



Strategic Plan

2009-10 to 2010-11

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1. About the Tasmanian Freight Logistics Council

The Tasmanian Freight Logistics Council was established in 1999 as the Tasmanian Export Council. In 2003 its name was changed to the Tasmanian Freight Logistics Council.

The TFLC is a not-for-profit public company limited by guarantee, which means that each Member guarantees the debts of the TFLC to a maximum amount (in this case one dollar).

The TFLC is an industry body of shippers, service providers and others focused on actions that benefit freight movement into and out of Tasmania.

The TFLC is governed by a state-wide Board of Management. Composition of the Board of Management is split between air and sea freight-related organisations and individuals, and includes both service users and providers as well as one ministerial nomination (by the Tasmanian Government Minister responsible for transport matters). The Board of Management meets to review operations and determine its areas of on-going activity about six to eight times each year.

Membership is open to all businesses and individuals interested in and / or involved in Tasmanian freight activities and who together make up the Tasmanian freight community.

2. Vision

The Tasmanian Freight Logistics Council's vision is of a vibrant and efficient Tasmanian freight community, continually improving systems to support increased competitiveness, new business and investment in more effective supply chains.

3. Objectives

The following objectives reflect different facets of the Tasmanian Freight Logistics Council's role as a peak industry organisation, working with other industry and government bodies on a broad front to initiate change:

- Initiate logistics-chain improvements that enable more efficient shipment of goods from Tasmania by air and sea;
- Facilitate enhanced freight logistics service standards and better quality management of logistics-chains, including across land/sea and land/air interfaces;
- Work collaboratively with the freight community (at all levels) on removing identified impediments to effective, reliable and competitive freight services;
- Act as a conduit between shippers, respective industry associations, freight service providers and government about logistics issues and initiatives; and
- Provide information about logistics-related topics such as emerging technologies, packaging and transport systems and training available to shippers and service providers to improve employee skills.

4. Federal Government Directions

The Federal Government has advised, through its Department of Infrastructure, Transport, Regional Development and Local Government (DoITRDandLG) that the following is intended as a high level guide for TFLC in developing its 2009-10 work programs.

A key role of TFLC is to identify and address constraints and impediments to the efficient operation of Australia's supply chains, thereby, enhancing the national capability, sustainability and productivity of the Australia's transport and logistics sector.

TFLC can add value to industry and governments by facilitating the exchange of information and contributing to the development of government policy, programs and regulatory activities. While the TFLC is well placed at the operational level to conduct specific research projects involving small and medium enterprises and freight forwarders in regional areas, the basic nature of the TFLC's work should focus on achieving outputs with national relevance.

The Australian Logistics Council (ALC) developed a National Strategy for the Transport and Logistics Freight Industry – Enhancing Australia's Supply Chain 2008-15 which identifies the key action areas where advances in performance and efficiency will provide national benefits. The action areas include: safety, investment, regulatory reform, people, energy and environment, innovation and technology and leadership. The Strategy is available from the ALC's website www.austlogistics.com.au. The TFLC should identify projects and activities which support the achievement of the national goals noted under the action areas identified in the Strategy.

The TFLC is also required to pursue activities which support or contribute to the development of Federal Government priorities and policies in support of the logistics industry. In developing its work programs, the TFLC is required to pursue projects and activities which provide the greatest scope for the TFLC to have a real impact in achieving national outcomes.

The TFLC may approach issues individually and/or in collaboration with other Freight Councils and other key national bodies such as the ALC, the Transport and Logistics Centre, the Office of Transport Security, the Australian Customs Service and the Australian Quarantine and Inspection Service.

The TFLC should also take account of the activities of groups such as Infrastructure Australia and the various working groups established under the National Transport Policy agenda in undertaking its work programs.

In August 2009 the Federal Government advised that it would continue its annual financial assistance to the TFLC until 30 June 2011 subject to the Tasmanian Government agreeing to provide equivalent funding for each financial year.

5. State Government Directions

The Tasmanian Government has indicated that it plans to develop a 10-year State Infrastructure Strategy that clearly underpins its economic direction. Development of Tasmania's transport systems will figure prominently in this strategy. Ongoing fuel price rises will demand a new look at how we move goods and people. The relationship between road and rail will need to change to increase efficiency and drive productivity.

The Tasmanian Government has indicated that it wants to work with industry and the community on developing this strategy. It expects the TFLC to use its financial assistance in accordance with the TFLC's objectives as set out in its constitution for:

- Research consultancies;
- Generation of reports (not as a result of research) by consultants;
- Training and information materials for use by shippers;
- Data base development;
- Publicity
- Purchase of information; and
- Operating costs

In December 2007 the Department of Infrastructure, Energy and Resources (DIER) advised the TFLC that it has a demanding freight policy work program over the coming financial years encompassing all freight transport modes. DIER believes that the TFLC has the potential to make a valuable contribution to its freight policy agenda as well as assisting in the maintenance of effective communication with relevant industry participants. Accordingly DIER believes this will require greater coordination of work programs between the State Government and the TFLC.

In June 2008 the Tasmanian Government agreed to continue its annual financial assistance to the TFLC until 30 June 2010 subject to the Federal Government agreeing to provide equivalent funding for each financial year.

6. Key Strategies

The key strategies set out below identify how specific Tasmanian Freight Logistic Council outputs and goals will be achieved. The emphasis of TFLC activities will be on provision of advice to governments and encouraging people and organisations in the Tasmanian freight community to work cooperatively in order to effect improvements that are in everyone's interest. Whilst the TFLC will involve itself with Federal and State Government issues, any such activities must also be in the interest of the Tasmanian freight community.

Strategy One

Contribution to the development and implementation of the National Transport Policy Agenda (ATC / NTC)

In May 2008, the Australian Transport Commission (ATC) agreed that a National Transport Policy would be guided by the agreed national vision, objectives and principles (below). Individual Ministers took responsibility for developing aspects of a national transport policy through the following Working Groups:

- Economic Framework for Efficient Transportation Marketplace (NSW)
- Infrastructure Planning and Investment (VIC)
- Capacity Constraints and Supply Chain Performance (SA)
- Urban Congestion (VIC)
- Climate Change, Environment and Energy (WA)
- Safety and Security (QLD)
- Strategic Research and Technology (TAS)
- Workforce Planning and Skills (NT)
- Governance (Commonwealth)

Actions to be undertaken to achieve this strategy:

- Chair Tasmanian Transport & Logistics Workforce Advisory Group.
- Industry survey for Tasmanian Transport & Logistics Workforce Advisory Group.
- Membership of TCCI Employment, Education, Training and Skills Committee.
- Identify impediments that prevent people entering the transport and logistics industry in Tasmania and strategies to overcome those impediments. (Investigate a pilot traineeship scheme to enable younger drivers to enter the transport and logistics industry in Tasmania.)
- Other projects and activities consistent with National Transport Policy Agenda.

Strategy Two

Contribution to the National Transport & Logistics Strategy

The Australian Logistics Council (ALC) developed a *National Strategy for the Transport and Logistics Freight Industry – Enhancing Australia's Supply Chain 2008-15* which identified the key action areas where advances in performance and efficiency will provide national benefits. DofITRDandLG requires the TFLC to identify projects and activities which support the achievement of the national goals noted under the action areas identified in the Strategy.

All of the actions to be undertaken to achieve this strategy are also shown in the other strategies of this section so have not been duplicated here as well, however, they have been recorded and are separately shown in Appendix 1 of the Strategic Plan.

Strategy Three

Contribution to enhancing the productivity of the transport and logistics industry

The TFLC will undertake projects which will enhance and maximise the productivity of the transport and logistics industry in Tasmania.

Actions to be undertaken to achieve this strategy:

- Implementation of the recommendations contained within the Kingborough / Huon / Channel Freight Study Report.
- Membership of Brighton Transport Hub Industry Reference Group
- Partner with Australian Trucking Association's to bring its Touring Exhibition to Tasmania.
- Partner with Australian Maritime College to sponsor and support its Supply Chain Conference.
- Partner with the Australian Maritime College to sponsor and co-ordinate a Tasmanian Transport Forum.
- Determine actual costs in freighting goods into and out of Tasmania (compared to freight costs of a similar distance on the mainland) and how these costs can be reduced.
- Identify legislative, regulatory and any other impediments that prevent economic growth in the transport and logistics industry in Tasmania.
- Identify and address constraints and impediments to the efficient operation of the transport and logistics industry.
- Coordinate Tasmanian specific supply chain infrastructure issues and present those views to government.
- Identify innovative ideas and state-wide efficiency issues in the transport and logistics industry in Tasmania which would enable more freight to be moved using less infrastructure.

Strategy Four

Contribution to expanding industry and Government's knowledge base through targeted research

The TFLC will undertake research aimed at providing industry and government with quality information about perceived and actual impediments to an efficient freight network in Tasmania.

Actions to be undertaken to achieve this strategy:

- Prepare a Tasmanian Freight Transport Infrastructure Strategic Framework for the Future.
- Conduct Tasmanian regional forums on a rolling three year program involving two regions each year to determine regional freight and logistics priorities, inform freight service users of industry trends and developments .
- Complete a review of logistics associated with the transport of fresh vegetables.
- Work with Fruit Growers Tasmania in its annual stone fruit freight logistics review.

Strategy Five

Contribution to national freight and logistics goals through addressing significant State issues before they cross borders

Actions to be undertaken to achieve this strategy include:

- Update of Tasmanian LINC website in conjunction with South Australian Freight Council.

Strategy Six

Contribution to effective policy communication between Governments and between Governments and industry through maintenance of comprehensive networks.

Ensuring important information is disseminated effectively must be given priority to support better decision-making and encourage up-take of logistics changes that make a competitive difference and the application of such learnings to other areas of industry and logistics chains. TFLC will act as a conduit between government and industry and will continue to promote its role among the freight community as a source of key logistics information and develop its communication mechanisms, based on the ease of access by users and the cost involved.

Actions to be undertaken to achieve this strategy include:

- Participate in twelve-monthly AFCN seminar day in Canberra for Federal Government agencies to brief them on work being done by Freight Councils relevant to policy development.
- Participate in local and national government studies and reviews where appropriate to Tasmania's freight community needs.
- Support and encourage the Tasmanian freight community to participate in relevant local and national government studies and reviews.
- TFLC will act as a conduit between the Tasmanian freight community and government about transport and logistics issues and initiatives.
- Work with Tasmanian Seafood Industry Council on implementation of Seafood Logistics Study Strategic Plan.
- Regularly update and maintain information on TFLC website.
- Major update and improvement of TFLC website.
- Continue to publish the quarterly News Bulletin.
- Participate in the 2010 and 2011 National Careers Expo.
- Participate in the 2009 and 2010 Rosny College Career Choices promotion
- Participate in any other appropriate careers forums and expos.
- Work with DIER to raise awareness and promote implementation of Chain-of-Responsibility legislation.
- Facilitate the exchange of information and raising awareness of any other relevant Federal and State legislation, regulations and initiatives and their implications for the Tasmanian freight community.

Strategy Seven

Contribution to national outcomes by working collaboratively with national bodies such as AFCN, ALC, and TALC.

The TFLC will maintain its close relationships with key industry associations and work with them on relevant project activities. Stakeholders will be encouraged to work cooperatively with freight community members in addressing perceived impediments to efficient freight logistic outcomes. Specialist support agencies will be engaged to help research needs, plan initiatives and undertake actions.

Actions to be undertaken to achieve this strategy include:

- Continue membership with existing support groups including ALC and AFCN.
- Promote "Fatality Free Friday" in Tasmania in 2010 and 2011.
- Contribute towards and participate in TALC's Future Supply Chain Project.
- Work with Australian Logistics Council and Australian Freight Council Network to promote Transport & Logistics "Vision Zero" national safety campaign and other specific safety issues in Tasmania.

- Submission of transport infrastructure priority project ideas to Infrastructure Australia for evaluation and possible inclusion on the National Infrastructure Priority List.

Strategy Eight

Other initiatives

TFLC will undertake any other initiatives deemed necessary to help meet its objectives.

Actions to be undertaken to achieve this strategy include:

- Sponsorship of Tasmanian Chamber of Commerce and Industry's Black Tie Dinner with Toll Managing Director Paul Little.
- Undertake media interviews and write articles for the media, magazines and the like.
- Undertake a survey of stakeholders to determine their awareness of TFLC's name, role and how its services are accessed.
- Actively pursue new members to join TFLC.
- Promote and advertise role and initiatives of TFLC.
- Review of TFLC charter and constitution to ensure that it meets the requirements of all its stakeholders.
- Deal with enquiries from members, industry groups, government and the general public.

7. Key Performance Indicators

The achievement of tangible results is fundamental to the Tasmanian Freight Logistic Council's credibility among its stakeholders. Each project will be undertaken with specific objectives and outcomes detailed and the extent to which these are met will form the basis of evaluating performance. It will then be possible to examine the percentage of projects completed that deliver on expectations as a key performance measure in the overall evaluation from 2009-10 to 2010-11.

In addition to the above, the TFLC is required to report to DofITRDandLG on its activities through the following Key Performance Indicators (KPI's):

- Contribution to the development and implementation of the National Transport Policy agenda, including the provision of advice on freight and logistics priorities from an industry perspective;
- Contribution to the National Transport and Logistics Strategy by identifying projects and activities which support the achievement of the national goals identified in the Strategy;
- 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 in the areas indicated in Annexure B;
- Contribution to national freight and logistics goals through addressing significant state issues before they cross borders, and promoting a nationally consistent approach across all jurisdictions;
- Contribution to effective policy communication between governments, and between governments and industry, through maintenance and growth of comprehensive networks; and
- Contribution to national outcomes by working collaboratively with other state based Freight Councils.

8. Planning Review

The Tasmanian Freight Logistics Council will review its performance annually using the above measures against its objectives. Individual projects will be evaluated both during and after completion.

This Strategic Plan will be subject to review each year or as deemed appropriate by the TFLC's Board of Management in responding to major market shifts that require redevelopment of corporate objectives, strategies and/or activities.

The TFLC will work with DofITRDandLG and DIER to gather agreed data to meet expected needs of any program reviews through to 2010-11.



Appendix 1 – Strategy 2 Detailed

Strategy Two

Contribution to the National Transport & Logistics Strategy

The Australian Logistics Council (ALC) developed a *National Strategy for the Transport and Logistics Freight Industry – Enhancing Australia’s Supply Chain 2008-15* which identified the key action areas where advances in performance and efficiency will provide national benefits. DoFITRDandLG requires the TFLC to identify projects and activities which support the achievement of the national goals noted under the action areas identified in the Strategy.

The Strategy identifies the need for the transport and logistics industry to be capable, sustainable and productive. To do this, resolute action is needed in seven national action areas.

- **Safety** – whilst the transport and industry’s safety performance has improved steadily over recent years, it is well below the national average with workers four times more likely to die in the transport and logistics industry. There is no acceptable minimum level for death and injury in T&L
- **Investment** – increased costs due to infrastructure bottlenecks impacts on industry’s efficiency and as a result reduces Australia’s competitiveness. Industry must partner with governments, through bodies like Infrastructure Australia, to identify the highest priority infrastructure investments, on a truly inter-modal basis, to ensure the most efficient use of the supply chain.
- **Regulatory Reform** – inconsistent regulation between jurisdictions and red tape adds considerable and unnecessary burden and costs to the industry and thereby to the consumer or export commodity. Industry’s priority must be to work towards ensuring red-tape is minimized and develop nationally consistent rules, regulations and a national transport and logistics industry code.
- **People** – in these times of skills shortages and changing expectations of the workforce, combined with the poor image of the transport and logistics industry, is restraining our industry’s growth. Industry must work strategically to identify and address shortages along the entire supply chain as well as working with other stakeholders to meet our skill requirements.
- **Energy & Environment** – heavy reliance of the transport and logistics industry on liquid fuels as well as inefficiencies in the supply chain leads to increased greenhouse gas emissions and energy consumption. Industry in partnership with governments and best practice science, must work to streamline supply chains and adopt appropriate technology to reduce emissions.
- **Innovation & Technology** – Australia needs to be a world leader in innovation and cutting-edge technology, not just in a piecemeal manner, but focused on the whole supply chain.

- **Leadership** – the transport and logistics industry must be a leader and identify with government and the community on common nationally significant issues with a unified voice.

Actions to be undertaken to achieve this strategy (many of which are repeated under other strategies as well):

Safety

- Promote “Fatality Free Friday” in Tasmania in 2010 and 2011.
- Work with Australian Logistics Council and Australian Freight Council Network to promote Transport & Logistics “Vision Zero” national safety campaign and other specific safety issues in Tasmania.

Investment

- Prepare a Tasmanian Freight Transport Infrastructure Strategic Framework for the Future.
- Submission of transport infrastructure priority project ideas to Infrastructure Australia for evaluation and possible inclusion on the National Infrastructure Priority List.

Regulatory Reform

- Work with DIER to raise awareness and promote implementation of Chain-of-Responsibility legislation.

People

- Chair Tasmanian Transport & Logistics Workforce Advisory Group.
- Industry survey for Tasmanian Transport & Logistics Workforce Advisory Group.
- Membership of TCCI Employment, Education, Training and Skills Committee.
- Identify impediments that prevent people entering the transport and logistics industry in Tasmania and strategies to overcome those impediments. (Investigate a pilot traineeship scheme to enable younger drivers to enter the transport and logistics industry in Tasmania.)
- Sponsorship of Tasmanian transport and logistics women in the ALC’s “Women Moving Forward” program.
- Partner with Australian Trucking Association's to bring its Touring Exhibition to Tasmania.
- Update of Tasmanian LINC website in conjunction with South Australian Freight Council.
- Participate in the 2010 and 2011 National Careers Expo.
- Participate in the 2009 and 2010 Rosny College Career Choices promotion.

Energy and Environment

- Contribute towards and participate in TALC’s Future Supply Chain Project.

Innovation and Technology

- Implementation of the recommendations contained within the Kingborough / Huon / Channel Freight Study Report.
- Membership of Brighton Transport Hub Industry Reference Group.
- Determine actual costs in freighting goods into and out of Tasmania (compared to freight costs of a similar distance on the mainland) and how these costs can be reduced.
- Complete a review of logistics associated with the transport of fresh vegetables.
- Work with Fruit Growers Tasmania in its annual stone fruit freight logistics review.
- Conduct Tasmanian regional forums on a rolling three year program involving two regions each year to determine regional freight and logistics priorities, inform freight service users of industry trends and developments.
- Work with Tasmanian Seafood Industry Council on implementation of Seafood Logistics Study Strategic Plan.

Leadership

- Partner with Australian Maritime College to sponsor and support its Supply Chain Conference.
- Partner with the Australian Maritime College to sponsor and co-ordinate a Tasmanian Transport Forum.
- Participate in twelve-monthly AFCN seminar day in Canberra for Federal Government agencies to brief them on work being done by Freight Councils relevant to policy development.
- Regularly update and maintain information on TFLC website.
- Major update and improvement of TFLC website.
- Continue to publish the quarterly News Bulletin.