



Operating & Engagement Plan

Contents

Purpose.....	3
Value proposition	3
Aspirational goal.....	3
Funding	3
Factors to take into consideration for 2020 – 2023	4
Strategic Priorities	4
Operational Plan.....	5

Purpose

The Queensland Transport and Logistics Council provides a high-level conduit to key decision makers in government and an authoritative, broad industry view to inform and shape whole-of-government planning. QTLC offers advice on key freight-related matters in support of more efficient freight movement in Queensland to ensure the best economic, safety and environmental outcomes for Queenslanders.

In this capacity, the QTLC:

- Understand the freight industry
- Through communication and collaboration, seek solutions to issues faced by government and the freight industry.
- Act as a connector between of ideas, opinions, data, from industry to government and vice versa.
- Identifies opportunities for freight sector transition to zero emissions technology and understands regulatory, financial and infrastructure barriers to the transition.

Value proposition

The QTLC's value proposition centres on the breadth and depth of knowledge of people 'around the table' and the collective networks they can tap into. This key characteristic ensures that stakeholders in the freight industry are listened to collectively; there is greater responsiveness to issues because of shortened communication lines; there is a higher level of influence; strategic outcomes and results are more likely.

Aspirational goal

The aspiration is for the QTLC to be recognised as the 'go to' independent, freight and logistics advisory body for logistics issues in Queensland.

Funding

QTLC is solely dependent on a grant from the Department of Transport and Main Roads. While this ensures the independence of the organisation it also increases QTLC vulnerability to political shocks. Funding is committed until June 2023, after this point QTLC will need to secure independent revenue. To this end the organisation is pivoting to focus on future issues, climate change and how emissions reduction target can be accommodated by industry. There are no other freight industry bodies currently focused on this area of policy opening a niche for the QTLC. QTLC's recent report into EV freight options showcases the leadership we can play in this space.

Factors to take into consideration for 2020 – 2023

- Qld Transport User Groups (post OISC)
- National harmonisation in general, road and rail, safety, concessional schemes OSOM etc.
- National Freight and Supply Chain Strategy and Action Plans
- Queensland Freight Action Plan and regional freight plan/s
- Ongoing supply chain understanding and improvement post-COVID and natural disaster
- Inland Rail Queensland progress
- Productivity Commission reviews (such as that on Maritime Transport)
- Zero Emissions transport agendas, options, targets and opportunities
- Other member-driven inquiries and/or initiatives, such as the Bremer Bridge costing study

Strategic Priorities

The QTLC mission is to represent the freight transport and logistics industry to influence policy, regulation, infrastructure and planning and investment to achieve sustainable development and prosperity.

Strategic priorities	Objectives
QTLC resources and operations – systems, structure, funding	To achieve appropriate levels of funding to achieve our vision, execute our strategies and influence government and industry freight agendas and remain independent.
Membership composition and attraction to the QTLC	To make the QTLC attractive and relevant to respective industry players in related sectors.
Establishing and communicating QTLC’s identity	To achieve recognition, influence and credibility across the freight sector – government and industry
Appropriate and ongoing investment in Zero Emissions Transport	To ensure the successful development of appropriate hydrogen and battery-electric transport infrastructure in Queensland and promote investment. Articulate emerging and problematic freight issues linked to the green economy and assist fleets and freight precincts understand the options and opportunities ahead.
Ensuring there is an access policy and regulation environment that facilitates productivity and innovation	To collaborate with regulators, road and rail managers, operators and government

Operational Plan

GENERAL ACTIVITIES		
RESOURCES & OPERATIONS	EMERGING ISSUES	STAKEHOLDER & MEMBER ENGAGEMENT
<p>Develop and progress Strategic and Operational Plan.</p> <p>Develop and manage operating budgets</p> <p>Develop and implement corporate operating procedures</p> <p>Comply with TMR & ASIC reporting requirements</p> <p>Update website and build social media presence</p> <p>QTLC Board and Council meeting preparation and execution</p>	<p>Identify and respond to emerging issues in a timely manner</p> <p>Open dialogue with meetings for input on strategic freight transport and logistics issues</p> <p>Maintain watching brief on strategic freight transport and logistics issues and bring to the attention of members</p> <p>Identify opportunities for collaboration on projects that contribute to strategic priorities.</p> <p>Support TMR engagement on Regional Freight Plans</p>	<p>Engage with and maintain productive relationships with freight transport and logistics operators, government stakeholders and regulator project offices.</p> <p>Pursue opportunities to present at various forums on freight transport, logistics, low emission freight opportunities, and supply chain matters.</p>
<p>ALIGNMENT TO KPIs</p> <p>Adopting a proactive approach in contributing to the freight agenda within Queensland, through the development and progression of various working papers, submissions and reports that will document the various freight and logistics issues for both industry and government.</p>		
STRATEGIC PRIORITIES		
<p>ENGAGEMENT</p> <p><i>Goal: Establish QTLC as the 'go to' independent, freight and logistics advisory body for the logistics industry in Queensland. QTLC is well placed to assist with the development of these collaborations, working with government and industry on identifying market failures to be addressed.</i></p>		
STRATEGY	ACTION	PERFORMANCE MEASURE
<p>Build value to freight members through transport user groups</p> <p>Promote and represent Qld Freight transport and logistics industry</p>	<p>Undertake stakeholder and member engagement</p> <p>Establish transport user groups</p> <p>Expand social media reach rebuild profile</p>	<p>Deliver an engagement strategy for regional freight plans.</p> <p>Develop and where required, build collaborative transport forums for members.</p>

Deliver impact through collaboration	Collaborate with TMR and industry on freight industry issues	Update and maintain website and digital communications. Open dialog with industry about transition to zero emissions future
PROJECTS <ul style="list-style-type: none"> ○ Engagement strategy focussed on identifying transport user groups by theme/task/issue. ○ Revamp the newsletter and utilise social media to communicate ○ Post OISC Transport User Groups ○ ZEV Freight Hub project provides a good forum for broader info sharing ○ Qld Freight Strategy Action planning engagement contribution ○ Connecting industry to government projects, regulatory, planning, environment, safety etc. 		
ALIGNMENT TO KPIs Through our work expertise and reach, we are the agent for the freight industry on issues that matter, backed by evidence-based insights. Facilitating connection and collaboration between industry and government, identifying market failure and aligning priorities to achieve positive freight outcomes. Communicate through all forms of media and raise awareness of industry issues.		
STRATEGIC PRIORITY		
INDUSTRY REPRESENTATION AND ENGAGEMENT <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>		
STRATEGY	ACTION	PERFORMANCE MEASURE
Intimate knowledge of what our members priority issues are and how we can add value. Facilitate member engagement and active participation in policy development Advocate for efficient and integrated freight transport & logistics solutions	Establish transport user groups or participate in existing ones. Expand membership to ensure senior representation of all industry sectors Consult with industry on policy issues and provide advice to government & members	QTLC has representation from all industry sectors – modes, industries, operators, freight forwarders. QTLC is engaged by government and stakeholders for industry representation

<p>Identify opportunities for low emission transport,</p>	<p>Participation in supply-chain studies to future-proof against disrupters.</p> <p>Contribute to state and national freight transport and logistics policy issues</p> <p>Advocate at state and national forums</p> <p>Form industry collaborations to identify opportunities to up-scale sustainable freight adoption.</p>	<p>QTLC provides advice and formal submissions on critical freight transport & logistics issues</p> <p>Development of transport user groups.</p>
<p>PROJECTS</p> <ul style="list-style-type: none"> Engage road managers, industries, and regulators to identify preferred access routes for restricted access vehicles including the identification of additional infrastructure required to support extending access. Bremer Bridge has arisen as one of these bodies of work. Others in discussion. Progress common agenda and projects as identified and articulated by transport user groups. EV Freight report and workshops. 		
<p>ALIGNMENT TO KPIS</p> <p>Contribution to effective policy communication between Governments and industry through maintenance and growth of comprehensive networks</p> <p>Facilitate adoption of ZEV freight options for membership through education and collaboration.</p> <p>Contribution to enhancing the productivity of the sector, including the development of mechanisms and processes to address barriers to increased productivity</p> <p>Contribution to the implementation of the actions outlined in the Queensland Freight Strategy and regional plans.</p> <p>Contribution to the freight agenda within Queensland through the development and progression of various working papers and reports addressing various freight and logistics issues for both industry and government.</p>		
<p>STRATEGIC PRIORITY</p>		
<p>INTERGOVERNMENTAL PLANNING AND PRODUCTIVITY</p> <p><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>		

STRATEGY	ACTION	PERFORMANCE MEASURE
<p>Engage with all levels of government to optimise freight system planning for improved supply chain productivity</p> <p>Support the development of Regional Freight Plans</p> <p>Promote improved coordination, communication and connectivity between modes</p> <p>Advocate for a planning and investment decisions framework based on overall system performance and productivity</p>	<p>Engage with all tiers of government to implement the Freight Strategy Action Plan</p> <p>Engage with government to better understand planning and investment processes influencing freight transport infrastructure and supply chain efficiency</p> <p>Continue to engage with QR, TMR, rail operators and industry to improve the efficiency and reliability of rail services</p>	<p>QTLC contributes to the implementation of National Freight Action Plan</p> <p>QTLC meets regularly with TMR to identify and discuss freight issues</p> <p>Opportunities for collaborative industry investment to overcome supply chain impediments.</p> <p>Forming LE freight sector collaborations</p>
<p>PROJECT</p> <ul style="list-style-type: none"> • Contributes to National Transport Commission review of the Heavy Vehicle National Legislation • Contribute to national debate on Road User Charging reform • Contribute to State and National Supply Chain Strategy Implementation 		
<p>STRATEGIC PRIORITY</p>		
<p>FREIGHT AND LOGISTICS INVESTMENT</p> <p><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>		
STRATEGY	ACTION	PERFORMANCE MEASURE
<p>Inform, identify and contribute priorities for future freight transport and logistics system investment and planning that benefit supply chain connectivity and productivity</p>	<p>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.</p> <p>Establishment and use of transport user groups fundamental to this.</p>	<p>Reports developed, supported by industry and submitted to government that identifies the supply chain characteristics and future trends of major Queensland industries</p> <p>QTLC engaged by government to advise on key freight transport infrastructure requirements as identified by industry</p>

PROJECTS

- ZEV Freight Phase #2 Hub Project + ARENA aggregation
- Explore potential funding opportunities through other agencies for transport infrastructure business case development.

ALIGNMENT TO KPIs

- 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



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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