



S T R A T E G I C P L A N

2026–2029

A national voice for Australia's livestock and rural transport industry.

INFLUENCE · DEVELOP · ENGAGE · ADVANCE

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From the President

In this environment, strong national leadership matters.

Australia's livestock and rural transport industry is essential to the national economy and to regional Australia. It moves livestock, rural and agricultural products, connects producers to processors and markets, and underpins a critical part of the agricultural supply chain. It is also operating in a highly demanding environment. Costs are rising. Regulation is complex and often inconsistent. Workforce shortages and challenges persist. Infrastructure gaps constrain productivity and efficiency. Expectations around safety, animal welfare and social licence are becoming sharper and more visible.

ALRTA exists to provide national leadership. As the national peak body for Australia's livestock and rural transport industry, it represents the industry on matters that require national coordination, influences policy and regulatory settings, and brings state perspectives together on issues of shared significance. Its role is not to duplicate the proper work of state associations or to involve itself in every state-based issue. Its role is to lead where national advocacy, consistency and coordination can make the greatest difference.

This Strategic Plan sets ALRTA's direction for 2026–2029. It reflects a clear view of ALRTA's purpose, a strong definition of its role, and a disciplined approach to how the organisation will work and deliver for livestock and rural transporters right across Australia.

The task ahead is practical and ambitious. Realising the achievement of ALRTA's strategic objectives depends on the quality of ALRTA's advocacy, and on the strength of the organisation itself: sound governance, clear responsibilities, effective communication and consistent follow-through.

The years ahead demand focus, discipline and sustained effort — and present an opportunity for ALRTA to lead with authority and purpose. This Strategic Plan positions ALRTA to play a strong and confident role in shaping the future of the industry; enabling effective advocacy on the issues that matter, driving progress on national priorities, and strengthening trust and confidence across the sector. It reflects a clear sense of purpose, strong alignment, and the discipline expected of a respected national peak body.



Gerard Johnson

President

Australian Livestock and Rural Transporters Association

OUR MISSION

Our mission is to provide a national voice for the Australian livestock and rural transport industry.

OUR VISION

As the trusted national body, our vision is a thriving, safe and sustainable livestock and rural transport industry, through strong advocacy, partnerships and well-supported members contributing to Australia's future.

<small>PILLAR 01</small> Influence	<small>PILLAR 02</small> Develop	<small>PILLAR 03</small> Engage	<small>PILLAR 04</small> Advance
<p>WHAT IT MEANS Lead nationally on the policy and regulatory issues that most affect the industry.</p> <p>PRIORITIES</p> <ul style="list-style-type: none"> ● Fuel security ● National operating standards ● Animal welfare ● Clear and united national policy positions <p>SUCCESS BY 2029 Recognition of agricultural freight in fuel security settings; integrated national standards; a credible, unified national voice to government.</p>	<p>WHAT IT MEANS Turn national priorities into practical schemes, evidence and capability.</p> <p>PRIORITIES</p> <ul style="list-style-type: none"> ● Core projects ● Research and development ● Capability and capacity <p>SUCCESS BY 2029 National Livestock Loading Scheme advanced; workable accreditation reform; stronger evidence base; upskilled members and workforce.</p>	<p>WHAT IT MEANS Strengthen membership, reach and the relationships needed to operate as a strong national body.</p> <p>PRIORITIES</p> <ul style="list-style-type: none"> ● Membership growth ● Communication ● Strategic collaboration <p>SUCCESS BY 2029 Stronger membership base; deeper participation; a credible pathway for NSW, SA and NT; stronger external visibility and reach.</p>	<p>WHAT IT MEANS Lift the long-term performance, standing and future readiness of the industry.</p> <p>PRIORITIES</p> <ul style="list-style-type: none"> ● Innovation and productivity ● Best practice and welfare ● Reputation and social licence <p>SUCCESS BY 2029 Higher productivity and better safety; national uniformity on agreed issues; stronger welfare assurance; improved social licence.</p>

OUR FOUNDATION FOR DELIVERY

- Structure
- Roles and responsibilities
- Governance
- Communication and information flow
- Resourcing
- Alignment and culture
- Risk management and assessment

VALUES: AUTHENTIC · LEADERSHIP · RESPECT · TRUST · AMBITION

About ALRTA and our role

ALRTA is the national peak body for Australia's livestock and rural transport industry.

ALRTA represents an industry that moves livestock, grain, fodder and other rural commodities across long distances, connects producers to processors, markets and supply chains, and underpins a critical part of the national agricultural freight task. The industry operates across multiple jurisdictions, in demanding conditions, within complex regulatory settings, and under increasing pressure to demonstrate safety, professionalism, animal welfare and operational reliability.

Many of the issues shaping the industry extend beyond any one state. Policy and regulatory reform, fuel security, national operating standards, infrastructure priorities, workforce capability, animal welfare expectations and the industry's broader standing all require coordination at a national level. They require a body that can bring state perspectives together, represent the industry nationally, and advocate for settings that are practical, consistent and workable across Australia.

What ALRTA does

ALRTA provides national representation and national leadership where that leadership adds real value. It works to influence policy and regulatory outcomes, advance the industry's interests with governments, regulators and other decision-makers, and strengthen national alignment on the issues that matter most. It also provides a forum for coordination across jurisdictions, helping turn shared priorities into a clearer and more coherent national voice.

What ALRTA does not do

ALRTA does not duplicate the proper work of state associations. It does not absorb state-specific operational matters or seek to intervene in every issue arising in every jurisdiction. State associations remain essential to representing members in their own environments, responding to local conditions, and addressing matters best handled at the state level.

ALRTA's focus is on the issues where national coordination, national consistency and national advocacy can make the greatest difference. That means concentrating effort on national policy leadership, regulatory engagement, strategic coordination, and the broader conditions needed for a safer, more productive and more sustainable industry.

A DISCIPLINED NATIONAL ROLE

A strong national peak body does not try to do everything. It is disciplined about where it leads, clear about what it is there to do, and deliberate in how it works with state associations and other partners.

Strategic context

Australia's livestock and rural transport industry operates within a freight system that is economically significant, road-dependent and growing. Freight and logistics account for about 8.6 per cent of Australia's GDP. More than 75 per cent of non-bulk domestic freight is carried on roads, and Australia's freight task is forecast to grow by 26 per cent between 2020 and 2050. For an industry built on long-distance road movement across jurisdictions, that means pressure on networks, access and coordination will intensify, not ease.

8.6%	75%+	+26%	195,800
of Australia's GDP from freight and logistics	of non-bulk domestic freight moved by road	forecast growth in national freight task to 2050	truck drivers nationally, median age 45

Operating and regulatory pressures

Operating costs remain a constant commercial pressure. ABS data show road freight transport prices rose by 3.4 per cent over the year to December 2025. Diesel prices also remain volatile, with average retail diesel prices across the five largest cities at 185.9 cents per litre in the December 2025 quarter, up 4.1 cents on the previous quarter. In a sector with tight margins and limited flexibility, changes in fuel, labour and compliance costs can quickly affect business viability, investment decisions and service reliability.

Regulatory complexity continues to weigh on productivity. The National Transport Commission has said the current heavy vehicle access regime is complex and challenging for operators to understand and comply with, while broader Heavy Vehicle National Law reform work continues to pursue a more effective framework for safe and productive operations. For ALRTA members, this affects day-to-day compliance, access, consistency across jurisdictions and the cost of doing business.

Workforce and infrastructure

Workforce pressure is structural, not temporary. Jobs and Skills Australia reports there are 195,800 truck drivers nationally, with a median age of 45 and female participation of just 6 per

cent. Truck drivers also remain an occupation in national shortage. At the same time, government freight policy recognises that growing freight volumes are creating increasingly complex challenges across the network, and that transport networks are already under pressure, especially in regions and major population centres. Workforce capability and supporting infrastructure are therefore not side issues for the industry. They are central to its future capacity and resilience.

Welfare and social licence

Animal welfare and social licence expectations are also rising. Australia's first National Statement on Animal Welfare says national collaboration on animal welfare priorities is a shared goal of all governments. The Australian Government has also committed \$5 million over four years to renew the Australian Animal Welfare Strategy and says the renewed strategy is intended to provide a national framework for animal welfare issues of national significance. For the livestock and rural transport industry, welfare assurance, best practice and public confidence are now part of the operating environment, not matters at its edge.

WHAT THIS MEANS FOR ALRTA

Taken together, these pressures reinforce the need for a focused and effective national peak body. They also reinforce the importance of ALRTA's role in advocating for practical national settings, supporting industry progress and helping position the sector strongly for the future.

Evidence and sources supporting this section are set out in Appendix C.

Mission, Vision and Values

ALRTA's Mission, Vision and Values define its purpose, ambition and guiding principles.

O U R M I S S I O N

Our mission is to provide a national voice for the Australian livestock and rural transport industry.

O U R V I S I O N

As the trusted national peak body, our vision is a thriving, safe and sustainable livestock and rural transport industry, through strong advocacy, partnerships and well-supported members contributing to Australia's future.

Our values

Five values guide how ALRTA works, how it represents the industry and how it holds itself to account.

A	AUTHENTIC We honour our heritage, acknowledge experience, act responsibly, and drive innovation and safety through evidence-based knowledge.
L	LEADERSHIP We provide unified and influential leadership, driving the industry while advocating for practical and long-term outcomes.
R	RESPECT We respect and care for our animals, our people and our communities.
T	TRUST We earn and maintain trust through integrity, transparency and accountability, building confidence with members, stakeholders and decision-makers.
A	AMBITION We are passionate and ambitious for the future of our industry, striving for continual improvement, innovation, strong outcomes and long-term success.

Our four pillars

ALRTA's strategic priorities for 2026–2029 are built around four pillars: Influence, Develop, Engage and Advance. Together, they define where ALRTA will lead nationally, where it will concentrate effort, and how it will create value for the industry over the next four years. They reflect the IDEA architecture agreed through the strategic planning process and are intended to work together, not in isolation.

P I L L A R 0 1 **Influence** · *Shaping the external environment*

How ALRTA leads nationally on the policy and regulatory issues that most affect the industry.

P I L L A R 0 2 **Develop** · *Building practical capability*

How ALRTA turns national priorities into schemes, evidence, tools and sector capability.

P I L L A R 0 3 **Engage** · *Strengthening the organisation*

How ALRTA strengthens membership, reach and the relationships needed to operate as a strong national peak body.

P I L L A R 0 4 **Advance** · *Lifting the industry*

How ALRTA helps lift the long-term performance, standing and future readiness of the industry.

P I L L A R 0 1

Influence

Shaping the external environment

WHAT THIS PRIORITY MEANS

Influence is how ALRTA leads nationally on the policy and regulatory issues that most affect the livestock and rural transport industry. It means choosing the matters that genuinely require national leadership, settling clear positions, backing them with evidence, and pursuing them consistently with governments, regulators and other decision-makers. Influence is not about being present in every debate. It is about being clear, credible and effective where national advocacy can improve the operating environment for the industry.

STRATEGIC PRIORITIES

ALRTA will focus its influence effort on:

- Fuel security
- National operating standards
- Clear and united national policy positions
- Animal welfare

S U C C E S S B Y 2 0 2 9

By the end of the plan period:

- ALRTA has an agreed national advocacy agenda focused on the issues of greatest significance to the industry
- Agricultural freight is better recognised in fuel security and contingency settings, particularly in regional Australia

- ALRTA has advanced clearer national positions on priority standards affecting livestock loading, animal welfare and vehicle operations
- Once a national policy position is agreed through the National Council consensus process and endorsed by Council, it represents ALRTA’s official position and is carried consistently across the organisation.
- ALRTA is recognised by governments, regulators and key stakeholders as a credible and effective national advocate for the industry

HOW PROGRESS WILL BE MEASURED

Progress will be measured through:

- Adoption and annual review of a defined national advocacy agenda
- National policy positions endorsed and refreshed by Council
- Targeted ministerial, departmental and regulatory engagement against priority issues
- Submissions, briefings and other advocacy products delivered against the agenda
- Progress on recognition of agricultural freight in relevant fuel security and contingency settings
- Progress on agreed national standards and reform priorities
- Evidence that agreed policy positions are reflected consistently in ALRTA’s external advocacy

FIRST TWELVE MONTHS

In the first twelve months, ALRTA will:

- Adopt a clear national advocacy agenda focused on a small number of priority issues
- Settle national positions on fuel security and agreed reform priorities
- Strengthen the evidence base supporting those positions
- Map and activate priority relationships with governments, regulators and aligned stakeholders
- Establish a clear internal process for agreeing, approving and carrying national policy positions consistently

P I L L A R 0 2

Develop

Building practical capability

WHAT THIS PRIORITY MEANS

Develop is how ALRTA turns national priorities into practical capability. It focuses on the schemes, projects, evidence, tools and sector capability ALRTA develops or helps drive to support the industry. Where Influence is about shaping the external environment, Develop is about building the practical foundations that make progress possible. It is where ALRTA moves beyond advocacy alone and helps create the systems, evidence base and capability the industry needs.

STRATEGIC PRIORITIES

ALRTA will focus its development effort on:

- Core projects
- Research and development
- Capability and capacity

Key areas of effort include animal welfare assurance, the National Livestock Loading Scheme, workable heavy vehicle accreditation reform, stronger industry data, infrastructure development, workforce capability and leadership succession.

S U C C E S S B Y 2 0 2 9

By the end of the plan period:

- ALRTA has advanced a defined set of nationally significant projects with clear purpose, ownership and progress milestones

- The National Livestock Loading Scheme and other priority initiatives have moved materially closer to practical implementation
- Stronger research, data and analysis are available to support advocacy, investment and industry decision-making
- ALRTA has helped build stronger cases for infrastructure priorities, including truckwash and related supporting infrastructure
- Members and the broader workforce have better access to capability development, professional growth and future leadership pathways
- ALRTA is better equipped to support sustained national project and policy leadership through stronger planning, evidence and capability

HOW PROGRESS WILL BE MEASURED

Progress will be measured through:

- Priority projects adopted with defined milestones, responsibilities and reporting
- Progress against milestone plans for major initiatives
- Research, data and evidence products completed
- Investment, reform and advocacy cases supported by stronger evidence
- Progress on infrastructure priorities supported by project development and external engagement
- Capability-building initiatives delivered for members, workforce development or future leadership

FIRST TWELVE MONTHS

In the first twelve months, ALRTA will:

- Confirm the small number of projects that will anchor this pillar
- Set milestone plans, responsibilities and reporting arrangements for each priority project
- Identify the most important research, data and evidence gaps
- Strengthen ALRTA's capacity to support project development, research and delivery
- Begin targeted work on capability and succession initiatives that support members, the workforce and future industry leadership

P I L L A R 0 3

Engage

Strengthening the organisation

WHAT THIS PRIORITY MEANS

Engage is how ALRTA strengthens its membership base, extends its reach and builds the relationships needed to operate as a strong national peak body. It is not just about communication output. It is about participation, connection, visibility and organisational strength. Stronger engagement means a clearer member offer, deeper involvement across the industry, broader national reach, and stronger relationships with government, industry and other stakeholders.

STRATEGIC PRIORITIES

ALRTA will focus its engagement effort on:

- Membership growth and retention
- Communication
- Strategic collaboration

Key areas of effort include growing and retaining membership, improving the clarity and consistency of communication, strengthening participation across the industry, building stronger relationships with government and stakeholders, and creating a credible pathway for New South Wales, South Australia and the Northern Territory to join or return.

S U C C E S S B Y 2 0 2 9

By the end of the plan period:

- ALRTA has a stronger and more engaged membership base across current, future and former members

- Participation is deeper and more consistent across the organisation
- The value of membership is clearer and more tangible, with stronger connection to ALRTA's advocacy, initiatives and national role
- ALRTA has stronger and more productive relationships with government, industry and aligned stakeholders
- ALRTA has established a practical pathway for New South Wales, South Australia and the Northern Territory to join or return
- ALRTA has lifted its visibility, credibility and reach beyond its existing base

HOW PROGRESS WILL BE MEASURED

Progress will be measured through:

- Membership growth, retention and re-engagement
- Participation in ALRTA events, initiatives, forums and other activities
- Regular member engagement touchpoints and feedback
- Stakeholder engagement across priority sectors and institutions
- Progress on jurisdictional participation pathways
- Communication activity clearly tied to strategic priorities and member value
- Evidence of stronger reach, visibility and external relationships

FIRST TWELVE MONTHS

In the first twelve months, ALRTA will:

- Sharpen the membership offer and how it is communicated
- Adopt a clearer communication and engagement approach
- Strengthen regular contact points with members and stakeholders across the year
- Progress practical options for NSW, SA and NT participation
- Identify collaboration opportunities that can extend ALRTA's reach, value and national presence

P I L L A R 0 4

Advance

Lifting the industry

WHAT THIS PRIORITY MEANS

Advance is how ALRTA helps lift the long-term performance, standing and future readiness of the livestock and rural transport industry. It is focused on industry uplift rather than organisational capability. It brings together productivity, safety, best practice, welfare assurance and reputation, and treats them as connected parts of a stronger industry. Advance is about helping position the industry as professional, trusted, forward-looking and better equipped for the future.

STRATEGIC PRIORITIES

ALRTA will focus its advancement effort on:

- Innovation and productivity
- Best practice and welfare assurance
- Reputation and social licence

Key areas of effort include access, state alignment, future-focused projects, Performance Based Standards and High Productivity Livestock Vehicles, as well as animal welfare, the National Livestock Loading Scheme and broader welfare assurance.

S U C C E S S B Y 2 0 2 9

By the end of the plan period:

- ALRTA has helped advance practical reforms and initiatives that support higher productivity and better safety across the industry

- Greater national consistency has been advanced on agreed cross-jurisdictional issues affecting livestock and rural transport operations
- Best practice and welfare assurance are stronger, more visible and better supported across the industry
- ALRTA has reinforced the link between industry performance, animal welfare and public confidence
- The industry is more clearly recognised as professional, safe, responsible and future-focused

HOW PROGRESS WILL BE MEASURED

Progress will be measured through:

- Progress on productivity-enhancing reforms, access improvements and aligned national initiatives
- Best-practice initiatives supported, developed or expanded
- Welfare assurance progress across priority initiatives
- Safety-related initiatives, reforms or industry improvements supported by ALRTA
- Progress toward greater consistency on agreed cross-jurisdictional issues
- Evidence of stronger recognition of the industry's professionalism, safety and responsibility in stakeholder, policy and external engagement

FIRST TWELVE MONTHS

In the first twelve months, ALRTA will:

- Identify the highest-value opportunities for industry uplift under this pillar
- Align advancement priorities with existing project, reform and advocacy work
- Strengthen ALRTA's positioning on best practice, welfare assurance and industry professionalism
- Support practical initiatives that link productivity, safety and welfare
- Begin building a clearer external narrative about the industry's standards, contribution and future direction

Our foundation for delivery

These enablers are not a fifth pillar. They are the foundation for delivery across the whole strategy. They determine how effectively ALRTA makes decisions, aligns priorities, carries agreed positions, and follows through on its work. Without them, the strategy will not be delivered consistently or well.

Building on the workshop Strategy House foundation, ALRTA's delivery model is expressed through seven enablers: structure, roles and responsibilities, governance, communication and information flow, resourcing, alignment and culture, and risk management and assessment.

ENABLER	WHY IT MATTERS	CHANGE BY 2029	FIRST-YEAR PRIORITY
Structure	ALRTA needs an operating structure that matches its strategic priorities and supports national coordination, delivery and follow-through.	ALRTA operates with a clearer and more effective structure, with work organised more deliberately around national priorities and delivery responsibilities.	Refine the organisational structure and staff model so it better supports policy, project and administrative delivery.
Roles and responsibilities	Delivery depends on clear accountability. Ambiguity between national and state roles, committee responsibilities and staff functions weakens execution and decision-making.	Roles are clearer across Council, committees, state associations and staff. Responsibilities are better defined, better understood and applied more consistently in practice.	Clarify key responsibilities, define state and committee roles more clearly in formal documents, and address overlap between Executive Director and staff responsibilities.

ENABLER	WHY IT MATTERS	CHANGE BY 2029	FIRST-YEAR PRIORITY
Governance	Strong governance improves decision-making, protects the organisation and supports disciplined national leadership.	Governance is stronger, more consistent and better documented, with clearer obligations, stronger induction, and better meeting and decision discipline.	Complete the immediate reset priorities: update the Induction Pack, finalise the charter and associated governance material, and strengthen guidance on legal responsibilities.
Communication and information flow	ALRTA cannot operate effectively as a national peak body without reliable two-way communication between national and state levels, and clearer communication with government and stakeholders.	Information flows more consistently across the organisation. Communication is clearer, more timely and better aligned to decision-making, delivery and external engagement.	Improve two-way communication between states and national, strengthen internal communication discipline, and improve lines of communication with government.
Resourcing	Strategy requires sufficient people, capability, time and financial capacity to be delivered properly.	ALRTA is better resourced to deliver priority work, support national advocacy, progress major projects and sustain effective operations.	Review budget settings and capability needs against strategic priorities, including the resources required for policy, project and organisational support.

ENABLER	WHY IT MATTERS	CHANGE BY 2029	FIRST-YEAR PRIORITY
<p>Alignment and culture</p>	<p>A national peak body depends on shared priorities, collaborative ways of working and a culture that supports disciplined execution rather than fragmented effort.</p>	<p>ALRTA operates with stronger alignment on priorities, more consistent collaboration, and a culture more closely matched to its Mission, Vision and Values.</p>	<p>Strengthen alignment around agreed priorities, improve meeting and decision discipline, and reinforce expectations for constructive and collaborative ways of working.</p>
<p>Risk management and assessment</p>	<p>Effective national leadership depends on identifying, assessing and managing risk across governance, operations, finance, reputation and strategic delivery. Without that discipline, decisions may expose ALRTA to avoidable risk and weaken implementation.</p>	<p>Risk assessment is more consistently built into decision-making, committee work and executive oversight. Key organisational risks are identified earlier, considered more systematically and managed more deliberately.</p>	<p>Establish a simple risk management approach, including clearer responsibility for risk oversight, use of risk assessment in committee and executive decision-making, and regular review of key organisational risks.</p>

Effective national leadership depends not only on the right strategy, but on the organisational foundations needed to carry it through.

Implementation, governance and review

This Strategic Plan sets ALRTA’s direction for 2026–2029. It will be implemented through annual operating plans, regular reporting and active oversight. This Strategic Plan operates consistently with the ALRTA Constitution. Nothing in this Plan overrides the Constitution, the rights of members, or the Association’s legal obligations under the *Associations Incorporation Act 1991* (ACT).

Roles in delivery

C O U N C I L

Council approves the strategy, sets overall direction and maintains oversight of progress on behalf of members, in accordance with its powers and responsibilities under the Constitution. It approves annual operating plans, considers any material changes to strategic priorities, and reviews performance against the strategy at regular intervals.

E X E C U T I V E C O M M I T T E E

The Executive Committee monitors delivery between Council meetings. It oversees progress against annual operating plans and agreed measures, considers implementation risks and resourcing issues, and supports timely decision-making to keep delivery on track.

E X E C U T I V E D I R E C T O R , S T A F F A N D S U P P O R T I N G B O D I E S

The Executive Director is responsible for translating the strategy into annual operating plans, budgets, work programs and reporting. Staff lead or support delivery across the strategic priorities. Committees, working groups and state associations contribute where relevant to agreed priorities and implementation activity.

Operating and reporting cadence

ANNUAL OPERATING PLANS

Each annual operating plan will identify the priority actions for the year ahead, allocate responsibilities, set timelines, align budget and resourcing decisions, and specify how progress will be tracked.

REPORTING CADENCE

Progress against the strategy will be reported quarterly to the Executive Committee and Council. Reporting will assess delivery against annual operating plans, highlight key achievements and risks, and identify any decisions needed to support implementation.

ANNUAL REVIEW

The strategy will be reviewed annually to assess progress, confirm continuing priorities, and align the next annual operating plan with ALRTA's strategic direction, resources and operating environment.

END-OF-PERIOD REFRESH

A broader review will take place at the end of the 2026–2029 period to inform the next strategic plan. An earlier refresh may also be undertaken if the operating environment changes materially or if Council determines that a more substantial reset is required.

Effective implementation will depend on clear priorities, understood responsibilities, timely reporting and decisions that remain aligned to the strategy. That discipline will be essential to delivery over the life of the plan.

Indicator framework

The following indicators provide a consolidated view of how progress against the strategy will be tracked across the four pillars and the seven enablers. Baselines and targets will be confirmed in the 2026–27 annual operating plan and refined through subsequent annual operating plans over the life of the strategy.

INDICATOR	BASELINE	2029 DIRECTION	FREQUENCY	OWNER
I N F L U E N C E				
Annual national advocacy agenda adopted and reviewed	No formal annual advocacy agenda in place	Annual advocacy agenda adopted, reviewed each year, and used to guide external advocacy	Annual, with quarterly updates	Council / Executive Director
National policy positions endorsed on agreed priority issues	No formal endorsed set of national policy positions	Clear national positions endorsed on all agreed priority issues and refreshed as needed	Quarterly	Council
Frequency and coverage of ministerial, departmental and regulatory engagement against advocacy priorities	No consolidated engagement framework in place	Regular, targeted engagement maintained against each advocacy priority	Quarterly	Executive Director
Progress on fuel security recognition in relevant contingency and policy settings	No formal recognition secured	Measurable progress in recognition of agricultural freight in fuel security and contingency settings	Six-monthly	Executive Director
Progress on agreed national standards and reform priorities	Position varies by issue	Measurable progress on agreed national standards and reform matters	Six-monthly	Executive Director

INDICATOR	BASELINE	2029 DIRECTION	FREQUENCY	OWNER
D E V E L O P				
Priority projects operating under approved milestone plans	No consolidated project framework in place	All major priority projects operating under approved milestone plans, ownership and reporting	Quarterly	Executive Director
Progress on major initiatives, including the National Livestock Loading Scheme	Position varies by initiative	Material advancement of agreed major initiatives toward implementation	Quarterly	Executive Director / project leads
Research, data and evidence products completed	No consolidated annual evidence program in place	Agreed evidence products delivered to support advocacy, investment and project development	Six-monthly	Executive Director
Infrastructure cases supported by evidence and external engagement	No consolidated evidence-based infrastructure program in place	Stronger investment and advocacy cases developed for truckwash and related infrastructure priorities	Six-monthly	Executive Director
Capability and leadership initiatives delivered	No structured national capability program in place	Regular capability, development or succession initiatives in place for members and the workforce	Annual, with six-monthly updates	Executive Director
E N G A G E				
Membership growth, retention and re-engagement	Current membership base at start of 2026 plan period	Stronger membership base across current, future and former members	Quarterly	Executive Director
Participation in ALRTA events, forums and initiatives	Current participation levels at start of 2026 plan period	Participation becomes stronger and more consistent across the organisation	Quarterly	Executive Director
Member engagement touchpoints delivered and feedback documented	No structured engagement framework in place	Regular and documented member engagement informing priorities, communication and member value	Quarterly	Executive Director

INDICATOR	BASELINE	2029 DIRECTION	FREQUENCY	OWNER
Progress on NSW, SA and NT participation pathways	No settled pathway in place	Credible and practical pathway established for NSW, SA and NT to join or return	Six-monthly	Executive Committee / Executive Director
Stakeholder engagement across priority sectors and institutions	No consolidated stakeholder engagement framework in place	Stronger and more productive stakeholder network maintained across priority sectors	Quarterly	Executive Director
A D V A N C E				
Progress on productivity-enhancing reforms and access improvements	Position varies by issue	Measurable advancement of agreed productivity and access priorities	Six-monthly	Executive Director
Best-practice and welfare assurance initiatives supported or expanded	Current activity varies by initiative	Stronger, more visible support for best practice and welfare assurance across priority areas	Six-monthly	Executive Director
Safety-related initiatives, reforms or industry improvements supported by ALRTA	Current activity varies by initiative	Clear contribution to better safety outcomes through agreed initiatives and reforms	Annual, with six-monthly updates	Executive Director
External recognition of the industry as professional, safe and responsible	No formal baseline in place	Stronger recognition in stakeholder, policy and public-facing engagement	Annual	Executive Director
F O U N D A T I O N F O R D E L I V E R Y				
Agreed structure and staff model aligned to strategic priorities	Current structure under review	Clearer structure operating against strategic priorities and delivery responsibilities	Six-monthly	Executive Committee
Formal role clarity across Council, committees, states and staff	Current role definitions incomplete	Responsibilities better defined, understood and applied across the organisation	Six-monthly	Executive Committee / Executive Director

INDICATOR	BASELINE	2029 DIRECTION	FREQUENCY	OWNER
Governance reset milestones completed	Reset underway	Induction Pack updated, charter and governance material finalised, legal responsibilities clearer	Quarterly	Executive Committee
Regular two-way communication between national and state levels	Current communication inconsistent	More consistent and timely internal communication supporting decision-making and delivery	Quarterly	Executive Director
Proportion of budget and capability allocated to strategic priority work	Alignment to be confirmed through annual planning	Resourcing decisions more clearly matched to priority work and delivery needs	Annual, with quarterly budget monitoring	Executive Committee / Executive Director
Progress on meeting discipline, collaboration and alignment to Mission, Vision and Values	Current position to be confirmed in 2026	Stronger alignment, more consistent collaboration and better decision discipline	Annual	Council / Executive Committee

First twelve months

The following actions will be prioritised in the first year of the plan. They provide a starting point for the 2026–27 annual operating plan and will be refined as delivery progresses.

PRIORITY ACTION	LINKED PILLAR OR ENABLER	OWNER	TIMING	REPORTING PATHWAY
Finalise the 2026–27 annual operating plan, including priorities, responsibilities, budget alignment and reporting	Whole of strategy	Executive Director	Q1	Executive Committee, then Council
Complete the governance reset: update the Induction Pack, finalise the charter and associated governance material, and strengthen guidance on legal responsibilities	Governance	Executive Committee	Q1	Executive Committee, then Council
Clarify roles and responsibilities across Council, committees, state associations and staff, including clearer definition of state and committee roles in formal documents	Roles and responsibilities	Executive Committee / Executive Director	Q1–Q2	Executive Committee, then Council
Refine ALRTA's organisational structure and staff model to better support policy, project and administrative delivery	Structure / Resourcing	Executive Committee / Executive Director	Q1–Q2	Executive Committee, then Council
Adopt a clear national advocacy agenda focused on a small number of priority issues	Influence	Council / Executive Director	Q1	Council

PRIORITY ACTION	LINKED PILLAR OR ENABLER	OWNER	TIMING	REPORTING PATHWAY
Settle national positions on fuel security and agreed reform priorities, and establish a clear internal process for agreeing and carrying national positions consistently	Influence	Council / Executive Director	Q1–Q2	Executive Committee, then Council
Confirm the small number of priority projects that will anchor the Develop pillar, with milestone plans, ownership and reporting arrangements	Develop	Executive Director	Q1–Q2	Executive Committee, then Council
Identify priority research, data and evidence gaps, and establish an annual evidence program to support advocacy, investment and project development	Develop	Executive Director	Q2	Executive Committee
Progress priority development initiatives, including follow-up work on the National Livestock Loading Scheme and stronger infrastructure cases	Develop	Executive Director / project leads	Q2–Q4	Executive Committee, then Council
Sharpen the membership offer and adopt a clearer communication and engagement approach, with more regular contact points across the year	Engage	Executive Director	Q1–Q2	Executive Committee
Progress practical options for NSW, SA and NT to join or return, with a defined pathway for Council consideration	Engage	Executive Committee / Executive Director	Q2–Q4	Executive Committee, then Council
Identify the highest-value advancement opportunities linking productivity, safety, welfare assurance and industry professionalism, and align them with existing work	Advance	Executive Director	Q2	Executive Committee

PRIORITY ACTION	LINKED PILLAR OR ENABLER	OWNER	TIMING	REPORTING PATHWAY
Strengthen ALRTA's external positioning with government, regulators and stakeholders, including clearer lines of communication and a stronger industry narrative	Influence, Engage, Advance	Executive Director	Q2–Q4	Executive Committee, quarterly Council updates
Establish quarterly strategy reporting against the indicator framework and use the year-end review to inform the next annual operating plan	Reporting and review	Executive Director	Quarterly; annual review Q4	Executive Committee, then Council

Evidence base

This appendix sets out the primary sources underpinning the analysis in this Strategic Plan, including the data and policy references drawn on in the Strategic Context section. Where sources have been updated by their publishers during the life of this plan, the most current version should be consulted.

THE NATIONAL FREIGHT TASK

- Department of Infrastructure, Transport, Regional Development, Communications and the Arts (2024). Freight and supply chains. Commonwealth of Australia.

Supports the statement that freight and logistics account for about 8.6 per cent of Australia's GDP and that more than 75 per cent of non-bulk domestic freight is carried on roads.

- Department of Infrastructure, Transport, Regional Development, Communications and the Arts (2024). National Freight and Supply Chain Strategy: forecast material. Commonwealth of Australia; and Hon Catherine King MP (2025). Address to the Australian Logistics Supply Chain Summit.

Supports the forecast that Australia's freight task will grow by 26 per cent between 2020 and 2050.

OPERATING COSTS AND REGULATION

- Australian Bureau of Statistics (2026). Producer Price Indexes, Australia, December 2025 quarter. Cat. no. 6427.0.

Supports the figure that road freight transport prices rose by 3.4 per cent over the year to December 2025.

- Australian Competition and Consumer Commission (2026). Report on the Australian petroleum market — December quarter 2025. Commonwealth of Australia.

Supports the figures for average retail diesel prices across the five largest cities in the December 2025 quarter.

- National Transport Commission (2025). Reforms to the Heavy Vehicle National Law: consultation and decision regulation impact statement materials.

Supports the statement that the current heavy vehicle access regime is complex and challenging for operators, and the ongoing program of national law reform.

WORKFORCE AND INFRASTRUCTURE

- Jobs and Skills Australia (2025). Truck Drivers occupation profile. Commonwealth of Australia.

Supports the figures of 195,800 truck drivers nationally, median age 45, and 6 per cent female participation.

- Jobs and Skills Australia (2024). Occupation Shortage Report. Commonwealth of Australia.

Supports the statement that truck drivers remain an occupation in national shortage.

- Department of Infrastructure, Transport, Regional Development, Communications and the Arts (2024). National Freight and Supply Chain Strategy: network and regional pressures material. Commonwealth of Australia.

Supports the framing of workforce capability and supporting infrastructure as central to the industry's future capacity and resilience.

ANIMAL WELFARE AND SOCIAL LICENCE

- Australian Animal Welfare Standards and Guidelines.

- Land Transport of Livestock.

Supports the animal welfare framework that underpins livestock transport nationally.

- State and territory land transport standards and guidelines / implementing instruments.

Supports the fact that animal welfare obligations are also given effect through jurisdiction-specific legal and regulatory settings.

- Department of Agriculture, Fisheries and Forestry (2024). National Statement on Animal Welfare. Commonwealth of Australia.

Supports the statement that national collaboration on animal welfare priorities is a shared goal of all governments.

- Department of Agriculture, Fisheries and Forestry (2024). Renewal of the Australian Animal Welfare Strategy. Commonwealth of Australia.

Supports the statement that the Australian Government has committed \$5 million over four years to renew the Strategy as a national framework for animal welfare issues of national significance.

STRATEGIC PLANNING PROCESS

- Australian Livestock and Rural Transporters Association (2026). Strategic Planning Workshop: Summary of Discussion, 10–11 April 2026.

The workshop record from which the Mission, Vision, Values and IDEA architecture adopted in this plan were agreed.



Strategic Plan 2026–2029

INFLUENCE · DEVELOP · ENGAGE · ADVANCE