



# 2024-2026 Strategic Plan

June 2024

Approved



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QTA President - Michael Mahon

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12/12/2024

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the Australian  
economy.

Road freight ensures  
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communities.



# Our Purpose

The purpose of the QTA is to ensure that regulation is reflective of contemporary industry practices in all areas relating to safety, productivity, efficiency, and viability of the road freight industry to ensure the industry is a top quartile productivity performer against international benchmarks. All advocacy undertaken by the Association is apolitical.

This plan sets the strategic direction of the Association for a two-year period. It is used to inform the Association's priorities and identify objectives to set the future direction of the QTA.

The Strategic Plan will be reviewed by the Board prior to its expiry and changes adopted, where necessary, through consultation. The Strategic Priorities identified in this plan will form the objectives and actions in the Annual Business Plan.

## Governance

The Queensland Trucking Association Limited is a company limited by guarantee (CLG). This is a common company structure used for not-for-profit and charitable organisations in Australia that reinvest any surplus (profit) towards the organisation's purposes. CLGs are registered as companies with the Australian Securities and Investments Commission (ASIC). QTD Ltd is a company, registered under the Corporations Act 2001 (Corporations Act). Directors under the Corporations Act must hold a Directors ID

QTA Ltd is governed by a Constitution, operates with a Board of Directors, and managed by the Chief Executive Officer and staff.

## Association Landscape

QTA Ltd is an independent industry Association that leads its own advocacy and policy agendas at a local, state and federal level on behalf of its members. Each State in Australia has an industry association that represents the members' interests. QTA Members may elect to be members of multiple industry associations.

QTA Ltd is a foundation member of the Australian Trucking Association (ATA) and works collaboratively and contributes to advocacy on issues impacting its members and for the benefit of the broader industry.

# Relevance

Freight is critical to the Australian economy. In a country which covers a vast geographical area, Queensland has the most decentralised communities. Road freight is critical to ensure the supply of freight to these urban, rural and remote communities.

The road freight industry also supports the heavy vehicle manufacturing industry in Queensland which currently includes the manufacturing businesses of major heavy vehicle and trailer manufacturing brands. These businesses are global leaders in heavy vehicle innovation and design, efficiency practices, productivity, and safety in the road freight industry.

As the peak industry body for the road freight industry in Queensland, the QTA represents operators of all sizes, from all sectors and areas of the State, suppliers, manufacturers, and stakeholders who make up an industry that is a major contributor to the economy.

The Association advocates for progressive investment in value drivers for road infrastructure, fosters innovation in safety, road and transport technology and represents members interests in the areas of heavy vehicle policy, safety, workplace law and skilling and training.

A viable Association  
is imperative to  
fulfilling long-term  
commitments to the  
membership and  
sustains our  
reputation as the  
voice of the road  
freight industry in  
Queensland.

# Industry Overview

The road freight industry is a significant contributor to the economy at 8.6% of GDP and is a vital industry to the community employing approximately 205,000 people. According to the Organisation for Economic Cooperation and Development (OECD),

Australia's freight task is the fifth largest in the world (OECD, 2018a). The freight task is more than 750 billion tonne kilometres and a multi modal approach from road, rail, sea and air work combine together to transport goods around the country in a safe, efficient and productive manner. Queensland road freight transported approximately 490 million tonnes kilometres of that freight in 2021 travelling approximately 17 billion kilometres.

Australia's population growth rate is among the highest of OECD nations (OECD, 2108b) and is expected to double to 43 million people by 2066 (ABS, 2018a), hence freight volumes are predicted to grow 26% by 2026 (National Transport Commission, 2016).

The industry is known for its resilience and is heavily relied upon to service communities in times of natural disaster. Servicing Australia's geographical footprint of communities requires an all-weather road network to cater for high productivity truck and trailer combinations to deliver around the country safely and efficiently.

A coordinated multi-modal approach is needed to fulfil this rapidly growing and increasingly complex freight task. Freight that is moved by sea, air or rail modes is reliant on road transport for distribution of freight into urban, regional, and remote communities. A major strength of road transport is that there is no substitute transport mode that can perform 'last kilometre' delivery.

Despite the reliance on road freight in this country, without investment in a nationally connected freight route to mitigate against natural disasters and improve efficiency and productivity, the pressure of keeping any road freight business viable will significantly increase.

The road freight industry is also confronted by ongoing challenges that continue to impact the viability of the sector for many road freight operators. Challenges including workforce and skill shortages, lack of funding for training and skilling initiatives for transport and logistics, rapid changes in technology, vehicle autonomy, movement into the renewable energy space, emissions reduction, road congestion and the ever-increasing burden and cost of complex regulatory requirements.



The impact of artificial intelligence on the sector will also create new opportunities and challenges as the technology is integrated into decision making that will influence business operations, safety management, fleet management and sustainability.

Solving the challenges of the road freight sector in Australia requires leadership from all layers of government coupled with strong common sense policy settings. This is fundamental to enabling the industry to operate in a safe environment, utilising the most cost effective and productive vehicle combinations for the efficient delivery of freight around the country.

The market needs to be balanced across the road freight sector to ensure true competition prevails for large and small operators. The major fleets have some price-setting power, whereas the smaller operators are more 'price-takers', and in a relatively weaker position to negotiate due to the large amount of competition in the market. In addition, smaller operators have a disproportionately high administrative and regulatory cost burden. The growing freight task will only exacerbate these costs and may cause smaller operators to exit the industry.

The composition of the heavy vehicle fleet has changed rapidly over time with the adoption of newer, more productive and safer vehicle combinations. However, the inconsistencies in access for high productivity and general access vehicles across the national road network continues to impede productivity, efficiency, and safety and ultimately the viability of the road freight sector.

The responsibility for road supply investment decisions is fragmented amongst many departments and road agencies at the Commonwealth, State, and local level. This diffusion of responsibility among the Regulators, National Bodies, State Road Managers, over 500 Regional Councils and Local Governing Bodies, along with the competing interests among these bodies, prevents purposeful transport reform from being achieved. Furthermore, this leads to the situation where no one agency can make the tough and logical decisions around long term investment in road infrastructure and supply reform. However,

Improving the national road network to create connected freight routes will accelerate the investment by road freight businesses in high productivity vehicle combinations. This will improve congestion and safety, reduce operational costs and give business the confidence to plan fleet renewal and investment more effectively.

Both State and National Governments need to make these progressive decisions for the future of the road freight sector and our communities to keep pace with the efficiency demands of competition in an international facing economy.

# Guiding Principles

**A**

Conduct professional advocacy to ensure the freight task is underpinned by a credible and sustainable legislative framework, and the legislation is implemented fairly. Maintain apolitical status in all approaches to advocacy.

**B**

Enable the road freight industry to conduct operations safely, efficiently and profitably around the country.

**C**

Conduct Association activities and engagement with integrity and respect, deliver responsive and relevant services that value add to member businesses and the wider industry.

# Core Values



## INTEGRITY

Maintain an apolitical view and conduct professional advocacy that represents the interests of members in a strategic, certain, and diplomatic manner,

## TRUST

Maintain and build on the reputation of the Association as the voice of the road freight industry in Queensland that delivers tangible and relevant outcomes.

## SERVICE

Build a sustainable Association through excellence in responsive, relevant, and personal service.

## INNOVATION

Adapt to changing industry needs, adopt efficient business practices, and deliver advocacy and services that embrace contemporary thinking.

## VALUE

Create value for the membership by regularly renewing business practices, purposeful advocacy, tailored services, and personalised support.

# Strategic Priorities

## 1\_\_\_\_. Advocacy & Influence

Solving the challenges to the road freight sector in Australia requires leadership from industry associations to consult with all layers of government to inform strong common sense policy settings. Achieving tangible outcomes for our membership and industry relies on clear, consistent, and certain advocacy to inform government on policy direction that will enable the road freight industry to operate in a safe, productive and efficient way. Industry intelligence gained from strong engagement with the membership and industry will reliably inform government that our advocacy is reflective of industry opinion and need. Regular open communication with the membership engages them in the advocacy process, provides them with an understanding of our engagement style, and establishes trust in our reputation to represent them effectively.

## 2\_\_\_\_. Innovation & Efficiency

A dynamic, innovative, and competitive road freight industry is crucial to the prosperity and growth of our country – it stimulates employment opportunities and drives economic growth. To achieve this, focus needs to be placed on advocating for progressive investment in value drivers for road infrastructure, fostering innovation in safety, promoting road and transport technology, supporting the adoption of zero emission heavy vehicles, and enabling industry to operate efficiently and productively.

## 3\_\_\_\_. Financial Viability

A viable Association is imperative to fulfilling long-term commitments to the membership and sustains our reputation as the voice of the road freight industry in Queensland. It provides the Association and membership with the security that we can reliably influence on key issues, be a catalyst for change to ensure the future viability of the road freight industry. Our long-term presence is reliant on remaining a financially stable and well governed Association.

## 4\_\_\_\_. Knowledge & Intelligence

Having a deep understanding of legislative and regulatory requirements, industry trends, competitive landscapes is essential for an industry association to undertake advocacy and provide relevant and responsive servicing. This creates a competitive advantage when developing advocacy strategies, making informed decisions and navigating solutions for members with government and other industry stakeholders. To continue the level of service to the membership and ensure the relevance of the Association into the future, priority must be given to managing this level of intelligence and knowledge through succession and business planning.



## **5\_\_\_\_. Legislative Framework**

The responsibility for road supply investment decisions is fragmented amongst many departments and road agencies at the Commonwealth, State, and local level. This diffusion of responsibility among the Regulators, National Bodies, State Road Managers, over 500 Regional Councils and Local Governing Bodies, along with the competing interests among these bodies prevents purposeful transport reform from being achieved. Furthermore, this leads to the situation where no one agency can make the tough and logical decisions around long term investment in road infrastructure and supply reform.

## **6\_\_\_\_. Capable Workforce**

The road freight industry will continue to be challenged by a lack of people to resource their businesses. Strong advocacy will be required to lobby for increased funding for training and skilling initiatives to attract and retain staff, including fair and equal funding for the Heavy Vehicle Driver Apprenticeship. Priority must also be given to raising the skill level of a truck driver on the National Skills Priority List and the Skilled Migration List.

In relation to people capability within the Association, investment in the development of staff is important to delivering outcomes for the membership and the wider industry. It is critical to attract and retain staff with the expertise to service the membership and contribute to Association strategic objectives.

## **7\_\_\_\_. Partnerships & Networks**

Our trusted reputation is formed through professional advocacy and representation with all levels of government, corporate sponsors, road freight operators, industry stakeholders and other industry associations. Strong networks and relationships maintain the credibility and strength of the Association through the eyes of the membership. Identifying opportunities to broaden the Associations network increases our ability to influence positive change for the industry through the provision of reliable intelligence to inform policy and regulatory change.



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