



Queensland Transport and Logistics Workforce

Strategy and Action Plan 2021–2024



Queensland
Government



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Foreword

We recognise that the transport and logistics workforce provide an essential service for Queenslanders. This workforce plays a critical role in moving the goods required for a productive economy by supporting our health, education, agriculture, mining, and retail trade industries.

The COVID-19 health pandemic has impacted all industry sectors with major disruptions to the supply chain. Business models and operations have needed to adapt rapidly to be able to continue to deliver on the freight and passenger task. COVID-19 has created significant change and opportunity in how the transport and logistics workforce operates.

A proactive approach to the design of and support for the transport and logistics workforce is required to support the transformational changes that are occurring across this industry. The workforce has been, and will continue to be, significantly impacted by emerging technologies, changing consumer preferences, growing demands from population growth, COVID-19 and increasing occurrence of environmental disasters such as bushfires, floods and cyclones. This will lead to new skills and new occupations within the industry, and significant role redesign as technology changes the functions and processes of traditional transport occupations.

A sector specific approach is needed. While there are commonalities in the workforce challenges and opportunities faced by each sector (aviation, logistics, maritime and ports, rail and road transport), there are also a number of sector specific contextual factors that will impact on the workforce sustainability, skills and supports required into the future. Some sectors are experiencing significant growth in workforce demand but face a number of challenges including an ageing workforce, challenges with the recruitment and retention of the workforce, a need to promote gender diversity, and a need to improve the education and training levels across the workforce. At the same time, other sectors are facing a decline in demand for the workforce or certain occupations due to the changing landscape and will require transitional support for the workforce to allow them to evolve and adapt.

This Transport and Logistics Workforce Strategy and Action Plan sets out a platform to progress workforce strategies and actions that TLWAC have identified will be required to assist both businesses and their employees in Queensland. As industry representatives, we understand the emerging issues, and have gathered evidence on the workforce changes that have occurred over the last five years, including listening to feedback provided from fellow industry representatives. From this we have identified twelve key strategies, supported by clear and practical actions that government and industry can achieve in partnership.

TLWAC Members

The Transport and Logistics Workforce Advisory Committee (TLWAC) is a group of committed representatives who are working on behalf of the transport and logistics industry to identify, define and prioritise workforce solutions for their industry.

Representatives are from a cross-section of industry modes and sectors as well as industry associations.



Content

Summary	5
Our vision for the workforce	6
Our workforce is critical for Queensland	7
Our reform agenda	8
The strategies	9
Roadmap for reform	29
Barriers to implementation of actions	30



Summary

The Transport and Logistics Advisory Committee (TLWAC), in partnership with the Queensland Government, has developed a workforce strategy for industry, by industry.

This Queensland Transport and Logistics Workforce Strategy and Action Plan aims to ensure a skilled, sustainable and supported workforce into the future.

This strategy and action plan sets the direction for ongoing workforce reform and addresses issues that are felt across the whole industry, as well as those specific to each sector.

Purpose

Across both industry and government, there is recognition of the need to support the Queensland transport and logistics industry in the face of significant change.

While there is strong understanding that the workforce is integral to service delivery, transformational changes are occurring across the industry in capital and infrastructure development, consumer behaviour and preferences and, most notably, in emerging technologies.

Approach

The workforce areas of priority were informed by the *Queensland Transport and Logistics Workforce Current and Future Trends Report*. The focus of this report was to identify current and emerging trends, provide workforce analytics informed by

quantitative historical data, and provide an understanding of the Queensland context and reforms expected in the near term.

The report provided analysis across the following five transport sectors:

- Aviation
- Logistics
- Maritime and Ports
- Rail
- Road Transport.

Twelve key areas of strategy reform were initially identified. These were prioritised by the TLWAC, resulting in nine key strategy areas of focus.

The other three strategies – related to domestic seafarers, train drivers, and aeroplane pilots – are already being progressed by industry. TLWAC will remain informed about progress in these areas.

Across each of the remaining nine strategies, an action plan has been developed to clearly articulate practical actions to drive meaningful change, whilst harnessing the work that has already been achieved to date by the state government and industry bodies.

The Queensland Transport and Logistics Workforce Strategy Suite

Queensland Transport and Logistics Workforce Current and Future Trends Report

Queensland Transport and Logistics Workforce Strategy and Action Plan

Queensland Transport and Logistics Workforce Strategy – Progress Report



Our vision for the workforce

Our goal

To ensure a sustainable, high-performing and contemporary workforce across the transport and logistics industry.

This needs to support the Department of Transport and Main Roads' vision to “create a single integrated transport network accessible to everyone”.

Our context

The Queensland Transport and Logistics Workforce Current and Future Trends Report identified several key contextual factors impacting the workforce in Queensland. These include:

- an ageing workforce
- a predominantly male workforce
- a lack of coordinated training and development for the workforce in some occupations and sectors
- the perceived attractiveness of working in the industry
- technological change and increasing automation
- state government transport planning and infrastructure development commitments
- the closure of some regional operations across the state, as well as a decline in some rural populations, affecting transport and logistics workforce demand in these areas
- changing skill requirements as operations become more customer-centric and supply chains are increasingly integrated
- an evolving regulatory context
- persistent skills shortages in certain occupations.

Purpose of the strategy and action plan

To identify workforce strategies required to meet current challenges and opportunities, including clear and practical actions that industry and government can carry out in partnership.

What outcomes do we want to see?

The Strategy and Action Plan will inform ongoing action towards:

- a sustainable workforce, with sufficient workforce supply to meet changing demand
- a high calibre workforce with contemporary capabilities and skills
- building resilience in the workforce to respond and adapt to unforeseen events such as, COVID-19
- support for sectors experiencing significant change – growth/decline/fluctuation
- transition support for employers with occupations that will be significantly impacted by digital disruption and/or other key reforms
- improved retention of the workforce within the broader industry, supported by career frameworks and lifelong learning
- mitigation of workforce risks and challenges identified including from an ageing workforce
- broader industry awareness of workforce strategies and actions required to support the Queensland transport and logistics industry.



Our workforce is critical for Queensland

The transport and logistics industry employs thousands of Queenslanders and plays a critical role in our economy. In recent times there has been a heightened awareness of the value this industry brings to all sectors and the community as a whole.

There were approximately 74,000 employees working in transport and logistics in 2016, with the workforce growing by 3.7 per cent from 2011 to 2016. Including administration workers, this comprised 5.3 per cent of Queensland’s total workforce (Source: 2011 and 2016 ABS Census Data).

The transport and logistics workforce is responsible for the transport of both people and goods around the state, the country and overseas.

Some of the key roles that the passenger transport workforce plays include:

Getting people to and from work

Around 1 in 8 Australians in capital cities use public transport for their daily commute (Source: Department of Infrastructure and Regional Development, 2016).

Connecting people with services and their communities

The national domestic passenger task grew by 8 per cent from 2006 to 2016 and is expected to grow a further 19 percent by 2026 (Source: National Transport Commission, 2016).

Supporting our tourism industry

International passenger traffic into Australia has grown steadily for nearly a decade, while international travel through capital cities is expected to almost double by 2030 (Source: Department of Infrastructure and Regional Development, 2016). Tourism was very heavily impacted by COVID-19, with measures to contain the virus resulting in the shut down of much of the industry.

The movement of freight is also crucial

“Whether you live in a city or a regional or remote setting, all Australians rely on efficient and reliable freight movement” – Inquiry into National Freight and Supply Chain Priorities, 2018.

Some of the key roles that the freight transport workforce plays include:

Connecting us to world trade

In 2015-16, the Queensland ports network, our main gateway to international trade, recorded a total throughput of 339 million tonnes, an increase of 2.9 per cent over 2013–14 (Source: Department of Transport and Main Roads, 2016).

Making sure every Australian has access to goods and services

Australia’s size and the remoteness of some of our communities means we are heavily dependent on our road and rail network to transport agricultural produce and mining output into our cities and retail goods and groceries to our rural populations.

Giving us the convenience of home delivery

The logistics sector workforce grew by 42.5 per cent from the 2011 to the 2016 census as customers are increasingly taking advantage of same-day, direct to door delivery (Source: 2011 and 2016 ABS Census Data).

The COVID-19 health pandemic has impacted forecasts across all sectors. It has further highlighted how important it is to invest in your workforce to ensure people have the skills and resources to quickly and decisively adapt in times of uncertainty and dramatically fluctuating demands.



Our reform agenda

These strategies were developed in response to key workforce issues, risks and priorities identified following the development of the trends report for Queensland’s transport and logistics industry. This included analysis and consultation across each of the five transport and logistics sectors.

Ensuring a sustainable and high calibre workforce

- 1 Promoting the attractiveness of the transport and logistics industry
- 2 Education and skilling reflecting changing industry needs
- 3 Addressing the ageing workforce
- 4 Improving the gender composition
- 7 Publishing Queensland transport and logistics industry workforce data

Sectors and occupations experiencing significant change and/or decline

- 8 Transition planning for sectors impacted by digital disruption and/or automation
- 9 Re-training packages/programs for those in changing/declining occupations

Addressing sector specific workforce issues

- 5 Growing the labour market for the logistics industry
- 6 Ensuring a sustainable road transport workforce



The Strategies





Strategy 1: Promoting the attractiveness of the transport and logistics industry

Our goal

To promote the transport and logistics

industry as a desirable industry to work for in Queensland. This includes improving the number of people interested in working in the industry, the quality of the workforce, and community perceptions of the transport and logistics industry.



Expected benefits:

- Greater interest in the industry from young people, improving youth engagement and attraction of those looking for a career change.
- Improvement in the quality of employment candidates through increasing community interest and awareness of the transport and logistics industry.
- Improved community awareness of the transport and logistics industry's contribution to the economy, assisting the workforce to feel valued and stay in the industry for longer.



Actions

Developing a marketing strategy

1.1	Identify the target audience for each sector of the workforce (for example youth engagement for logistics, diverse workforce for bus industry).
1.2	Articulate key messaging to promote attractiveness (diversity of opportunities and career pathways within the industry, need for digital and technological literacy).
1.3	Use platforms for industry promotion aligned to the target audience (for example, social media for those looking for a career change, job search agencies for retrenched/unemployed).
1.4	Identify key partners for promotion – industry advocacy bodies, marketing or advertising partners and all levels of government.

Implementing the marketing strategy

1.5	Develop or revise promotional material (leveraging existing materials wherever possible). Partner with industry around case studies and career opportunities.
1.6	Launch materials through identified platforms and partners.
1.7	Promote business engagement in schools to increase knowledge of industry.



Strategy 2: Education and skilling reflecting changing industry needs

Our goal

To encourage education providers to develop programs specific to sector and employer needs in industry, and highlight the value of education and training to the industry.



Expected benefits:

- Greater alignment between the transport and logistics industry needs and the training provided by Vocational Education and Training (VET) and Registered Training Organisation (RTO) providers.
- Identification of current gaps in the formal education and training provided across all sectors in the industry.
- Identification of where industry would prefer to undertake in-house training and development (utilising formal education and training where it is needed most).
- Development of tailored and new competency units that support the changing workforce requirements.
- Recognition of the key role education and training providers and government play in supporting the transport and logistics workforce of the future.



Actions

Mapping of current education and training needs and gaps

2.1	Identify industry training needs, including fit for purpose training, currently available and who provides this training.
2.2	Identify what education and training industry would prefer to provide in-house (for example, OHS specific to the business, technical literacy specific to the business).
2.3	Identify gaps in available training and/or where current VET training courses are no longer required.

Advocating for industry needs in education and training (especially VET)

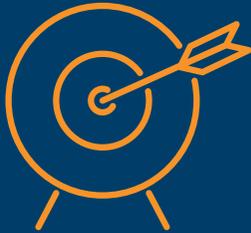
2.4	Identify and advocate for funding opportunities to support industry skills needs.
2.5	Engage with relevant government education and training stakeholders to ensure that industry’s concerns are voiced regarding the impact of low-quality RTOs, and course content not reflecting current industry needs/competencies.
2.6	Identify opportunities where industry (especially large employers and industry associations) may provide relevant and useful education and training for wider industry (for example, exploring fee for service arrangements or government funded initiatives).
2.7	Promote funding available for employers to increase the skills of their workforce.



Strategy 3: Addressing the ageing workforce

Our goal

To support workforce sustainability across the industry despite an ageing workforce. This includes strategies supporting the retention of the ageing workforce through flexible work options and transition to retirement initiatives.



Expected benefits:

- Employers better plan for their ageing workforce, and the impact of their predicted retirements on workforce sustainability.
- Best practice strategies that employers will be able to use to assist them in managing their ageing workforce.
- Retention of knowledge and skills held by the older workforce (including tacit skills and knowledge) through effective transition and succession planning.
- Greater support and workforce flexibility for older employees looking to enter retirement.
- Awareness of the likely impact of an ageing workforce on the whole of the transport and logistics industry.



Actions

Promoting industry awareness of the impact of an ageing workforce

- 3.1 Support industry in identifying areas of likely workforce shortages and impacts as a result of their own ageing workforce profile.
- 3.2 Collaborate with relevant industry associations to develop, facilitate and promote workshops for business owners and managers on effective workforce planning.

Providing strategies to support the ageing workforce and ongoing sustainability

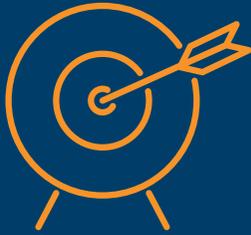
- 3.3 Promote flexible working arrangements (and in some sectors a culture shift away from full-time roles) to better support workforce retention and transition to retirement by partnering with initiatives already developed by industry and government.
- 3.4 Provide information on the benefits of using the knowledge of experienced workers to skill and mentor new entrants.
- 3.5 Connect employers with relevant resources in relation to occupational health and safety considerations for an ageing workforce.
- 3.6 Collaborate with relevant industry associations to develop, facilitate and promote targeted learning and development programs (for example, in emerging technologies or digital literacy) to help provide a career pathway for ageing workers to stay in the industry for longer.



Strategy 4: Improving the gender composition

Our goal

To support improved gender diversity in the transport and logistics sector by promoting the recruitment and retention of female employees.



Expected benefits:

- Employers benefit from diversity of thinking and new approaches, which potentially improve business performance.
- Best practice strategies that employers can use to assist them in changing the culture of their workplace to be more inclusive of women.
- Improved workforce sustainability by tapping into a wider talent pool.
- A workforce that better represents the community and client base that it serves.



Actions

Promoting industry awareness of the benefits of gender diversity

- 4.1 Develop and use existing communication and marketing materials on the economic and business rationale for gender diversity, including how it may provide a strategic competitive advantage to industry stakeholders. This will link with industry attractiveness actions in strategy 1.
- 4.2 Work with industry to develop gender targets and champion gender diversity.
- 4.3 Identify opportunities to promote the industry to women and girls through the industry target markets in strategy 1.

Strategies to support improved gender diversity across industry

- 4.4 Provide guidance to industry to ensure job descriptions, qualifications and access to facilities are not acting as a barrier to entry, and how neutral language can be used to encourage applications from women. This includes approved female specific recruitment/training programs.
- 4.5 Source information to provide guidance for businesses (especially small and medium enterprises) on how to position themselves to increase their talent pool by recognising and accounting for unconscious bias, establishing measures of success and implementing tools and job flexibility to increase the attractiveness of the industry to women.
- 4.6 Highlight to industry the value of a balanced perspective in recruitment processes, by including women on selection panels.
- 4.7 Identify, create and promote gender programs specific to sectors that address barriers to entry such as the “Women Take the Wheel” program developed by the Queensland Government.



Strategy 5: Growing the labour market for the logistics industry

Our goal

To increase the labour market supply of potential employees for the logistics workforce through the engagement of young people, the creation of employment pathways into entry level positions, and through growing the workforce in specific occupations such as supply chain management.



Expected benefits:

- Early engagement with school students by logistics employers will improve awareness and create employers of choice.
- Greater interest by the logistics sector in those who are unemployed, creating pathways into employment.
- Increasing the knowledge of applicants around the logistics sector is expected to increase the volume and calibre of entrants into industry, creating a more skilled and specialised workforce.
- Through growing the logistics industry labour market, workforce sustainability will be improved.



Actions

Promoting the attractiveness of the logistics sector to potential employees

- 5.1 Develop and use existing communication and marketing materials on the economic and business rationale for gender diversity, including how it may provide a strategic competitive advantage to industry stakeholders. This will link with industry attractiveness actions in strategy 1.
- 5.2 Linking to and advocating for, funding support from government (State and Commonwealth) to promote pathways for the unemployed into entry-level logistics occupations.
- 5.3 Develop partnerships with industry and job services providers to increase awareness of job opportunities in the sector and provide employment pathways locally.
- 5.4 Create partnerships with tertiary education providers to co-design and provide university courses tailored towards skill development and career opportunity pathways (like supply chain management).

Connecting the logistics industry to business growth supports

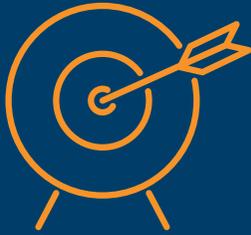
- 5.5 Collaborate with relevant industry associations and government to establish and promote a sustainable business network through which business mentoring and knowledge sharing initiatives can be realised.
- 5.6 Connect businesses to information and human resource tools to effectively plan for and manage change.
- 5.7 Promote training courses and information currently available to improve knowledge of current and emerging technologies that are sector specific (advanced robotics, machine to machine technologies, cloud and Big Data, predictive analytics and artificial intelligence).



Strategy 6: Ensuring a sustainable road transport workforce

Our goal

To support a sustainable road transport workforce (both passenger and freight) by providing business assistance to small and medium enterprises for growth management.



Expected benefits:

- Improved capability across the industry to meet the regulatory requirements associated with road transport.
- Business owners better understand workforce requirements associated with business growth (for example, human resources obligations, workforce planning, training and development and succession planning).
- Increased workforce capability to respond to the changing nature of work, particularly role and task impacts of digital and technological change.
- Improved workforce capability in responding to unforeseen events such as COVID-19, building an adaptable and resilient workforce.



Actions

Connecting the road transport sector to business supports

- 6.1 Collaborate with relevant industry associations and government to establish and promote a sustainable business network through which business mentoring and knowledge sharing initiatives can be realised.
- 6.2 Connect businesses to information and human resource tools to effectively plan for and manage change.
- 6.3 Promote Government business support initiatives to support businesses to grow and succeed (mentoring, wage incentives, strategic planning, funded training positions and so on).

Supporting the road transport sector to implement key changes

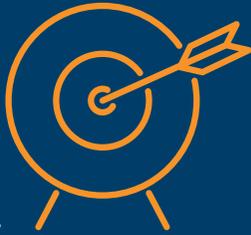
- 6.4 Provide support for businesses to manage, understand and help their staff with regulations including fatigue management, managing loads and implementing COVID Safe plans by partnering with the National Heavy Vehicle Regulator and/or registered training organisations to delivery specific units of competency.
- 6.5 Connect industry to information on training courses available to improve knowledge of current and emerging technologies that are sector specific (for example, electronic work diaries, fatigueHACK, GPS satellite tracking software).
- 6.6 Identify funding opportunities to support industry specific training for the workforce around digital and technological changes, particularly in identifying the skills they need in their business to manage these changes.
- 6.7 Support industry in understanding the information technology supports and skill sets they will need as they implement key systems. This could include lessons learned-type knowledge sharing through key industry associations.



Strategy 7: Publishing Queensland transport and logistics industry workforce data

Our goal

To support employers with workforce strategy development and business decision making around workforce risks and challenges through promotion of relevant transport and logistics industry data specific to the Queensland context.



Expected benefits:

- Greater industry awareness of current and expected workforce challenges that are being faced, across wider industry and specific sectors.
- Data and analytics about the labour market will be used to inform business decision making and workforce strategy development for employers within transport and logistics.
- Greater national awareness of workforce issues and challenges faced in Queensland regarding transport and logistics, and how these might fit into national priorities and decision making.



Actions

Promoting workforce data and analytics to drive business decision making

- | | |
|-----|--|
| 7.1 | Promote the Queensland Transport and Logistics Current and Future Trends Report which provides Queensland specific data analytics, workforce trends and drivers that are specific to each sector. |
| 7.2 | Promote relevant workforce research papers/reports to inform business decisions (national and Queensland specific). |
| 7.3 | Connect businesses (particularly small and medium enterprises) to information on how to undertake workforce planning and analytics to identify key risks and shortages, critical occupations and monitor trends such as absenteeism. |



Strategy 8: Transition planning for sectors impacted by digital disruption and/or automation

Our goal

To provide support for employers and employees in specific sectors and/or occupations within the transport and logistics industry that are expected to be impacted by digital disruption and/or automation.



Expected benefits:

- Areas where workforce impacts are likely to be caused by digital disruption and automation are identified.
- Workers impacted by automation are supported to stay in the workforce.
- Employers are supported to effectively plan for and support the changes expected across their workforce (transition planning).
- The workforce has the skills required to maximise the potential benefits associated with emerging technology.



Actions

Support for businesses whose workforce is likely to be impacted by digital disruption

<p>8.1</p>	<p>Identifying occupations that are likely to be impacted and targeting these employees for retraining. This should include:</p> <ul style="list-style-type: none"> • an expected impact analysis (possible workforce redundancies, compared with retraining in a particular skill set); • quantum of impact (the number of people likely to be impacted); and • time horizons for impact (taking into account early, middle and later adopters).
<p>8.2</p>	<p>Providing businesses with support for transition planning for employees likely to be impacted, including how the current skills of these employees might be redeployed, and/or uplifted (through capability development) to move them into related occupations.</p>
<p>8.3</p>	<p>Support education and training providers to offer the retraining likely to be needed (taking into account recognition of prior learning and related occupations).</p>
<p>8.4</p>	<p>Where there is a need to develop new or emerging occupations in response to digital disruption, leverage current programs aimed at supporting these roles in partnership with government and other associations.</p>



Strategy 9: Re-training packages/programs for those in changing/declining occupations

Our goal

To advocate for training packages/programs to support employees in changing/declining occupations to develop new skills and allow them to be redeployed in growth industries.



Expected benefits:

- Increase retention of experienced staff within organisations where a pathway can be created to a related occupation through upskilling or matching of capability.
- Reduction in the number of workers in changing/declining occupations who face structural unemployment by providing them with the education and training to stay within the sector and utilise their existing knowledge and skills.
- Create a pipeline of experienced employees with transferable skills.



Actions

Support for businesses whose workforce is likely to be impacted by digital disruption

- | | |
|-----|--|
| 9.1 | Identify workforces likely to be impacted by a significant change in the demand for their occupation (particularly where they would not otherwise leave due to attrition or retirement); <ul style="list-style-type: none">• an expected impact analysis (possible workforce redundancies, compared with retraining in a particular skill set)• quantum of impact (number of people likely to be impacted);• a training skills analysis of their current knowledge and skill sets and how these could be partially matched to other occupations/sectors in growth. |
| 9.2 | Advocate for relevant training packages and/or funding assistance to allow employees to be redeployed within the same sector or industry. |
| 9.3 | Promote government employment assistance programs to retrain and reskill impacted employees. |



Roadmap to reform

	Year 1		Year 2		Year 3		Year 4	
	2021 Jan–June	2021 July–Dec	2022 Jan–June	2022 July–Dec	2023 Jan–June	2023 July–Dec	2024 Jan–June	2024 July–Dec
1. Attractiveness of the Industry		Develop marketing strategy	Implement marketing strategy				Overall industry evaluation	
2. Education and Training	Identify education and training needs and skill gaps		Advocate for identified training and funding				Map success/refocus	
3. Ageing Workforce	Promote awareness of the impacts of an ageing workforce	Target strategies to build capability in businesses to address ageing workforce						
4. Gender Composition	Promote benefits of increased gender diversity	Continue to develop strategies and promote programs to support improved diversity						
5. Logistics Labour Market	Create awareness of logistics sector and the careers it offers			Facilitate connections between logistics industry and potential talent pools				
6. Sustainable Road Transport Workforce	Connect road transport sector to business supports	Support road transport sector to manage workforce challenges						
7. Publishing Queensland Data	Publish Current and Future Trends Report	Ongoing promotion of workforce research papers/reports to inform business decisions						
8. Transition Planning for Digital Disruption/Automation	Support businesses and sectors impacted by digital disruption and/or automation							
9. Retraining Packages	Identify occupations facing significant change			Support and advocate for re-training opportunities and funding to support these				



Barriers to implementation of actions

The ability of these strategies and objectives to be achieved will be limited by some key barriers to the implementation of this plan, as identified by the TLWAC.

No single representative industry peak body

The first of these barriers is the lack of a single representative industry peak body across the transport and logistics industry in Queensland. While several industry bodies exist, combined together they do not represent the whole of the transport and logistics workforce across Queensland.

This means that efforts to coordinate further planning and the implementation of these strategies will require significant buy-in and consensus across the transport and logistics industry in Queensland, made difficult by a number of large national and international businesses, a number of medium enterprises, as well as a high proportion of small businesses. Each of these have differing levels of maturity, engagement, and resources dedicated to workforce sustainability, professional development, workforce planning and analytics and business and human resources planning.

Limited resources and funding available to progress strategies

There is no identified funding and resources able to further support the implementation of these strategies (beyond the TLI Connect team within the Department of Transport and Main Roads). Given the importance of some of these initiatives to workforce sustainability across occupations, sector and the industry (and the role the transport and logistics industry plays in supporting other industries across Queensland including agriculture, mining, health, education and retail) it is recommended that any avenues to pursue government funding (for example, employment initiatives, education initiatives, business development initiatives) should be harnessed to provide the group with potential resourcing to drive the needed change.

Industry awareness of workforce challenges

Given the above limitations, there is a need to highlight the value of the workforce across all transport and logistics sectors. If this is better understood, it may lead industry to take a proactive approach in planning for emerging workforce challenges. For example, the impacts of COVID-19 globally and locally will have ongoing implications for the industry workforce and what reforms are needed to support the goal of achieving a sustainable, high-performing, and contemporary workforce of the future.

