



Queensland Trucking Association Ltd

STRATEGIC PLAN

January 2022-December 2023



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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.

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.

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, 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.

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 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.

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. 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, our communities and to keep pace with the efficiency demands of competition in an international facing economy.

Relevance of the Association

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.

Guiding Principles

- a) Enabling the road freight industry to conduct operations safely and profitably in Queensland and nationally.
- b) Ensuring the freight task is underpinned within a credible and sustainable legislative framework.
- c) The administration of all the legislation affecting the road freight industry is implemented fairly.

Core Values

INTEGRITY – practice apolitical professional advocacy that represents the interests of members in a strategic, certain, and diplomatic manner.

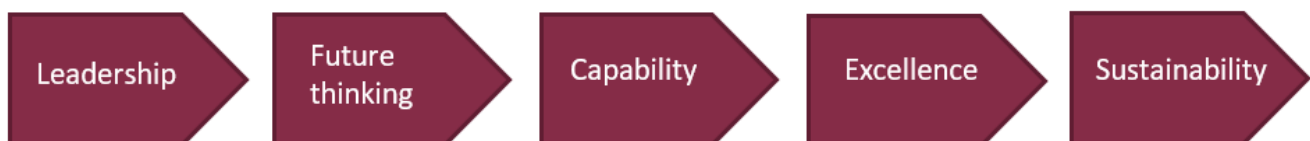
SERVICE – build a sustainable Association through excellence in responsive, relevant, and personal service.

INNOVATION –adapt to changing industry needs and deliver advocacy and services that embrace contemporary thinking.

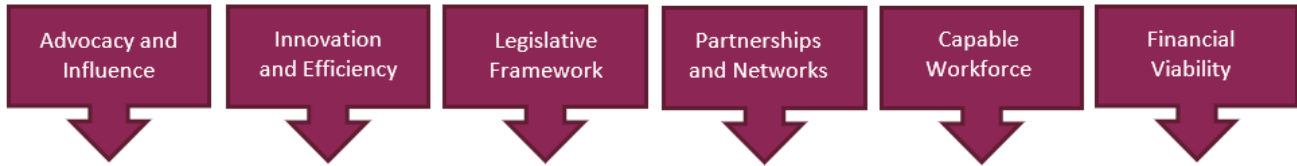
TRUST – maintain and build the reputation of the Association as the voice of the road freight industry in Queensland that delivers tangible and relevant outcomes.

VALUE – reinforce the Association’s drive to create value for the membership by regularly renewing business practices, purposeful advocacy, tailored services, and personalised support.

Strategic Themes



Strategic Priorities



1. Advocacy and 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 and 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. 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.

There are other key initiatives concurrently needed from the next Australian Government to ensure the industry's future including, subtle but important changes to the workplace relations framework, business taxation and investment arrangements, investment in more energy efficient technology and heavy vehicles, and support for industry led training and development workforce programs.

4. Partnerships and 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.

5. Capable Workforce

While road infrastructure will be challenged by volume, the road freight industry will also be challenged by a lack of people to resource their businesses. The encouragement of investors, operators, and practitioners to take on the growing challenge will be diminished by the industry's inability to attract, develop and retain heavy vehicle drivers who are essential to the freight task and the people at the coal face of the road freight industry. The road freight industry provides a remarkable opportunity for skills transfer training and mentoring a new generation of transport professionals to drive road freight into the 21st century.

A major issue confronting the road freight industry is two-fold. Firstly, the ability for employers to attract new entrants who view the industry as a career of choice, and secondly, the quality of training and lack of opportunity to gain experience. Employers want safe, competent, job ready candidates who view the industry as a career of choice that offers financially stable employment with long term prospects.

For the Association to effectively advocate on these issues, we need staff with relevant skills and knowledge. Investment in the development of our own personnel is an important component to delivering outcomes for our 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.

6. 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.