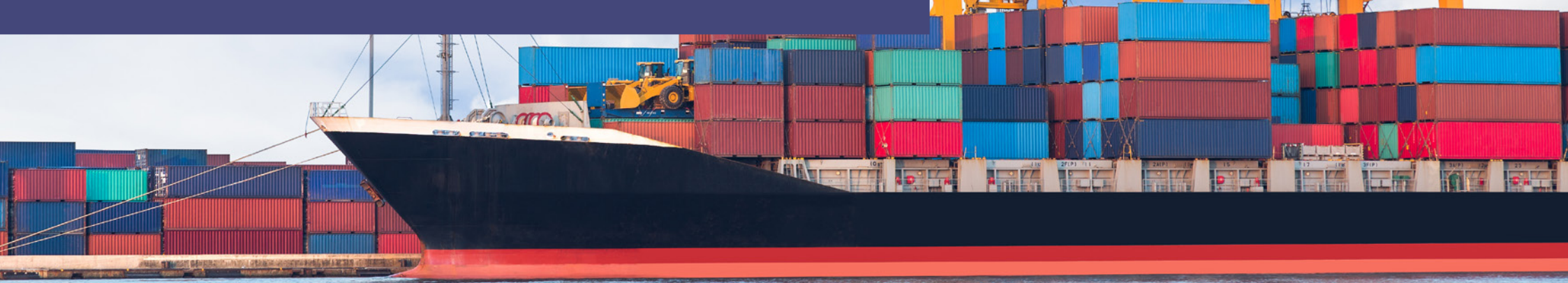




# FREIGHT & LOGISTICS COUNCIL WA

SOCIAL LICENSE CAMPAIGN DEVELOPMENT

**Stage One** Desktop Review & Research Scoping  
*Final Report* | November 2018



# TABLE OF CONTENTS

EXECUTIVE SUMMARY	3
RECOMMENDATIONS	4
INTRODUCTION	5
METHODOLOGY	7
CHALLENGES TO SOCIAL LICENSE	9
IMPLICATIONS FOR SOCIAL LICENSE	11
PUBLISHED RESEARCH	13
FREIGHT AND LOGISTICS INDUSTRY RESPONSE	15
RESPONSE FROM AUSTRALIA'S MINING INDUSTRY	21
RESEARCH QUESTIONS	23
CAMPAIGN CONSIDERATIONS	25
POTENTIAL CAMPAIGN ALLIES	27



# EXECUTIVE SUMMARY

This report reviews published research relevant to the social license of the freight and logistics industry in Western Australia and examines local, national and international efforts by the industry to improve its social license.

This desktop research is the first of a nine-stage methodology for the development, execution and evaluation of a potential public campaign to improve the social license of the industry in Western Australia. This research was undertaken by CGM Communications, with assistance of a working group of communications personnel from Freight and Logistics Council of WA (FLC) members.

The FLC has recognised the importance of the industry's social license to the successful delivery of road, rail, air and port infrastructure projects, as well as ensuring government doesn't introduce additional regulation to address community concerns over externalities like noise and pollution, which may work to hamper successful operations.

With a growing freight task built on increasing integration into global supply chains, Infrastructure Australia raised concerns in 2011 about the potential for externalities to impact on community sentiment, giving rise to community

disquiet about freight, which then places limits on freight productivity. World Bank data now shows Australia under-performing other first world economies on logistic performance, with a sharp deterioration on the key measure of ease of 'trading across borders' experienced between the period 2006 to 2017, during which Australia fell from 23rd to 95th globally.

Externalities impacting on community sentiment include issues that affect all industries, such as growing economic anxiety and political volatility, driven by rapidly changing workplaces, as well as the growing trust deficit between the community and business.

In addition to these general externalities, the freight and logistics industry is challenged by industry-specific externalities like growing population density, increased trade, congestion, pollution and noise, as well as issues relating to safety, such as accidents and operator error.

All of these potentially impact on a number of frontline freight and logistics issues in WA. These include ongoing pressure points around the existing and future use of Fremantle Port, such as rail noise and congestion on High Street and Leach Highway, as well as the work of the Westport Taskforce. These include land

use issues, like the buffer to the Kwinana Industrial Estate and the development of a new runway at Perth airport. They also include the impact of automation on jobs in the industry, the growing reliance on delivery and waste vehicles in an increasingly dense inner city and shifting community views on live animal exports.

The ability for the community to organise around each of these issues is growing, with activists becoming more empowered through the use of social media and having had some recent wins, including the cancellation of the Perth Freight Link.

While community engagement around specific externalities at the project and operational levels will be vital to the success of those projects and contribute to the overall social license of the industry, social license theory suggests strong potential for a public campaign that builds public awareness of the local and regional benefits the industry delivers to enhance social license. Such a campaign would be about broadening awareness of the industry's positive attributes, and reinforcing these attributes within the community.

A review of Australian research on community attitudes to freight found some support for a campaign that reinforced positive perceptions of the industry, but also identified some concerns that a campaign might do more harm than good, with negative views elicited from the community that were not otherwise top-of-mind.

An examination of campaigns run at the local, national and international level by the freight and logistics industry found a handful of social license campaigns that were conceptualised or put through early development, but none that were fully executed. Large scale efforts have tended to focus on safety issues, with a number of ad hoc public relations efforts pointing to the potential for a campaign that drew all of these elements together.



# RECOMMENDATIONS

While identifying a strong case for building the social license of the freight and logistics industry, this review found no large-scale freight and logistics campaign success story to learn from, and identified concerns in previous research on the potential for a public campaign to have unintended negative consequences.

As a result, it is the strong recommendation of this review that the FLC undertake a program of research to further explore local community attitudes, as well as test messaging and strategy that might work to enhance the social license of the industry, without unintended consequences.

**The research would be both quantitative and qualitative, and be undertaken within the Western Australian community.**

**The research should seek to answer the following questions:**

1. What are the externalities of greatest concern to the community?
2. Who are the people most concerns about externalities?
3. What mitigation strategies would meet community expectations?
4. What are the perceived local and regional benefits of the industry?
5. Is it possible to further communicate and reinforce these perceived benefits, without increasing the sensitivity of the community to externalities?
6. Which of the perceived benefits work to make people more tolerant of externalities and assist with localised efforts to build social capital?

**CGM recommends the FLC move to the second, third and fourth stages of the nine-stage methodology for the development, execution and evaluation of a potential public campaign, being:**

- Theme development and messaging
- Community research and testing
- Campaign strategy and plan development

Following this, the FLC will then be in a position to make decisions about resourcing the proposed campaign strategy and plan.

# INTRODUCTION

IMPORTANCE OF  
TRADE INCREASING

FREIGHT  
COMPETITIVENESS  
DECREASING

EXTERNALITIES  
IMPACTING COMMUNITY  
AND UNDERMINING  
COMPETITIVENESS

# INTRODUCTION

The Freight and Logistics Council of Western Australia (FLC) commissioned CGM Communications to undertake this first stage of work, as it considers the development of a public campaign to improve the social license of the freight and logistics industry in WA.

In commissioning the work, the FLC has recognised that community reaction to various externalities facing the freight and logistics industry, specifically, and industry more generally, may be adversely impacting on the decisions of industry and government, and negatively impacting on the competitiveness of the industry.

In its 2018 report, *Fixing Freight: Establishing Freight Performance Australia*, Infrastructure Partnerships Australia cited World Bank data, which shows Australia underperforming other first world economies on logistic performance, sitting between Ireland and South Africa in 19th position. The World Bank placed Australia 95th globally in 2017 on the key measure of ease of 'trading across borders', down from 23rd in 2006.

In its 2011 discussion paper in the development of the National Land Freight Strategy, Infrastructure Australia noted the potential for the externalities from a growing freight task to impact on community sentiment, giving rise to

community disquiet about freight, which then placed a limit on freight productivity. The discussion paper backed Productivity Commission calls for additional research into transport externalities.

With both Infrastructure Australia and the Productivity Commission calling for more consideration to be given to the impact of externalities like congestion, greenhouse gas emissions, local amenity issues and accidents on community sentiment towards the freight and logistics industry, due to its possible impacts on sector productivity, this piece of work by the FLC is timely.

With both Western Australia's and Australia's growing connectedness to global supply chains, an increasing number of local businesses exporting to the world and more and more consumers purchasing consumer goods from overseas, it is vital that the freight and logistics industry gives more thought to how it is perceived by the community, how it might be better perceived and whether there are measures it can undertake to improve the standing of the industry, or its social license, with the community.

The freight and logistics industry is highly dependent on government decision making, both in terms of infrastructure planning and funding, as well as traffic and environmental regulation. In Australia's

political system, building support for an industry in the community is an important component in achieving decisions in an industry's favour by government.

This report presents the findings of a desktop review into previous research and public communications by the freight and logistics industry in WA, Australia and globally. It goes on to outline a number of considerations for the FLC as it further considers the development of a local campaign, and scopes potential community research to inform this process.

## IMPORTANT TO GOVERNMENT

Building and maintaining the social license of the freight and logistics industry is vital to the success of both the State and Federal Government's infrastructure, cost of living and jobs agendas.

Community reactions to externalities are potential obstacles to the successful delivery of infrastructure projects across road, rail, air and port modals. They are also potential obstacles to the efficient operations of supply chains, meaning higher prices for consumers and potentially fewer jobs through lower productivity.

It is strongly in the interests of both State and Federal Governments to support efforts by the freight and logistics industry to improve its social license.

## IMPORTANT TO INDUSTRY

Building and maintaining the social license of the freight and logistics industry will deliver benefits to all industry, through more efficient supply chains, lower costs and higher productivity.

The higher the freight and logistics industry's social license, the easier it will be for government to invest in the transport infrastructure the industry relies upon. It will also make it less likely that government will introduce additional regulation to counter externalities like noise and pollution.



# METHODOLOGY

1

## DESKTOP RESEARCH

Previous research, as well as relevant policies and approaches by others.

2

## THEME AND MESSAGING DEVELOPMENT

Development of potential themes and messaging for testing.

3

## COMMUNITY RESEARCH AND TESTING

Focus groups and polling to answer the research questions.

4

## CAMPAIGN STRATEGY AND PLAN

Finalised strategy, theme, messaging and costed plan.

5

## RESOURCING

Resources committed to plan.

6

## EXECUTION

The campaign strategy and plan are implemented.

7

## EVALUATION

Was the campaign implemented and did it achieve its objectives?

# METHODOLOGY

This desktop review is the first of a nine-stage methodology for the development, execution and evaluation of a potential public campaign.

This initial stage was assisted through the formation of a working group, comprising of operations, communications and community engagement representatives of FLC members and industry networks.

The working group met twice to review CGM's proposed approach, and then to participate in a workshop facilitated by CGM, which sought to identify issues, documents and previous work relevant to the review.

A broader participation workshop was then staged to present the high level findings of the review and get feedback, ahead of finalising a draft report for comment.

**CGM thanks all who contributed to the process for their input.**

## Next Stage

Should the FLC decide to proceed beyond this desktop review, the next phase of work is envisaged to include the development of potential themes and messages, accompanied by a research program to inform and then refine this work. A campaign strategy and plan would then be developed that finalised the theme and messaging and outlined a costed campaign plan for decisions on resourcing.





# CHALLENGES TO SOCIAL LICENSE



## EXTERNALITIES ALL INDUSTRIES

- Economic anxiety
- Industry 4.0
- Climate change and environment
- Public health concerns
- Trust deficit
- Political volatility



## EXTERNALITIES FREIGHT AND LOGISTICS

- Population density
- Increased trade
- Congestion
- Pollution
- Noise
- Accidents & operator error
- Perceptions of industry



## ABILITY TO ORGANISE

- Empowered activism
- Time to organise
- Social media



## FRONTLINE FREIGHT AND LOGISTICS ISSUES IN WA

- Fremantle rail noise
- Live animal exports
- High Street, Fremantle
- Leach highway congestion
- Kwinana buffer
- Westport planning
- New Perth Airport runway
- Inner city population growth
- Automation

# CHALLENGES TO SOCIAL LICENSE

The social license of the freight and logistics industry is challenged by a number of externalities that impact on all industries and a number that are specific to the freight and logistics industry, as well as the growing ability of the community to organise around opposition to local issues.

## Externalities: all industries

With the nightly news filled with stories of data breaches, intracompany loans, offshore tax minimisation and poor behaviour by banking sector executives, trust in corporate Australia is seriously eroded. At the same time, trust in institutions like government and churches to act in the community's interests is challenged.

The 2018 Edelman Trust Barometer found the Australian population to have net trust score of 40 (out of a possible 100) placing it only marginally above countries like South Africa (38) and Russia (36). Less than half (45 per cent) of Australians were found to trust business.

With this growing trust deficit accompanied by a growing number of working Australians feeling insecure in their job, worried about the future of work and facing financial anxiety as a result, Australia's political system is becoming increasingly volatile, with a growing proportion of voters supporting minor parties.

At present, this manifests itself through growing minor party representation in upper house chambers like the Senate, with the challenging negotiations and policy

uncertainty this brings. Between the 2014 and 2016 federal elections, minor parties' share of first preference Senate votes increased from 7.2 per cent to 12.5 per cent. What it may mean in the future, however, is a growing threat of populist policy responses, as politicians seek to win over the increasing number of uncommitted voters. At the 2016 federal election, the minor party vote in outer suburban areas and regional Australia reached as high as 30 per cent and 45 per cent, respectively.

These economic and political externalities will impact on all industries, particularly those that employ large numbers of people, those that will face technological disruption and those with the capacity to pay higher levels of tax.

In addition, increasingly partisan debates on climate change and public health are increasing the level of scrutiny for industries with impacts in these areas.

## Externalities: freight and logistics industry

In addition to the above economic, political and environmental externalities impacting on many industries, the freight and logistics working group identified a number of externalities more specific to the freight and logistics industry that present challenges to its social license.

At the centre of this is Australia's growing population. With Western Australia's population based largely in the Perth metropolitan areas, this means higher

population density in freight and logistics industry - exposed communities.

At the same time, Australia's and Western Australia's growing populations are becoming more dependent on trade, with a growing connectedness to global supply chains, an increasing number of local businesses exporting to the world and more and more consumers purchasing consumer goods from overseas. Over the last decade, Australia's freight task has grown more than 50 per cent, and is projected to grow another 26 per cent over the next 12 years.

Growing population density accompanied by even faster growing trade volumes are combining to create more freight exposed communities who are directly impacted by local issues like congestion, pollution, noise and accidents, which work individually and collectively to shape first-hand community perceptions of the industry.

## Ability to organise

At the same time as the social license of the freight and logistics industry is challenged by a growing array of externalities specific to its industry, as well as those affecting all industries, the ability of affected communities to organise around issues in opposition is increasing.

With a growing proportion of the Australian community of retirement age, and with time on their hands, accompanied by the growing ability for communities to form, organise and build support across previous geographical constraints, effective protest movements

are emerging around a growing number of projects and issues.

A strong recent example is the Rethink the Link movement, which opposed the Roe 8 project and organised beyond its geographical footprint on the back of environmental concerns about the impact on the Beiliar Wetlands. In the right circumstances, this sort of organised response is possible for future projects.

## Frontline freight and logistics issues in WA

The growing number of externalities, accompanied by the growing capacity of the community to organise in opposition, will combine to present social license challenges to the broader freight and logistics industry, and many of the respective issues and projects proposed in Western Australia.

These include the ongoing pressure points around the existing and future use of Fremantle Port, such as rail noise and congestion on High Street and Leach Highway, as well as the work of the Westport Taskforce. These include land use issues, like the buffer to the Kwinana Industrial Estate and the development of a new runway at Perth airport. They also include the impact of automation on jobs in the industry, the growing reliance on delivery and waste vehicles in an increasingly dense inner city and shifting community views on live animal exports.



# IMPLICATIONS FOR SOCIAL LICENSE

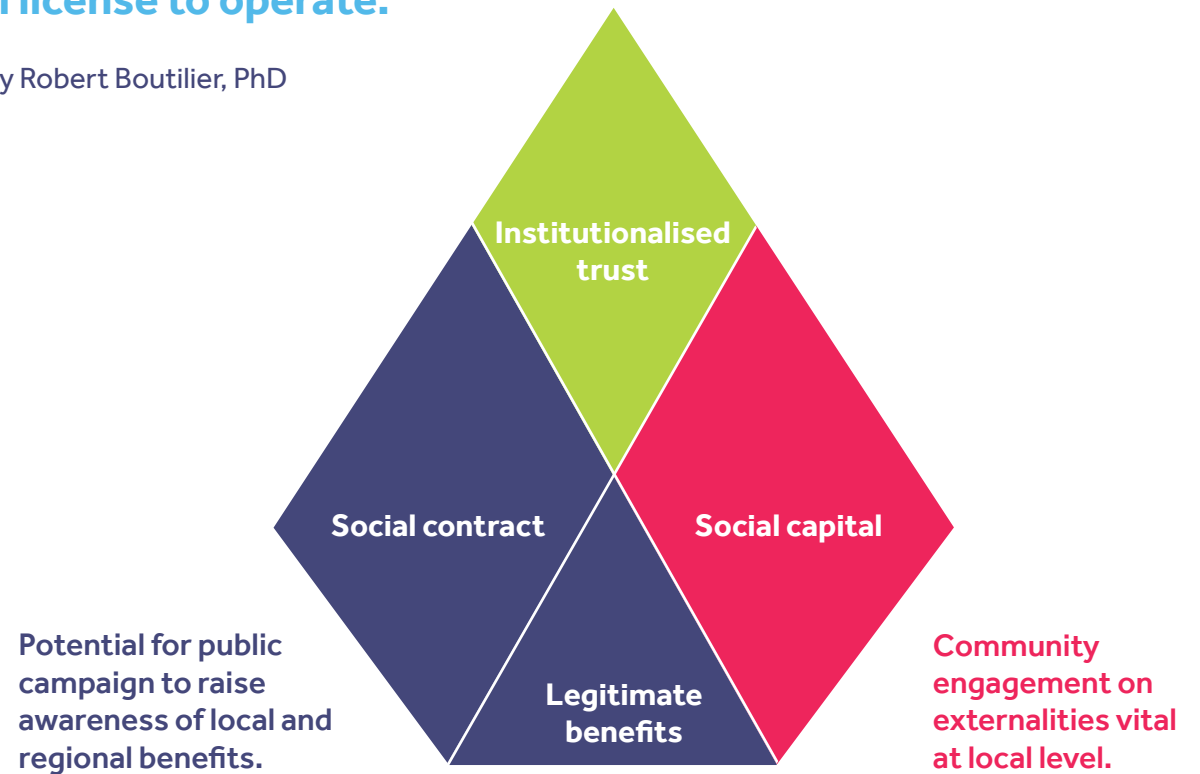
## Social license is:

the level of acceptance or approval continually granted to an organisation's operations or project by the local community or stakeholders.

Dr Leeora Black, The Social License to Operate

## Four components of the social license to operate.

Courtesy Robert Boutilier, PhD



# IMPLICATIONS FOR SOCIAL LICENSE

In her well regarded book, *The Social License to Operate*, the Australian Centre for Corporate Social Responsibility's Dr Leeora Black defined social license as, "the level of acceptance or approval continually granted to an organisation's operations or project by the local community or stakeholders."

While the social license to operate is not a piece of paper or a document, like a government license, it is very much related to such regulatory approvals, with the views of the community increasingly impacting on regulatory processes.

At a practical level, social license can then be considered as the level of acceptance or approval granted by the community and other stakeholders for the maintenance of a regulatory environment necessary for successful operations.

Social license may be considered at the operational, company or industry levels, and a loss of social license at any of these three levels may have impacts at each of the other levels. The loss of social license by an industry is likely to affect all participants in that industry. Similarly, the loss of social license at an operational level may present social license challenges for all of a company's operations, depending on how it is managed. And a loss of social license for one company within an industry may impact other companies within that industry.

## Building Blocks of Social License

Dr Black goes on to outline four building blocks for the social license to operate, which were first described by her colleague, Dr Robert Boutilier.

At the basic level, an organisation must deliver tangible benefits to the community in which it operates, which must start with the delivery of local jobs and economic benefits, but must extend to broader benefits to the community.

Social license can then be built upon through the development of social capital, which is predicated on genuine stakeholder engagement and relationship building, that informs decision making and builds trust.

A further contributor to social license can be the development of a social contract, which takes the form of an implicit agreement between an operation, company or industry to deliver broader benefits beyond the immediate area of operation, in return for the granting of social license.

Through all of the above, it can become possible for the development of a higher level of social license, where institutionalised trust is secured through the delivery of tangible local and regional benefits, and genuine and ongoing stakeholder engagement.

## Public campaign can raise awareness of local and regional benefits

Within Dr Boutilier's framework, there is the potential for a public campaign to raise awareness of the local and regional benefits delivered by individual projects and operations, and the industry as a whole, thereby boosting the social license of the industry.

This isn't so much about what the industry contributes to local and regional communities, but ensuring that as many people within the community know about it.

Such a campaign would be about broadening awareness of the industry's positive attributes, and reinforcing these attributes among those with pre-existing awareness.

## Community engagement on externalities vital

With growing population density and an even faster growing freight task, the number of communities impacted directly by the freight and logistics industry is increasing.

In the pursuit of a higher level of social license for the industry as a whole, individual projects can contribute by building social capital for the industry through effective engagement with their local communities and the granting of influence over outcomes to the community.

While a public campaign that raises awareness of local and regional benefits will enhance the overall social license of the industry, it will not provide solutions to specific issues at the local project and operational level. While there may be some approaches to a public campaign that make some people more tolerant of externalities at the local level, it would be beneficial for the building of social license for the industry if any commitment to the development of a public campaign is accompanied by a parallel commitment by the industry to genuinely address local externalities through responsive engagement with affected communities.

# PUBLISHED RESEARCH

Through the performing of this desktop review, it became clear that a number of organisations around the country had explored issues directly and indirectly related to the impact of externalities and social license.

Some of these organisations had undertaken research, and others either considered or commenced the implementation of public communications in support of the industry.

Each of the pieces reviewed is described in this section, along with a discussion about the findings.

## 2007 - Community attitudes to road freight vehicles: Austroads

Austroads undertook a national baseline survey of 1,513 Australians and extensive stakeholder engagement to explore concerns over community response to about noise and pollution generated by heavy trucks, as well as increasing questioning of heavy vehicle safety and the practices of heavy vehicle drivers after a series of highly publicised road crashes and fatalities involving heavy vehicles.

### Key findings included:

- Heavy trucks, as well as noise and pollution from trucks, are not a top of mind safety concern for most Australians.
- When prompted, concerns from drivers about sharing the road with trucks driving in a threatening way are common.

- When prompted, the community acknowledges the importance of trucks and concedes trucks should be tolerated.

## 2010 - Understanding public perceptions of road freight: The National Transport Commission (NTC)

The National Transport Commission (NTC) commissioned a national survey, online bulletin boards and focus groups with more than 1,500 licensed drivers across the country, as well as in depth interviews with key stakeholders from peak bodies and government.

### Key findings included:

- Trucks are not top of mind for most within the community, with most people not connecting freight as important to their daily lives or to the Australian economy.
- Freight vehicles are not a major road safety concern for most people, however real concerns exist over threatening driver behaviour in large vehicles.

## 2012 - Freight in our community: Victorian Freight & Logistics Council (VFLC)

In preparation for a potential public campaign promoting freight, the former Victorian Freight and Logistics Council undertook desktop research and some initial work on strategy.

### Key findings included:

- Recent surveys had pointed to the community having little understanding

of freight, but having concerns about the dangerous behaviour of some drivers in large vehicles.

- A unified campaign message from the entire industry should be adopted, with the campaign flexible enough to be used by all modal groups.
- Messaging should focus on raising public awareness of the importance of an efficient freight industry and efficient supply chains to the quality of life for individuals and communities.

## 2013 - Public perceptions of larger vehicles: Infrastructure Australia

In preparation for possible trials of high productivity (large) vehicles (HPV), Infrastructure Australia considered public perceptions of larger vehicles.

### Key findings included:

- A review of previous research indicated that the public generally perceived that larger trucks are less safe and potentially cause difficult driving conditions for the everyday user.
- Low levels of public resistance, including community complaints and calls to trucking companies, was experienced during HPV trials.

## 2013 - Freight and logistics community attitudes research: Victorian Ministerial Freight Advisory Council (VMFAC)

This Victorian Ministerial Freight Advisory Council commissioned focus groups and an

online survey of 1,555 Victorians with the objective of better understanding community attitudes to the Victorian freight and logistics industry.

### Key findings included:

- The community has a limited understanding of the freight industry and does not have a great interest in learning more.
- When prompted, the community acknowledged the importance of freight to the economy.
- The community associates 'freight' with 'trucks', a term that elicits negative responses, including truck driver behaviour.
- A mass education campaign about the importance of freight is unlikely to increase support for the industry, given Victorians acknowledge freight's economic importance and have low interest levels in receiving information about freight.
- A campaign that reinforces positive public perceptions around the value of freight and addresses common misconceptions and stereotypes (such as drug use amongst truck drivers) would be more likely to yield successful results.

## 2014 - Surface transport policy; community engagement on freight issues: Department of Infrastructure and Regional Development

In its role as Chair of a national working group of key freight and logistics companies and representatives of state and territory governments, the then Department of



Infrastructure and Regional Development published a compendium of case studies on community engagement on freight issues to inform and complement future initiatives to build community support for freight.

The compendium reviewed each of the pieces of research outlined above, and identified emerging themes and conclusions for consideration.

#### **The compendium cited emerging themes as:**

- Typically, the Australian public has low levels of awareness and understanding of freight and the freight industry, and very little interest in learning more.
- Trucks represent freight for most Australians, and are typically of only minor concern, including as a road safety issue.
- However, communities are acutely interested in freight issues when directly affected by negative impacts of freight.

#### **The compendium concluded that:**

- Future community engagement on freight issues will likely achieve greatest value and success when engagement is tailored to the specific time, place, issue(s), mode(s), and directly affected community. A mass education campaign about the importance of freight is unlikely to increase support for the industry.
- Further coordinated steps by industry and governments to build community support for freight and awareness of the value and

importance of the freight task will require further discussion and agreement between working group members, including to:

- tailor future engagement activities for each audience and circumstance to mitigate the inherent risks in the act and process of engagement; and
- agree the optimal role for each partner in engagement activities to best harness their experience and expertise.

#### **Analysis & Discussion**

Of the six pieces of work reviewed, only three collected their own data, with the others largely reaching conclusions based on respective desktop reviews of these three pieces, and potentially other unknown sources.

#### **AREAS OF AGREEMENT**

Three consistent views emerged across the documents reviewed.

First, it was commonly found that freight and the impact of trucks were not top of mind issues for most people.

Second, it was commonly found that, when prompted, concerns over trucks focused on unsafe driver behaviour, particularly with large vehicles.

Third, it was found that, when asked about their views on specific aspects of trucks, survey respondents raised other issues.

#### **CONFLICTING FINDINGS**

The NTC survey found that most people didn't connect freight as being important to the economy, whereas the Austroads and VMFAC found that, when prompted, people acknowledged the importance of freight, with the former pointing to the ability of this view to foster tolerance of trucks.

#### **CAUTION ON CONCLUSIONS**

A degree of caution is urged when reviewing emerging themes and conclusions from the Department of Infrastructure and Regional Development's compendium, as some of the positions reached appear to be more solidly grounded than others.

While multiple reports found that Australians had low level of awareness of the freight industry, only the VMFAC research found that the community was not interested in further information.

The conclusion that a mass public education campaign about the importance of freight is unlikely to increase support for the industry appears to be drawn from the VMFAC research, however this research also found that a mass public campaign that reinforced public perceptions about the value of freight and addressed common misconceptions might be effective.

It is possible that the compendium considered the findings of both the Austroads and VMFAC work, which found that, when asked about their views about specific aspects of trucks, survey

respondents raised other issues. This appears to have generated a degree of caution for the author about whether a public campaign might do more harm than good, with conclusions promoting more focused, local and issue-specific community engagement efforts.

While the importance of community engagement around externalities is strongly supported as a part of this desktop review, the conclusion reached in the compendium about the risks of public campaigns do not appear to have been conclusively supported by the documents reviewed.

Further research is needed in this area. This research is particularly important, because there is some evidence that the industry has relied on the conclusions reached in the compendium to make decisions about communications strategy. In its final report in 2018, the Inquiry into National Freight and Supply Chain Priorities drew from the compendium in quoting, "research conducted as a result of the 2013 National Land Freight Strategy into community attitudes towards freight found that increasing community awareness about freight also increases the risk of eliciting negative reactions that would otherwise not have been observed."

The freight and logistics industry, both in Western Australia and nationally, would benefit from rigorous contemporary research into community attitudes and what influences them.



# FREIGHT AND LOGISTICS INDUSTRY RESPONSE

The freight and logistics industry has made a number of attempts to meet the challenges to its social license, within Western Australia, nationally and around the world.

Much of this work has focused on safety, which addresses a key externality identified in the research reviewed (see earlier) as shaping community views about the industry.

Some impressive public relations efforts were also identified, which, while not being part of an ongoing campaign, will likely have worked to build the understanding of the industry among those who were reached.

Some preliminary efforts at an ongoing public campaign were also reviewed, with some failing to pass the development phase to launch, and others moving to the development of content, but not to full-blown campaign execution and the mass reach that comes with that.

A single exemplar campaign was not identified for an FLC campaign to replicate, however there are lots of good examples of the sorts of initiatives that could combine to deliver an effective campaign, if integrated and appropriately resourced over time.

## Western Australia

Western Australian initiatives revealed a strong focus on the key externality of safety and driver behaviour, as well as some excellent public relations and community investment efforts. An early “toe in the water” attempt at a public campaign focusing on social license by Main Roads Western Australia was also identified.

### INDUSTRY ROAD SAFETY ALLIANCE

As outlined on its website, the Industry Road Safety Alliance South West is an independent, collaborative group taking in industry, government and community players across the area bounded roughly by Greater Bunbury, Collie, Boddington and Pinjarra.

Formed in 2008, the Alliance’s goal is to help mitigate and manage risks associated with industry road traffic with the ultimate outcome of improving safety and reducing trauma for all road users.

#### The alliance aims to do this by:

- Being a strategic road safety group that acts as a conduit of information on local issues and opportunities.
- Acting as a road safety advocate that identifies and advocates for action to improve outcomes.
- Raising awareness and educating road users about local road safety risks and opportunities.

- Developing relationships and sharing information to improve road safety locally.
- Working with similar groups to improve road safety throughout Western Australia.

The alliance has developed and delivered a number of localised campaigns to raise awareness of safety issues and change behaviour.

### OTHER SAFETY CAMPAIGNS

A further example of a safety campaign included the Be Truck Aware safety campaign conducted by CBH. This campaign focussed on visibility using billboards along regional routes to get the message across to passenger vehicles and other road users. Messaging was simple, with the advice to Be Truck Aware supported with additional information about truck stopping times, blind spots, slow driving and manoeuvrability.

Arc Infrastructure’s rail safety education online portal was also identified. This safety education initiative has information targeted to audiences of all ages. To engage and educate the younger generation, Arc Infrastructure developed a clever game called Track Splat. The game encourages crossing rail tracks safely at designated cross walks and looking out for trains to successfully make it to the other side. The principles of safety are communicated in a straightforward and entertaining way.

### PUBLIC RELATIONS: PERTH AIRPORT AND FREMANTLE PORTS

Earlier this year, Fremantle Ports was featured in a lengthy segment on Today Tonight. The coverage was targeted to the general community, the mums and dads of Perth, to share the innovation and high efficiency of the Port. The messages were designed to instil a sense of pride in this major asset. The information was simple, easy to understand and aimed to educate the broad community about port-specific logistics and international trade.

The Perth Airport continues to undergo major change, which has been accompanied by major engagement with the community through a designated community reference group, as well as media coverage of key announcements. Media communications have conveyed achievements on local job creation, tourism opportunities and general economic benefits.

### COMMUNITY INVESTMENT: CBH

While it is assumed that a number of freight and logistics companies in Western Australia invest in the community, the approach of CBH was considered in this desktop review.

CBH maintains the Grass Roots Fund to invest in its grain growing regions. Grants of up to \$5,000 are available for community related events and up to \$20,000 for small scale infrastructure projects. For 2018,



the total community investment was over \$250,000 allocated to 36 projects across regional WA. These investments demonstrate CBH's commitment to local communities, and provides the community with the opportunity to identify what they need and apply accordingly.

In 2018, the PUBLIC Silo Trail was established through a partnership between FORM and CBH Group, Western Power and Lotterywest. The intent was to celebrate the beauty of regional WA through elevating iconic infrastructure throughout the South West, while recognising the contribution CBH and Western Power make to Western Australia. Creating a cultural tourism trail is designed to instil a sense of pride in the community and provide a genuine tourism attraction, creating additional opportunities for economic benefits. In this way, the project is both for people who live in regional WA and for new visitors to see large scale public art from globally recognised artists. A documentary is being completed in parallel to the project to document the lives and stories of regional Australians.

### FREIGHT MATTERS: MAIN ROADS

In 2016, Main Roads Western Australia launched a video entitled Freight Matters on YouTube. The video represented an early attempt to highlight the importance of freight to the ordinary lives of more Western Australians. The video is understood to have been inspired by a campaign of the same name by the Washington State Department of Transport (see later).

The video was well produced and potentially well messaged, however it had limited exposure. At the time of writing, the YouTube video has had only 853 views. It is not known what other platforms the video was promoted through, but it is understood it was not broadcast through television or other mass media.



**CBH drives home truck-aware message**

Rueben Hale | The West Australian  
Thursday, 30 November 2017 10:31AM

[Rueben Hale](#)

CBH Group Esperance Port Zone manager Mick Daw in front of the CBH's road safety sign in Esperance, as part of their Be Truck Aware road safety campaign. Picture: Dorothy Henderson, Dorothy Henderson

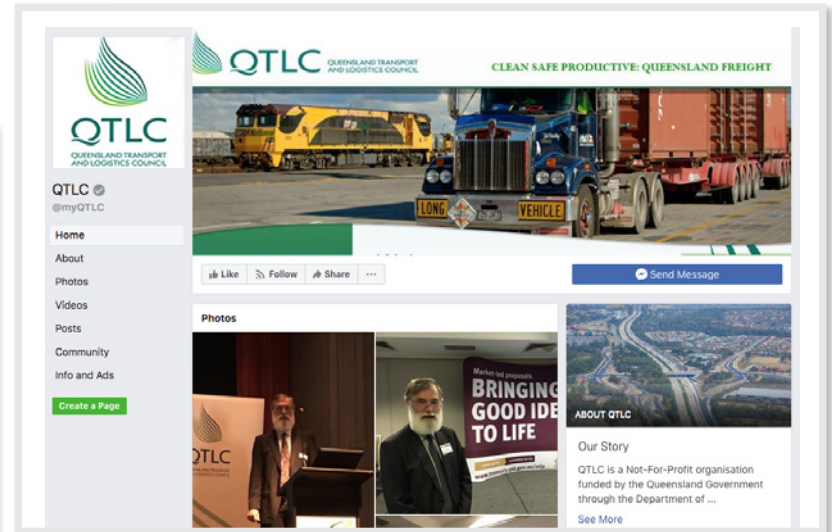
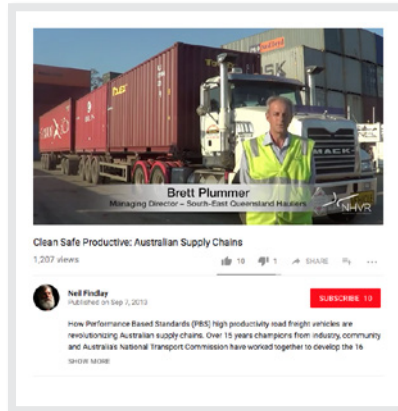
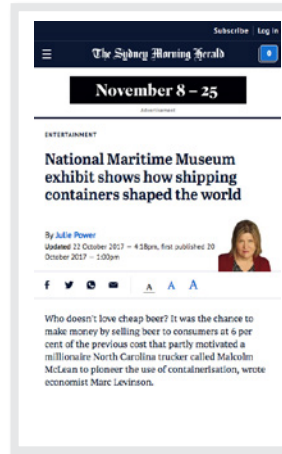
[f](#) [t](#) [m](#) [p](#)

The CBH Group is urging drivers to "Be truck aware" when driving around trucks on regional roads in the co-operative's first billboard campaign on road safety, launched this week.





# FREIGHT AND LOGISTICS INDUSTRY RESPONSE



# FREIGHT AND LOGISTICS INDUSTRY RESPONSE

## Australia

National initiatives identified included an award winning program focusing on driver behaviour as a vehicle for additional messaging on economic benefits and jobs, as well as efforts by the FLC's interstate counterparts and a highly engaging public relations effort by the National Maritime Museum.

### **THE ROAD AHEAD: AUSTRALIAN TRUCKING ASSOCIATIONS (ATA)**

The Road Ahead was an award winning community engagement initiative developed by the Australian Trucking Association (ATA).

Launched in 2008 with a \$1.3 million budget, The Road Ahead was a road safety and careers exhibition that toured Australia. It involved a state-of-the-art semi trailer, featuring interactive displays and presentations focused on the behaviour of private vehicle drivers around trucks.

Addressing a key concern identified in various pieces of research (see earlier), the exhibition focused on educating communities and local authorities about good driver behaviour around heavy vehicles.

The exhibition also took the opportunity to promote the importance of freight to the everyday lives of the community, as well as businesses involved in the freight industry and the career opportunities available in the industry.

### **THE BOX THAT CHANGED THE WORLD: NATIONAL MARITIME MUSEUM**

In 2017, the Australian National Maritime Museum launched a public exhibit called Container: the box that changed the world. The intent of the exhibit is to educate and excite the general public about where and how goods from around the world arrive in Australia. Participants learn a different facet of container trade through each of the six themed containers; Ship, Cargo, Port, Ocean, Build and Things. The containers and their messages are friendly and accessible, using easy to understand language and concepts and being located in an open public space. A major advantage of this exhibit is the ability to easily transfer to different locations across Australia.

### **SUSTAINABLE FREIGHT: SOUTH AUSTRALIAN FREIGHT COUNCIL**

The Sustainable Freight initiative is an initiative of the South Australian Freight Council, that seeks to address the externality of the impact the industry is having on the environment.

Sustainable Freight is promoted as a "one-stop-shop" website providing access to information relating to transport and logistics sustainability and environmental topics. The Sustainable Freight website incorporates a suite of resources and materials, as well as links to a raft of additional resources and information.

Sustainable Freight promotes the industry's green initiatives, raising awareness of the role and importance of freight transport to the economy with the aim of improving the industry's image.

### **CLEAN, SAFE PRODUCTIVE: AUSTRALIAN SUPPLY CHAINS: QUEENSLAND TRANSPORT & LOGISTICS COUNCIL (QTLC)**

In collaboration with the Queensland Department of Transport and Main Roads, the Queensland Transport and Logistics Council launched an initial video in 2013, as a part of a broader envisaged effort to improve community engagement and the broader understanding of the industry.

The video promoted the industry as clean, safe and productive. Since being uploaded in 2013, it has had just over 1,200 views. It is not clear whether this initiative evolved further.



# FREIGHT AND LOGISTICS INDUSTRY RESPONSE

## The simple steel box that transformed global trade

By Tim Harford  
50 Things That Made the Modern Economy, BBC World Service

9 January 2017



GETTY IMAGES

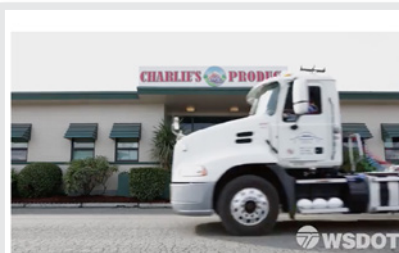
Perhaps the defining feature of the global economy is precisely that it is global.

Toys from China, copper from Chile, T-shirts from Bangladesh, wine from New Zealand, coffee from Ethiopia, and tomatoes from Spain.

Like it or not, globalisation is a fundamental feature of the modern economy.

In the early 1960s, world trade in merchandise was less than 20% of world economic output, or gross domestic product (GDP).

Now, it is around 50% but not everyone is happy about it.



Freight Matters: Delivering Fresh Produce to You  
437 views

wsdot  
Published on Jan 31, 2018

Charlie's Produce delivers fresh Washington-grown produce. Their trucks use highways and roads to bring food to grocery stores in Washington and surrounding areas. See the 2017 Washington State Freight System Plan (<https://www.wsdot.wa.gov/Freight/defa...>) for more

SHOW MORE

SUBSCRIBE 7.5K



Freight Matters: Washington Farmers Feed the World  
298 views

wsdot  
Published on Jan 31, 2018

Chad Denny and his family grow wheat in eastern Washington and sell it to local mills and in global markets. Their grain ships to customers by highways and roads, railways, and waterways. See the 2017 Washington State Freight System Plan (

SHOW MORE

SUBSCRIBE 7.5K



Freight Matters: Washington Aerospace Workers Ship and Receive Parts and Products Everyday  
158 views

wsdot  
Published on Jan 31, 2018

Orion Industries Aerospace Manufacturing has shipped precision metal products to the aerospace, defense, automotive, medical and marine industries since 1957. See the 2017 Washington State Freight System Plan (<https://www.wsdot.wa.gov/Freight/defa...>) for more

SHOW MORE

SUBSCRIBE 7.5K



# FREIGHT AND LOGISTICS INDUSTRY RESPONSE

## International

International examples included another effective public relations initiative featuring sea containers, an earlier example of a video campaign themed Freight Matters and examples of similar community approaches taken by ports around the world.

### THE BOX: BBC

In 2008, the BBC created a branded container with GPS tracking and sent it on a year-long journey around the world to share the story of international trade and globalisation. The container was a working container, transferring goods from location to location as it paid its way across the globe.

The Box quickly gained profile as it went. Articles were published along each leg of the journey describing the goods delivered and the challenges met along the route. The live tracking map enabled interested community members to follow along the journey from their home computer. The box was spotted and photographed by community members around the globe, and those photos were collected and shared as part of the Box's story.

The messages about international trade and globalisation were successfully depicted through the BBC's engaging journalism, and the ability to follow the journey in real-time from a home computer made it intriguing for the global community.

### FREIGHT MATTERS: WASHINGTON STATE DEPARTMENT OF TRANSPORT

Washington State Department of Transport launched its Freight Matters campaign to build community support for the Washington State Freight Plan.

The campaign featured a series of well-produced videos featuring local businesses, business owners and workers talking to the importance of freight to them and the industries they support, then calling for the community to support the plan.

While not intended as a social license campaign, the use of case studies, real people and a focus on jobs and community is an approach well worth considering in any future FLC campaign.

### GLOBAL PORTS INITIATIVES

While a single exemplar social license campaign was not identified, there was some literature around the approach of ports around the world to the challenges they face with the community.

With many established ports having similar challenges in terms of land use, expansion and environmental and community efforts, it was revealing to review some of the approaches taken by each port. While not linked through a campaign, there were many similarities in approach.

A very useful paper by Michael Ircha, from the University of New Brunswick, examined approaches for 16 ports in Canada and around the world.

### Approaches included:

- Processes set up for community engagement.
- Targeted community investment, driven by the community.
- Integration of community and commercial facilities.
- Improved environmental performance.
- Strong communications efforts to support and promote the above.

# RESPONSE FROM AUSTRALIA'S MINING INDUSTRY

## WHAT ARE RESOURCES WORTH TO QUEENSLAND? | 2016-2017 financial year

**INDUSTRY'S DIRECT CONTRIBUTIONS**  
IN 2016-17, THE QUEENSLAND RESOURCES SECTOR CONTRIBUTED:

- \$5.1 BILLION** IN WAGES PAID TO **38,150** FULL TIME EMPLOYEES
- \$16.4 BILLION** IN PURCHASES
- 16,400+** QLD BUSINESSES BENEFIT
- \$3.8 BILLION** IN ROYALTIES
- 0.1%** QUEENSLAND'S LAND MASS

**FLOW-ON BENEFITS**  
QUEENSLAND SPENDING AND EMPLOYMENT SUPPORTS:

- 244,483** ADDITIONAL F/T EMPLOYEES
- \$29.6 BILLION** + ADDITIONAL VALUE ADD OF

**QUEENSLAND'S PROSPERITY**  
TOTAL CONTRIBUTION BY THE QUEENSLAND RESOURCES SECTOR TO QUEENSLAND'S ECONOMY IN 2016-17: **\$55.1 BILLION**

1 IN \$6 OF QUEENSLAND ECONOMY | 1 IN 8 JOBS FOR QLD

**SPEND BY COMMODITY**

COAL	68%	Oil & Gas	16%	Metals	12%	Other	4%
------	-----	-----------	-----	--------	-----	-------	----

## 46 WESTERN AUSTRALIAN RESOURCE SECTOR OPERATIONS | 2015 / 2016

**TOTAL DIRECT CONTRIBUTION TO ECONOMY**

- Wages & Salaries
- Business Purchases
- Community Contributions
- State & Local Government Payments

**WESTERN AUSTRALIA**  
**\$32 BILLION**

**886 COMMUNITY ORGANISATIONS SUPPORTED**

**CONTRIBUTION TO THE STATE ELECTORATE OF: PILBARA**

- DIRECT EMPLOYEES 11,636** WHO LIVE IN THE ELECTORATE
- WAGES & SALARIES \$2.4 BILLION**
- TOTAL DIRECT CONTRIBUTION \$3.1 BILLION**
- BUSINESS PURCHASES + COMMUNITY CONTRIBUTIONS + LOCAL GOVERNMENT PAYMENTS = \$642 MILLION**
- 356 BUSINESSES DIRECTLY SUPPORTED**

## SACOME Contribution to South Australia

- 33%** of SA's exports **\$3.7B**
- Gross State Product \$6.4B**
- \$5.3B** production value, driving economic development
- 11,040** employees
- \$207M** spent on exploration for new deposits
- \$445M** capital expenditure investment in new mines & petroleum projects
- \$213M** contribution in royalties for future state growth

## CME MINING JOBS REACH NEW HEIGHTS IN 2017-18

More than **112,000** people were directly employed in the WA mining industry in 2017-18

**LNG** had the highest value increase, climbing from \$12.7b to \$19.1b

**Lithium sales increased 167%**

# RESPONSE FROM AUSTRALIA'S MINING INDUSTRY

The approaches of other Australian industries to social license challenges were examined as part of this desktop review. While many consumer focused campaigns were identified, the only industry that appeared to have a coordinated and resourced approach to building social license was Australia's mining industry.

This approach is led at the national level by the Minerals Council, but then permeates through each of the state-based affiliated industry representative organisations, including:

- Chamber of Minerals and Energy WA
- NSW Minerals Council
- Queensland Resources Council
- South Australian Chamber of Minerals and Energy
- Tasmanian Minerals and Energy Council

In many cases, organisations had a separately branded public campaign, website and social media channels to their industry focused website and platforms. All included fact sheets, infographics and video content.

## Messaging

Consistent messaging and themes were observed across the organisations.

Examples below:

### JOBS

- Mining employs 225,900 people in high value, high wage, highly skilled jobs.
- Our gold miners employ thousands of Western Australians.
- Gold workers are the people who make a difference for WA – they pull their weight, they support their families, they pay their taxes and they deserve a fair go.
- There are more than 40,000 people working in mining jobs across NSW. And there are thousands more working in businesses that supply our mines and benefit from mining too.
- We are Tasmania's major employers.

### ECONOMY

- Mining is central to the economy and prosperity of regional Australia.
- Our gold miners have invested billions in the local economy.
- Our vital industries underpin the state's economy - it is time for Tasmania to see the Big Picture.
- Together we contribute in excess of \$2 billion every year to the Tasmanian economy.

### SKILLS AND TRAINING

- When it comes to skills and further education, mining will continue to provide opportunities and make a big difference to Australia's future.
- Mining invests over \$1 billion in training every year.

### TAXES / ROYALTIES

- Since 2005 mining taxes have added a massive \$65 billion to the Australian economy.
- Our gold miners pay millions in royalties and taxes and billions in wages
- The \$1.8 billion a year in royalties paid to the NSW Govt goes towards essential infrastructure and services we all rely on like nurses, teachers and police.

### COMMUNITY

- Mining is at the heart of our communities
- Mining is the lifeblood of many regional communities and they are supported by people working in really interesting jobs.
- NSW Mining: Good for local communities.

### EXPORTS AND TRADE

- Our minerals and resources industry is responsible for 64% of our merchandise exports.

### FUTURE

- Mining will continue to provide jobs, support communities and create opportunities for many years to come. Making a big difference to Australia's future.
- The minerals and energy sector is vital to Queensland's future.



# RESEARCH QUESTIONS

1

What are the externalities of greatest concern to the community?

2

Who are the people most concerned about externalities?

3

What mitigation strategies would meet community expectations?

4

What are the perceived local and regional benefits of the industry?

5

Is it possible to further communicate and reinforce these perceived benefits, without increasing the sensitivity of the community to externalities?

6

Which of the perceived benefits work to make people more tolerant of externalities and assist with localised efforts to build social capital?

# RESEARCH QUESTIONS

Informed by this desktop review and the objective of the industry to build its social license in Western Australia, the following research questions are recommended for a potential program of qualitative and quantitative community research.

## What are the externalities of greatest concern to the community?

In this review, a range of externalities have been talked about as challenging social license.

Previous pieces of national community research, as well as community research conducted in Victoria, have concluded that, within the freight paradigm, the community is most concerned about externalities relating to trucks, with a particular focus on safety and driver behaviour.

Given Western Australia's unique industry profile within the Commonwealth, the research contemplated should revisit this question in a Western Australian context to determine which externalities are of most concern to local people. For the purposes of strategy development, these externalities should include freight and logistics externalities, but also include externalities that impact on all industries, such as economic anxiety, the future of work and environmental impact.

## Who are the people most concerned about externalities?

Having identified the externalities of most concern to the community, a profile should be built of the people most concerned. Such a profile would be used to develop

strategy and targeting for the future communications.

The profile would include demographic criteria such as age, gender, education levels, income and occupation. However, it would also include information on proximity to various freight modals, exposure to previous contentious issues and the potential for exposure to future issues.

## What mitigation strategies would meet community expectations?

The research would also be an opportunity to test what sort of practical mitigation strategies would work to address specific externalities of concern.

The success of any campaign that seeks to enhance social license through the promotion of local and regional benefits will be enhanced by the successful addressing of community concerns at the local level.

The research is therefore an opportunity to gain valuable intelligence to inform community engagement efforts at the local level, build social capital and build social license. Getting this piece right is essential so as not to create dissonance between a public campaign that talks positively of the industry and the lived experience of the industry by impacted communities. Such dissonance could work to undermine the effectiveness of the campaign.

## What are the perceived local and regional benefits of the industry?

The research should identify which of the local and regional benefits the industry delivers to the community are recognised and accepted by the community.

While such benefits will be obvious to those involved in the industry, it is vital that these be tested with the community to minimise potential barriers to future communications.

Such benefits could include the direct creation of jobs, assisting local business export to the world and assisting WA consumers to access international products.

## Is it possible to further communicate and reinforce these perceived benefits, without increasing the sensitivity of the community to externalities?

Analysis of previous research undertaken nationally and within Victoria has revealed a nervousness about the potential for public campaigning on freight issues to elicit negative responses from the community.

The thinking appears to go that, if you start talking about the importance of trucks to people's everyday lives, then the community may start thinking about road safety and driver behaviour. This has led some to questions whether such a campaign might do more harm than good, particularly with the majority of people who are not exposed to trucks on a day to day basis and, for whom, freight is not a top of mind issue.

Earlier in this report, further research was recommended in this area.

The proposed research would identify the externalities of concern to people in the community, build a profile of the people who are concerned and identify which local and regional benefits are accepted by the community. With this information, it will then be possible to determine whether it is possible for these benefits to be communicated with the community without eliciting negative responses that deliver a net harm to social license, and how this communication might be constructed.

This becomes the key question. The answer will determine whether the campaign should proceed, and the shape of messaging.

## Which of the perceived benefits work to make people more tolerant of externalities and assist with localised efforts to build social capital?

It will also be possible through the research to determine the potential for a public campaign that enhances social license through the promotion of local and regional benefits to also make people exposed to industry externalities more tolerant of those externalities.

If this can be achieved, the task for local projects and operations in building social capital may be assisted, as local communities will have a greater understanding of the benefits of the industry, with concerns over some externalities potentially diminished.





# CAMPAIGN CONSIDERATIONS

1

## AUDIENCE

Community and government.

5

## ASK

Of the community and government.

8

## SCALABILITY

National and state-wide, as well as local and project specific.

2

## ALLIES

The greater the number of voices, the better.

6

## CHANNELS

To deliver content to the community and government.

9

## DURATION

National and state-wide, as well as local and project specific.

3

## MESSAGING

That resonates with the community.

7

## FOOTPRINT

Dependent on resourcing.

10

## RESOURCING

Will determine channels, footprint, scalability and duration.

4

## CONTENT

Personal stories that elicit feelings, as a vehicle for the delivery of facts.

# CAMPAIGN CONSIDERATIONS

The FLC will need to consider each of the following elements in the development of a potential public campaign.

## Audience

This refers to the people the campaign is trying to reach and influence.

The campaign is currently envisaged to have two audiences, being government and the community.

Government support for the industry is vital, because of its power to make decisions on planning, land-use and regulations.

The community is important for two reasons. First, as the people exposed to freight and logistics operations on a day to day basis, and whose reaction to externalities can potentially impact directly on projects and operations. Second, as influencers of government through the democratic process.

## Allies

The greater the level of support the campaign receives from third parties, the more effective it will be.

Put simply, the more supportive voices the campaign has, the more effective it will be in influencing the community. A broader discussion on allies is presented in the next section.

## Messaging

The theme and messaging would be developed through the answering of the research questions (see earlier) through quantitative and qualitative research program, but would be expected to be built around the local and regional benefits of the industry that:

1. are accepted by the community;
2. do not elicit negative feelings about the industry; and
3. which work to increase community tolerance for externalities.

## Content

The development of quality content is critical, to enable its distribution to audiences through a range of channels.

Experience shows that personal, relatable stories are key to capturing and holding audience attention and enabling the delivery of facts.

## Ask

Public campaigns have the opportunity to put asks on their audiences.

This could be as simple as asking the community to find out more, fill out a survey or sign a petition. Or it could go further by asking government to change a regulation or make an investment decision.

## Channels

In an environment where people are getting their news and entertainment content from a growing number of sources, public campaigns need to deliver their content through a range of channels.

**For lower levels of resourcing, channels might include:**

- Social
- Digital
- Free media
- Community engagement
- Events
- Workplaces
- Member internal & external communications

**At high levels of resourcing, channels might include:**

- TV advertising
- Radio advertising
- Newspaper advertising
- Outdoor (e.g. billboards)

## Footprint

The footprint of the campaign is the geographical area the campaign will target.

Elements of any campaign development by the FLC will likely be state-wide.

However, there will be opportunities to target geographically to optimise results. Such targeting could include areas more exposed to the freight and logistics industry.

## Scalability

Prioritising the development of effective messaging and content enables the campaign to be easily scaled up in two ways:

1. Reach, to maximise the number of people exposed to the campaign in the target audiences; and
2. Frequency, to maximise the number of times people reached are exposed to the campaign.

Through this approach, the campaign can be adapted to suit at the local, state and national levels.

## Duration

Maintaining social license is a continuing challenge, with externalities impacting on all industries, as well as the freight and logistics industry, likely to grow in their impact.

While any campaign will have periods of higher and lower intensity, it should be viewed as a long-term, continuous campaign.

## Resourcing

The level of resourcing allocated to the campaign will greatly impact decisions on its channels, scale and duration.

Incorporating allies into the campaign's strategic messaging and content may provide the opportunity to leverage campaign investment by the freight and logistics industry through additional contributions.



# POTENTIAL CAMPAIGN ALLIES

## Employers & Workforces

- Arc Infrastructure
- Perth Airport
- Qube
- Toll Group
- CBH
- Watco Companies
- Linx Cargo Care
- SITE Planning & Design
- Centurion

## Unions

- Transport Workers' Union
- Maritime Union of Australia
- Australian Workers' Union
- Australian Manufacturing Workers' Union
- Electrical Trades Union
- Shop, Distributive & Allied Employees Association
- UnionsWA
- ACTU

## Consumers

- Consumers' Federation of Australia
- Choice

## Other Freight & Logistics Organisations

- Western Roads Federation
- Australian Logistics Council
- Queensland Transport and Logistics Council
- South Australian Freight Council
- Australian Centre for Rail Innovation (ACRI)
- Planning and Transport Research Centre
- Ports Australia
- Chartered Institute of Transport and Logistics
- Australian Railway Association
- Australian Institute of Transport Planning and Management (AITPM)
- Royal Aeronautical Society
- National Heavy Vehicle Register
- Regional Road Safety Alliances

## Client Industries & Businesses

- Kwinana Industries Council (KIC)
- Chamber of Commerce and Industry WA (CCIWA)
- Chamber of Minerals and Energy (CMEWA)

- Association of Mining and Exploration Companies (AMEC)
- Minerals Council of Australia (MCA)
- Australian Petroleum Production and Exploration Association (APPEA)
- WA Farmers' Federation
- Pastoralists & Graziers' Association
- National Farmers' Federation
- Grain Industry Association of WA
- Australia Post
- WA Fishing Industry Council
- Coles, Woolworths, Metcash, Aldi
- Forest Industries Association

## State Government

- Department of Transport
- Westport Taskforce
- Port Authorities
- Main Roads Western Australia
- Department of Planning, Lands and Heritage
- Department of Jobs, Tourism, Science and Innovation
- Department of Primary Industries and Regional Development
- Infrastructure WA

## Federal Government

- Department of Infrastructure, Regional Development and Cities
- Regional Development Australia
- Infrastructure Australia

## Influencers

- WA Local Government Association (WALGA)
- Committee for Economic Development of Australia (CEDA)
- Property Council
- Urban Development Institute of Australia (UDIA)
- Planning Institute of Australia

## Community

- Western Harbours Alliance
- Freight on Rail Group



# POTENTIAL CAMPAIGN ALLIES

The greater the level of support the campaign receives from third parties, the more effective it will be.

Put simply, the more supportive voices the campaign has, the more effective it will be in influencing the community.

This section outlines potential campaign allies for consideration.

## Employers & workforces

Freight and logistics companies and their workforces are the most obvious allies for the campaign, however this opportunity goes beyond resourcing.

Leveraging campaign messaging through the internal and external communications channels of employers, as well as telling the stories of companies and their employees, will be vital to the campaign's success.

## Unions

Unions representing workers in the freight and logistics industry, as well as unions representing workers in allied industries, have a strong interest in the success of the industry and are natural allies to the campaign.

Leveraging campaign messaging through the internal and external communications channels of unions, as well as telling the stories of workers, apprentices and trainees, are significant opportunities.

## Consumers

With a growing number of consumer experiences dependent on the success of the freight and logistics industry, consumer organisations are also potential allies for the campaign.

Leveraging campaign messaging through the communications channels of consumer organisations and getting third party endorsement from their spokespeople, as well as telling consumer stories, are significant opportunities for the campaign.

## Other freight and logistics organisations

There are a large number of freight and logistics organisations within Western Australia and at the national level which would have a strong interest in the success of this campaign.

Leveraging campaign messaging through the communications channels of these organisations and getting third party endorsement from their spokespeople, are significant opportunities.

## Client industries and businesses

Enlisting the support of client industries and businesses is vital if the full opportunity of this campaign is to be realised.

Client industries are those industries which depend on the freight and logistics industry such as mining, agriculture, fisheries, manufacturing, building and retail. By incorporating the stories and perspectives of these industries into the campaign, the FLC would grow the impact and relevance of the campaign well beyond the freight and logistics industry.

## State Government

With the State Government embarking on an ambitious program of infrastructure development and planning reform, it also has a stake in the social license of the freight and logistics industry.

A public campaign by the FLC has the potential to raise public awareness of State Government initiatives.

## Federal Government

With the Federal Government also a contributor to infrastructure development in Western Australia, it also has a stake in the social license of the freight and logistics industry.

A public campaign by the FLC has the potential to raise public awareness of Federal Government initiatives.

## Influencers

A diverse range of influencer organisations with a stake in the success of the freight and logistics industry could also be enlisted.

## Community

A small number of community groups have been identified which support the freight and logistics industry. These groups could be enlisted to promote campaign content, as well as provide input to the campaign.

