



E X E C U T I V E S U M M A R Y

Strategic Plan 2026–2029

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

I N F L U E N C E · D E V E L O P · E N G A G E · A D V A N C E

Who we are and what we do

The Australian Livestock and Rural Transporters Association is the national peak body for Australia's livestock and rural transport industry. It 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.

Many of the issues shaping the industry extend beyond any one state. 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.

WHAT ALRTA DOES

Provides national representation and national leadership. Works to influence policy and regulatory outcomes, advance the industry's interests with governments, regulators and decision-makers, and strengthen national alignment on the issues that matter most.

WHAT ALRTA DOES NOT DO

Duplicate the proper work of state associations. Absorb state-specific operational matters or intervene in every issue in every jurisdiction. State associations remain essential to representing members in their own environments.

The operating environment

Australia's freight system is economically significant, road-dependent and growing. Operating costs remain a constant commercial pressure. Regulatory complexity continues to weigh on productivity. Workforce shortages are structural, not temporary. Animal welfare and social licence expectations are rising. In that environment, strong national leadership matters.

8.6%

of Australia's GDP from freight and logistics

75%+

of non-bulk domestic freight moved by road

+26%

forecast growth in national freight task to 2050

195,800

truck drivers nationally, median age 45

Mission, vision and strategy

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

**A U T H E N T I C · L E A D E R S H I P · R E S P E C T · T R U S T ·
A M B I T I O N**

These values guide how ALRTA works, how it represents the industry and how it holds itself to account. Together, they spell ALRTA.

The IDEA architecture

ALRTA's strategic priorities for 2026–2029 are built around four pillars — Influence, Develop, Engage and Advance. The detail of each pillar follows overleaf.

Where ALRTA will focus

Each pillar defines where ALRTA will lead nationally, where it will concentrate effort, and how it will create value for the industry over the next four years.

P I L L A R 0 1 I N F L U E N C E · *Shaping the external environment*

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

P R I O R I T I E S Fuel security · National operating standards · Clear and united national policy positions · Animal welfare

P I L L A R 0 2 D E V E L O P · *Building practical capability*

How ALRTA turns national priorities into practical schemes, evidence and capability. Develop is where ALRTA moves beyond advocacy alone and helps create the systems and foundations the industry needs.

P R I O R I T I E S Core projects · Research and development · Capability and capacity

P I L L A R 0 3 E N G A G E · *Strengthening the organisation*

How ALRTA strengthens its membership base, extends its reach and builds the relationships needed to operate as a strong national peak body. Engage is about participation, connection, visibility and organisational strength.

P R I O R I T I E S Membership growth and retention · Communication · Strategic collaboration

P I L L A R 0 4 A D V A N C E · *Lifting the industry*

How ALRTA helps lift the long-term performance, standing and future readiness of the industry. Advance brings together productivity, safety, best practice, welfare assurance and reputation.

P R I O R I T I E S Innovation and productivity · Best practice and welfare assurance · Reputation and social licence

How the plan will be delivered

Delivery depends not only on the four pillars themselves, but on the organisational foundations that make national leadership possible.

Our foundation for delivery

Seven enablers underpin the whole strategy: structure, roles and responsibilities, governance, communication and information flow, resourcing, alignment and culture, and risk management and assessment. Each will be strengthened through the life of the plan so that ALRTA is better equipped to deliver on its national role.

Governance and reporting

Council	Approves the strategy, sets overall direction and reviews performance against the plan at regular intervals.
Executive Committee	Monitors delivery between Council meetings, oversees progress against annual operating plans and supports timely decisions.
Executive Director	Translates the strategy into annual operating plans, budgets, work programs and reporting.

First twelve months

Priority actions for 2026–27 include adopting a clear national advocacy agenda, settling national positions on fuel security and agreed reform priorities, confirming the priority projects that will anchor the Develop pillar, sharpening the membership offer, progressing pathways for NSW, SA and NT to join or return, and completing the governance reset.

Measuring progress

Progress against the strategy will be reported quarterly to the Executive Committee and Council. The full plan includes an indicator framework across the four pillars and seven enablers. Baselines and targets will be confirmed in the 2026–27 annual operating plan.

READ THE FULL PLAN

This executive summary distils the ALRTA Strategic Plan 2026–2029. The full plan — including the detailed pillar pages, foundation for delivery, indicator framework, first-year action table and evidence base — is available at alrta.org.au.