**2025 National Freight and Supply Chain Strategy Implementation Plan**

The Commonwealth worked with all jurisdictions and the Australian Local Government Association (ALGA) in developing this document. It is a living document that may be updated periodically as actions are progressed.

**Actions commencing in 2025**

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| **Action** | **Deliverable** | **Expected Completion** | **Lead** | **Key collaborators** | **Governance** | **Key Milestones** |
| 1.1: Define and model the current freight and supply chain network | A comprehensive overview of the current national freight and supply chain network | Mid 2026 | Commonwealth | NSW, QLD, SA, VIC, WA | Working Group | * Establish project working group and settle project management plan * Secure funding * Commence data gathering and model development * Consult industry * Test assumptions and initial outputs * Deliver final product |
| 1.3: Improve freight education and awareness in urban and industrial land use planning | A micro-credential course for land use planners to increase awareness of the needs of freight | End 2026 | Commonwealth | NSW, VIC, WA, ALGA | Working Group | * Establish project working group and settle project management plan * Secure funding * Establish Industry reference group to guide course development, along with consideration of the [Urban Freight Planning Principles](https://www.freightaustralia.gov.au/what-are-we-doing/urban-freight-planning-principles) * Develop micro-credential course * Pilot micro-credential course with students and industry * Finalise report on course development and pilot outcomes |
| 1.4: Promote uptake of technology to improve safety and productivity | Undertake a stocktake of current and recent technology trials  Report annually through annual reporting process | Ongoing | All, through the JWG | N/A | Ongoing through JWG meetings/NFSCS annual report | * Define scope and definition of transport safety technologies to be included * During the course of 2025, conduct an initial stocktake of relevant trials underway internationally and within Australia * Report annually on trials conducted within Australia as part of the NFSCS annual reporting process |
| 2.1: Develop a National Freight Resilience Plan (NFRP) | A National Freight Resilience Plan | End 2025 | Commonwealth | All, through the JWG | All JWG/Working Group | * Establish project working group and settle project management plan * Draft NFRP * Consult government and industry stakeholders * Refine and complete NFRP |
| 2.3: Develop a Freight Infrastructure Investment Framework | A National Freight Network Investment Framework | End 2025 | Commonwealth | NSW, QLD, TAS, VIC, WA | Working group | * Establish project working group and settle project management plan * Settle scope * Understand jurisdiction investment plans and needs of industry * Identify and establish appropriate investment triggers and principles * Draft framework for stakeholder consultation * Finalise framework |
| 3.1: Develop government and industry frameworks to collaborate on the transition to net zero | Frameworks to guide industry in the transition to net zero | End 2026 | Victoria | All, through the JWG | Working group | * Establish project working group and settle project management plan * Draft frameworks including consultation with industry and consideration of existing work (i.e. the Transport and Infrastructure Net Zero Roadmap and Action Plan) * Test the frameworks with industry * Refine frameworks, incorporating feedback |
| 3.2: Support development of a domestic low carbon liquid fuels (LCLF) industry | A clear pathway and deliverables for investment into and establishment of the domestic LCLF industry | Ongoing | Commonwealth | Nil – but links in with 3.1 | Regular reporting to JWG on progress | * Prepare impact assessment for demand side policy options * Engage with DCCEEW regarding the expansion of the Guarantee of Origin scheme * Develop governance arrangements and project planning with DCCEEW for Guarantee of Origin scheme * Conduct impact analysis of the costs and benefits of demand-side measures * Finalise report |
| 3.3: Conduct safety research on batteries and zero emission power technologies for freight vehicles and locomotives | A desktop review/stocktake of existing research.  Report on future research activities when undertaken. | End 2026 | Commonwealth | NSW, VIC | Working Group | * Establish project working group and settle project management plan * Undertake desktop stocktake and identify gaps/opportunities for further research * Commission further research if needed/where appropriate * Secure funding * Conduct research and publish findings |
| 4.1: Develop a data development plan to support the National Freight Data Hub | A data development plan to support the future work of the NFDH | End 2026 | Commonwealth | NSW, QLD, SA, VIC | N/A | * Review current progress of the NFDH * Consider stakeholder needs to identify gaps * Ideate new inclusions and prioritise based on desirability, feasibility and viability * Test and prototype promising data opportunities * Finalise data development plan |
| 4.2: Quantify the economic significance of the supply chain and freight logistics industry to Australia | A research report that quantifies the value of the freight and supply chain industry to the Australian economy | End 2025 | NSW | All, through the JWG | All JWG/Working Group | * Settle project scope and existing work * Gather data and commence report drafting * Consult industry * Test assumptions and findings and refine report * Finalise report |

**Actions commencing in 2026**

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| **Action** | **Deliverable** | **Expected Completion** | **Lead** | **Key collaborators** | **Governance** | **Key Milestones** |
| 1.2: Model the ideal future freight network in 2040 | An overview of the ideal future freight network in 2040 | End 2027 | Commonwealth | NSW, QLD, SA, VIC, WA | Working Group | * Establish a project working group and settle project management plan * Secure funding * Commence data gathering and model development * Consult industry * Test assumptions and initial outputs * Delivery of final product |
| 2.4: Conduct a current and future skills gap analysis for the freight and logistics sector | A report that addresses evidence gaps, including recommendations to support future workforce planning & policy development | End 2026 | Commonwealth | VIC | Working Group | * Engage with Jobs and Skills Australia/Industry Skills Australia to settle project scope * Commence gap analysis/study * Consult industry and other interested stakeholders * Finalise report |
| 4.3: Develop additional key performance measures for future inclusion in the Strategy | Recommendations for new performance measures to be included in the Strategy in future | End 2027 | Commonwealth | NSW, NT, QLD, SA, VIC | Working Group | * Establish a project working group and settle project scope * Review guiding principles and recommendations from previous working group * Identify performance measures and potential data sources * Develop options paper to confirm priority measures * Provide recommendations to JWG for consideration |

**Actions commencing in 2027**

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| **Action** | **Deliverable** | **Expected Completion** | **Lead** | **Key collaborators** | **Governance** | **Key Milestones** |
| 2.2: Conduct periodic supply chain risk and resilience modelling | Analysis and modelling of supply chain risk and resilience building on the 2022/23 Road and Rail Supply Chain Resilience Review | End 2028 | Commonwealth | NSW, QLD, WA | Working Group | * Engage with BITRE for inclusion in forward work plan * Establish a project working group and settle project management plan * Collect and analyse data * Consult with industry and other interested stakeholders to test initial outcomes * Finalise report |