

STRATEGY

VERSION 1 SEPT 2020



rwta
Confidence in food quality, every day.

Our Board



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Chairman
Lineage Logistics

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David O'Brien

Immediate
Past Chairman and
Board Member
Doboy Cold Stores

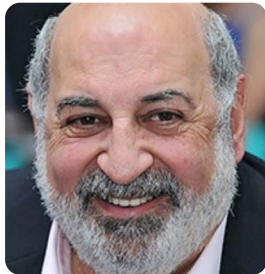
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Paul Fleiszig

Board Member
Formerly Oxford
Logistics Group

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Bill Andary

Board Member and
State Representative
South Australia
Auscold Logistics

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Graham Harvey

Board Member
Newcold

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Rick Vine

Board Member
Lineage Logistics

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Our People



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Our Aim

The purpose of the RWTA is to strengthen and invigorate the Australian Cold Chain by providing insightful and ethical leadership for its members.

The RWTA both initiates and supports collaborative endeavours and promotes excellence within the industry. By satisfying the growing needs of our community, through the provision of temperature-controlled warehousing, refrigerated transport and related essential services, the Australian Cold Chain meets the increasing demands of Australia.

Our Values



Leadership + Knowledge



Collegiality + Collaboration



Professionalism & Integrity



Excellence + Innovation

Our Story

The Refrigerated Warehouse & Transport Association of Australia Ltd (RWTA) represents both the warehousing and transport sectors involved in the storage, distribution, and transportation of temperature-controlled products in what is known as the Australian Cold Chain.

We seek to represent the interests of all businesses engaged in the storage, distribution, and transportation of temperature-controlled products throughout Australia.

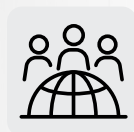
Membership of the RWTA is embraced by major corporations and smaller enterprises alike.

The RWTA was formed in October 1993, following the amalgamation of the Cold Storage Association of Australia (CSAA), with the independent Cold Storage Associations of each state. The CSAA, which had been active for over half a century, sponsored research, disseminated information, developed industry standards, and made representation to all levels of government to advance the interests of all Refrigerated Warehouse and cold chain companies throughout Australia.

The decision to amalgamate the various Cold Storage Associations was driven through changes in legislation; the need for national cohesion and in response to the evolution of the Cold Chain.

During the years that have followed, the RWTA has established itself as the peak representative body of the Refrigerated Logistics Industry in Australia. Today, our association has great reach, gained solid respect and its members enjoy unsurpassed camaraderie.

RWTA Goals



Cold Chain Leadership

To promote effective and ethical stewardship of the industry, to ensure prosperity and a world class cold supply chain.



Member Service and Engagement

To provide services, resources, and quality opportunities to connect Australia-wide.



Knowledge, Education and Innovation

To develop and deliver knowledge, provide opportunities to access quality industry training, education, and technical information to consistently achieve best practice within the industry.



Representation, Advocacy and Promotion

To promote the existence and capabilities of the industry and ensure that the legitimate interests of its participants are upheld.



Industry Efficiency, Growth and Collaboration

To promote a culture of professionalism, safety and quality within the industry; to foster growth and prosperity.

Our International Partner

The Global Cold Chain Alliance (GCCA)

The RWTA is a proud affiliate partner of the Global Cold Chain Alliance (GCCA). The GCCA operates from its headquarters in Washington DC and serves as the focused voice of the International Cold Chain, representing over 1,300 member companies, across 65 countries worldwide.

An Affiliate Partner of



Our Memberships

The Constitution was amended and ratified in May 2019 to include and attract a broader contingent of the Cold Chain that includes Full Member (Public Warehousing), Full Member (Private Warehousing), Corporate Member (by Invitation of the Board), Associate Member, Professional Member and Life Member.

Our members provide in excess of 6 million cubic metres of warehouse space and over 1,300 refrigerated articulated vehicles to meet the needs of the Cold Chain. Membership of the RWTA is essential for all those businesses operating in this space.

Associate Membership is open to all businesses that have an indirect interest in the Cold Chain. Preferred vendors, reputable suppliers of goods and services to the Cold Chain, will find ample opportunity to engage with prospective purchasers through their Associate Membership and support of the RWTA.

Members are encouraged to take an active role in the activities of their association. The opportunities are many, including being regular attendees at the State Chapter Collaboration Events, State-run Golf Days, being part of one of the RWTA's many committees or attending the Annual Conference. There are plenty of opportunities to engage with fellow members during the year to suit all manner of preferences.

RWTA Member Benefits

- Provide a Common Voice to Government
- Access to the latest industry knowledge, information, innovations and developments
- Access to industry specific education and training
- Access to National Membership Directories
- Opportunities to promote your brand and increase your visibility
- Opportunities to participate in collective market development and research
- Opportunities to get involved, to network and to collaborate with Industry leaders and preferred suppliers
- Develop your business network through preferred access to industry events and conferences
- Opportunities for personal development
- Opportunities for professional development
- Enjoy the friendship and support of experienced members in the Industry
- Opportunities to give back to the Industry
- Membership and involvement to enhance personal and professional credentials

Our Strengths

Representation, Advocacy and Promotion

The RWTA represents the interests of its membership through participating in government led committees and interest groups. Representations to the Treasurer regarding ISR Policy and Insurance issues, Department of Agriculture and AMIC, the National Heavy Vehicle Regulator and Worksafe Departments in each state are ongoing.

The RWTA also works in conjunction with other industry associations, including The Australian Logistics Council, the Export Meat Industry Advisory Council, the Australian Food & Grocery Council, the Australian National Retailers Association, Food SA, Egg Farmers Australia, Queensland Farmers Federation and various Road Transport Associations, as the need arises.

The RWTA draws upon its wealth of industry expertise, when addressing issues of concern to the industry. Pallet Management, OH&S Legislation, Chain of Responsibility Legislation, Food Safety Standards, Meat Export, Insurance costs, Food Wastage Minimisation and Energy Efficiency are all areas of continuing concern for our members, and are under continual surveillance and action by the RWTA.

Information Sharing

The RWTA keep members updated through regular e-blasts, LinkedIn, and networking to ensure that Members are always up to date with the very latest industry news. The Cold Chain Companies have a closed website to communicate requirements internally regarding COVID, government initiatives and industry solutions. New Members have a flyer created for them to introduce their business to the greater Membership and kickstart the relationship with the RWTA. Companies are welcome and encouraged to share the opportunity to both hold and attend webinars and share new products and services that they feel will be of benefit to the cold chain.

The RWTA Website is a treasure trove of updates and valuable information created and directed to those invested in the Cold Chain. In addition to the Membership Directory, there is an up to date Events Calendar, information on upcoming events and conferences, International opportunities, and training sessions for the RWTA Ammonia Emergency Management Training and other industry specific training opportunities. There is a plethora of information that is of great interest to anybody associated with the Australian Cold Chain.

Opportunities for Networking

In each state, on a regular basis in the spirit of collegiality, to network, to learn, to share valuable information and to exchange ideas. These popular events are held regularly and provide a forum for a wide range of guest speakers and are always a great opportunity to network.

Every year, there is a golf day held in every state. These enthusiastically attended industry golf days are always generously supported by sponsors, keen to have their brand recognised and celebrated with prizes and incentives to attend. Always held at picturesque and challenging courses, attendees enjoy a truly enjoyable day!

Annual National Conference and Exhibition

The RWTA holds an annual National Conference and Exhibition, which affords a wonderful opportunity for all those associated with the Cold Chain to network and become acquainted with the latest in industry information, technology, equipment and services.

Traditionally held in August, the Annual Conference and Exhibition is convened at highly prized destinations throughout Australia. Traditionally it will be held in each state alternating with the popular subtropical Queensland choice of destination!

Industry Awards

The RWTA celebrates and recognises talent and commitment in several ways.

The Frank Vale Award is presented annually to an outstanding young achiever, who has not yet turned 35 and has been employed within the Australian Cold Chain for a period of not less than five years.

The Association looks to create additional awards in the future that celebrate, recognise and encourage excellence in innovation, safety and technology.

Life Membership is conferred upon an individual who has demonstrated outstanding commitment to the RWTA and the Cold Chain, generally, over a substantial period.

Goals and Strategies

Cold Chain Leadership

The RWTA looks to promote effective and ethical stewardship of the Australian Cold Chain and to ensure prosperity and a world class cold supply chain in Australia.

Strategies:

- Provide guidance and oversight to the development of guidelines and standards of appropriate conduct and relevance to the association and its membership
- Engage well informed speakers from the sector to address Members on topics that are both relevant and educational to add benefit, savings, offer solutions and case studies at State Chapter Networking Events
- Create a culture and mindset to encourage, through collaboration, the development of digital innovation and transformation into the Australian Cold Chain
- Access where available, funding and assistance to create a better platform for the RWTA Membership
- Provide a strong and motivated Committee to lead each State Chapter
- Develop an Events Calendar for each Chapter
- Host Chapter Networking Events to reinvigorate interest in, and support for, the RWTA
- Disseminate information on the activities of the RWTA, the GCCA, and the Cold Chain generally, using multiple communication conduits, to reaffirm the value of membership
- Improve awareness of, and access to, online resources and services
- Increase vertical engagement within member companies and associated organisations
- Promote RWTA services, training and achievements in Asia Pacific and Internationally
- Expand services, representation and membership with collaboration & enhance domestic and international conferences and events
- Offer workplace benefits to attract and retain staff by providing a barrier to exit and encouraging company of choice status. By being a Member of the RWTA benefits to every staff member including salary packaging, fleet vehicles, fuel cards and personal management are available

Knowledge, Education and Innovation

Develop and deliver knowledge through formal education and technical information, to achieve best practice within the industry.

Strategies:

- Provide access to educational programs, online resources, and workshops in each state both on line and in person
- Identify and gain access to quality RTO's to ensure relevant training can be delivered in each state at the RTO or on-site for the benefit of Cold Chain Companies
- Sponsor research, conduct surveys and create resources such as technical manuals, through collaboration, to enhance the industry's knowledge base
- Access and promote latest industry innovations to members and associated organisations

Representation, Advocacy and Promotion

Promote the existence and capabilities of the industry; and ensure that the legitimate interests of its participants are upheld.

Strategies:

- Increase community awareness of the Cold Chain and the essential role it plays in a developed society
- Encourage the thorough investigation of a Discretionary Mutual Fund (DMF) for the reduction and improvement of ISR Policy fees and Industry Insurance for all cold chain companies
- Increase awareness within the business community of the wide ranging capabilities and benefits of the RWTA membership
- Cultivate relationships with government agencies to ensure effective communication and effective outcomes
- Ensure that our members are kept up to date with regulatory policy developments that are likely to impact upon the industry; and where appropriate, mobilise members to action
- Cultivate strategic partnerships with other organisations, to increase recognition and respect for the association and its members

Industry Efficiency, Growth and Collaboration

Promote a culture of professionalism, safety and quality within the industry, to foster growth and prosperity.

Strategies:

- Promote growth and prosperity within the industry, by providing access to relevant information and expertise available locally and via other partners, bodies and organisations aligned with the association
- Increase opportunities to improve profitability through surveys and benchmarking
- Host capacity-building events, leveraging domestic and international expertise
- Increase the visibility of international conferences and programs amongst members
- Initiate, encourage sponsorship, or conduct research and development into techniques, practices, procedures and equipment to promote efficiency

Strategic Sub-Committee Value Proposition

Our Aim

Promote growth and prosperity within the Australian Cold Chain, by providing access to relevant information and expertise available locally and via our international partner, the GCCA.

1. Ensure an RWTA structure of sub-committees with director sponsorship support to plan and focus on RWTA Goals
2. BoD lead a sub-committee review of the program progress, milestones & expected performance outcomes to deliver our aim
3. Sub-committee teams to hold a monthly meeting to progress their strategic initiatives
4. Formal monthly review of sub-committee progress between director sponsor and sub-committee chairperson
5. Annual report & RWTA member update of strategic sub-committee achievements and future focus

Events Calendar

Planned Events and Secured Forecast Revenue Streams to achieve Budget Plans to Future Proof the Association for Growth and Delivery of Value to Members.

- Secured Sponsorship
- Social Events
- National Conferences
- AGM's
- Meetings
 - + Board Meeting
 - + State Meeting
 - + Sub-Committee Meeting
 - + State Committee

Action Plan

Cold Chain Leadership

Goal: Provide services, resources, and opportunities to connect.

Strategic Action Plan:

- Define key points for a marketing and branding strategy
- Continue to engage marketing company to promote our most effective branding opportunities to increase the number of cold chain companies to have join

Benefit Value: Enable Executive Officer to promote, engage and increase association.

Member Services and Engagement

Goal: Host a major association network event to present the RWTA & components of our industry. Key members to start to initiate alliance with such organisations and government to promote the industry.

Strategic Action Program:

- Establish sub-committees to deliver major goals with Director Sponsorship by DEC 2021
- Identify a list of target associations and government departments to align with by NOV 2021
- Develop key outcomes of the event
- Flag date for event, then establish next step by FEB 2022

Benefit Value: To promote and raise awareness of the Association's resources and benefits in order to cultivate new membership; thereby facilitating exponential financial and resource growth for its members.

Knowledge, Education and Innovation

Goal: Launch RWTA 2021 Training Opportunities at the Conference at Noosa in 2021.

Strategic Action Program:

- Identify a list of RTO's to partner with by DEC20
- List industry related training programs for 2021 by DEC20
- Develop and issue training pricing and delivery for RWTA DEC20

Benefit Value: To offer a cost-effective suite of short courses/training and facilitate industry related training programs (Ammonia, Industry specific training, HAZMAT etc) for members to leverage off.

Representation, Advocacy and Promotion

Goal: Represent member engagement and influence on policy issues impacting on our industry.

Strategic Action Program:

- Establish sub-committee & seek representation on working parties established by the Commonwealth Department of Agriculture to review policies & regulations around items like the Export Meat Certificate, Export Meat Act and the regulations pertaining to Quarantine
- Establish a table of names and contact details of the key people reporting to the Minister for Agriculture
- Seek an opportunity to meet with key government and industry professionals to both educate and inform them of the Australian Cold Chain as an essential service
- Align with Councils and Associations to further the influence with Government Departments and create a united front with other aligned companies for the benefit of RWTA Members
- Establish clear lines of communication between key professionals and the RWTA and to include the invitation of these people to meet with the RWTA Membership when applicable to share information and discuss policy direction. All to be in place by December 2021

Benefit Value: To create a credible industry voice within the government to instigate change to strengthen the Membership.

Industry Efficiency, Growth and Collaboration

Goal: Host an International Cold Chain Study Tour in the Asia-Pacific region during 2023.

Strategic Action Program:

Establish sub-committee to deliver major goals with director sponsorship

- Identify a list of global events completed/programmed for October 2021
- Identify opportunities to present at International functions to further raise awareness of the RWTA Brand worldwide in 2021
- Align 2021 initiatives with GCCA program and create a stronger interaction and alliance. Attend the GCCA Conference in 2021 and gather local interest to join withing the membership at the Annual RWTA Conference in March 2021
- Consider sponsorship and R&D opportunities for co-host tour support
- Launch initial offer concept at the RWTA Conference March 2021

Benefit Value: Leveraging of our local and international mature cold chain markets and expertise to identify and promote growth opportunities in emerging markets for current and future members. Participants will gain international exposure for their business while also understanding new and innovative cold chain systems to prosper their business models.





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