakeholder groups, the QTLC can better engagement with industry around a strategic issue or project. Any detailed stakeholder mapping and related key messages will be used internally by the QTLC to support engagement campaigns.

An important component of the *QTLC Stakeholder Engagement Strategy FY19/20 – 21/22* is the formal process of sector identification and stakeholder mapping into Primary, Secondary and Tertiary groups, dependent on the size and direct contribution of the sector to the Queensland Freight Industry. These are then further categorised into:

- Industry
- Industry Associations/ Peak Bodies
- Government Portfolios/ Regulatory Bodies+

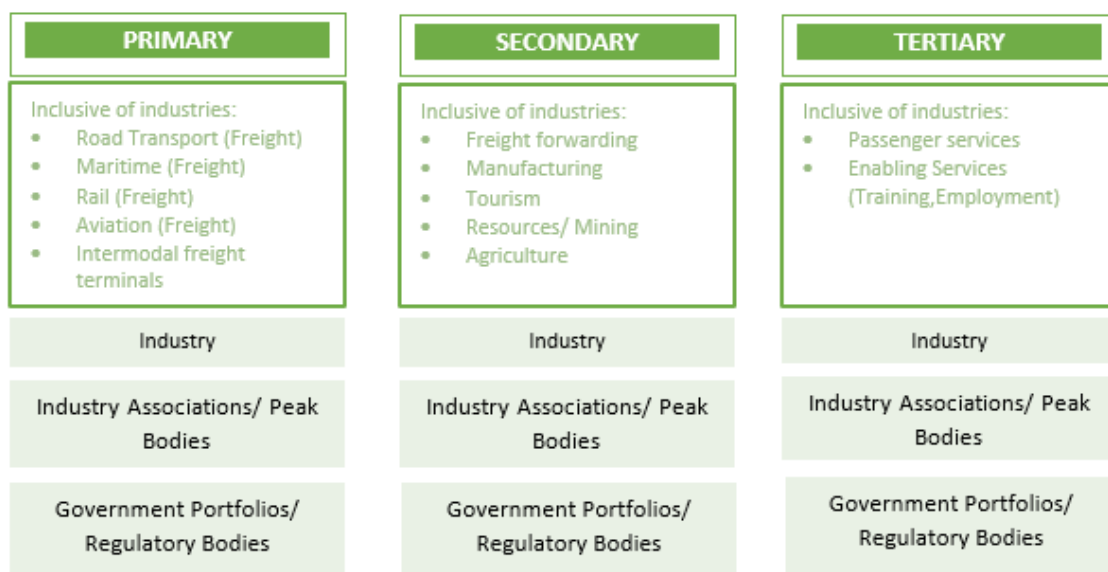


Figure 1: QTLC Stakeholder groups

2 Aligning the engagement approach

The engagement framework is based on the International Association for Public Participation (IAP2) and applied to the QTLC identified stakeholder groups.

The level of engagement is directly related to the level of impact. While it is anticipated that the specific project or issue will determine the most appropriate engagement approach, more broadly the core engagement activities for a given stakeholder group are represented in the following matrix.

	INCREASING LEVEL OF PUBLIC IMPACT				
	INFORM	CONSULT	INVOLVE	COLLABORATE	EMPOWER
GOAL	To provide balanced and objective information in a timely manner.	To obtain feedback on analysis, issues, alternatives and decisions.	To work with the public to make sure that concerns and aspirations are considered and understood.	To partner with the public in each aspect of the decision-making.	To place final decision-making in the hands of the public.
PROMISE	"We will keep you informed"	"We will listen to and acknowledge your concerns."	"We will work with you to ensure your concerns and aspirations are directly reflected in the decisions made."	"We will look to you for advice and innovation and incorporate this in decisions as much as possible."	"We will implement what you decide."
RELATED COMMUNICATION CHANNEL	Letters Collateral (Flyers/Brochures) Press (Releases and Editorials) Industry Association publications and e-news Website/ Social	Formal discussions Meetings with stakeholder groups Presentations to key stakeholders Surveys	Industry forums Online and social media engagement Workshops and information sessions	One-on-one engagement Advisory committees Reference Groups Working parties	Formal feedback/ written submissions Online engagement forums

Figure 2: Engagement and communication approach (Adapted from the International Association for Public Participation www.iap2.org Source: Place Speak)

3 Detailing core stakeholder personas

When appropriate, stakeholder characteristics will be captured and personas developed for key stakeholder groups to reveal a more complete picture about the wants and needs of the specific target audience. This exercise will make sure the QTLC 'right-sizes' the communication and engagement approach - reach the right people, with the right message, using the right channel at the right time.

These stakeholder persona profiles will evolve and are intended to be an internal resource for the QTLC.

Conclusion

The QTLC Stakeholder Engagement Strategy FY19/20 – 21/22 and related QTLC Stakeholder Action Plan FY19/20 – 21/22 outcomes will be measured and reported quarterly to the QTLC Board.



The Queensland Transport and Logistics Council (QTLC) is the respected agent of the Queensland Freight Industry. We aim to drive continual performance improvements in Queensland's freight and logistics sector, delivering improved productivity, safety and environmental benefits for all Queenslanders. We strive to change the way Government & Industry connect and work together to deliver Sector based improvements.

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