



Industry Skills
Australia

Transport and Logistics Industry



2025
Workforce
Plan

JSC

Jobs and Skills Council
Transport and Logistics
An Australian Government Initiative

About ISA

Industry Skills Australia (ISA) has been established as the Jobs and Skills Council (JSC) for the Transport Supply Chain industries, which includes Aviation, Maritime, Rail, Transport and Logistics, and the emerging sectors of Omnichannel Logistics and Distribution, and Air and Space Transport and Logistics.

Owned and led by industry, our JSC is committed to building a world-class supply chain workforce to increase productivity, create better jobs and build opportunities for individuals.

We will do this through:

- leveraging almost 30 years of history with Transport Supply Chain industries
- undertaking research and data analysis to inform workforce planning
- advocating for a workforce development approach in tackling industry skills issues, and
- developing priority training package products.

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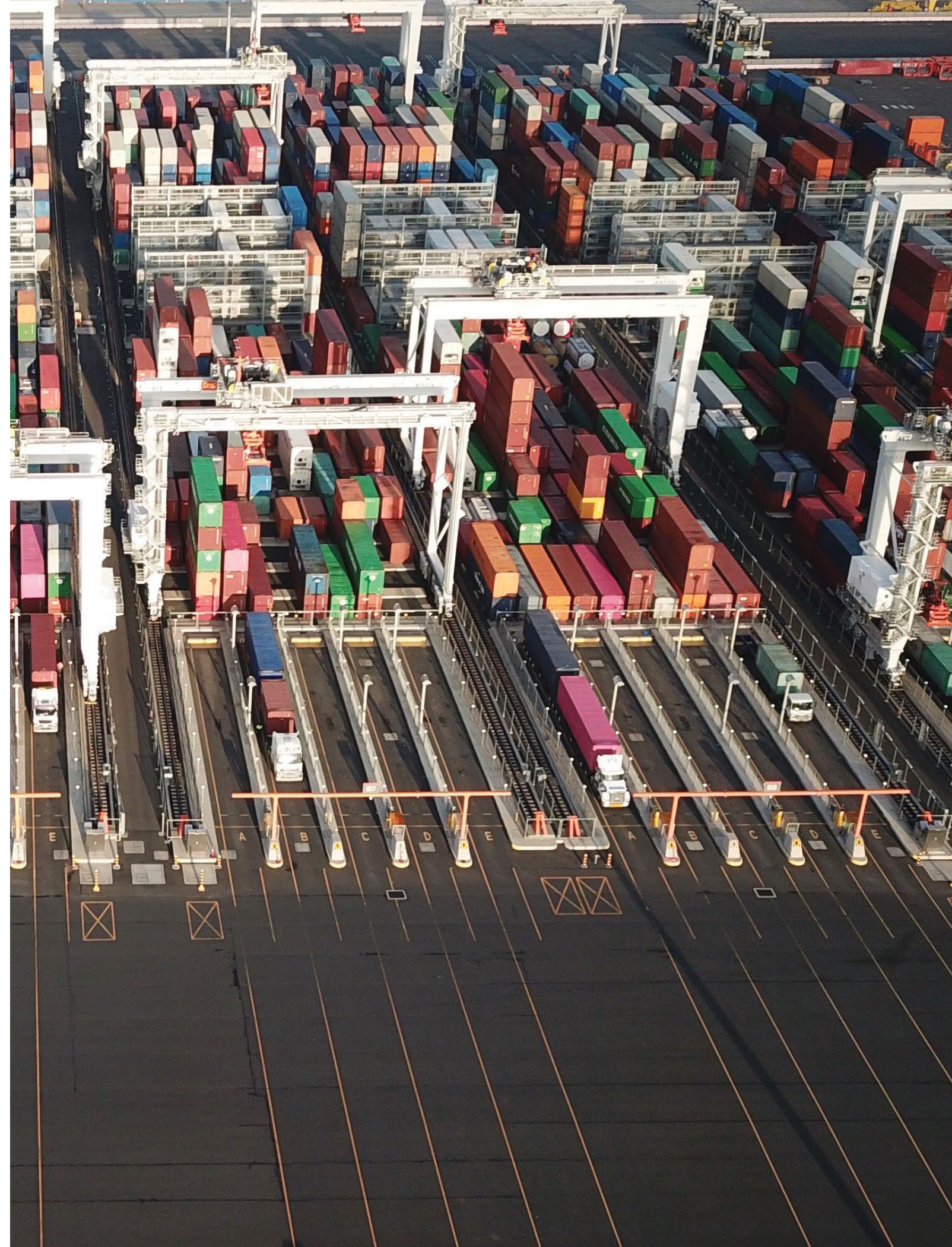


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About the Workforce Plan

Purpose

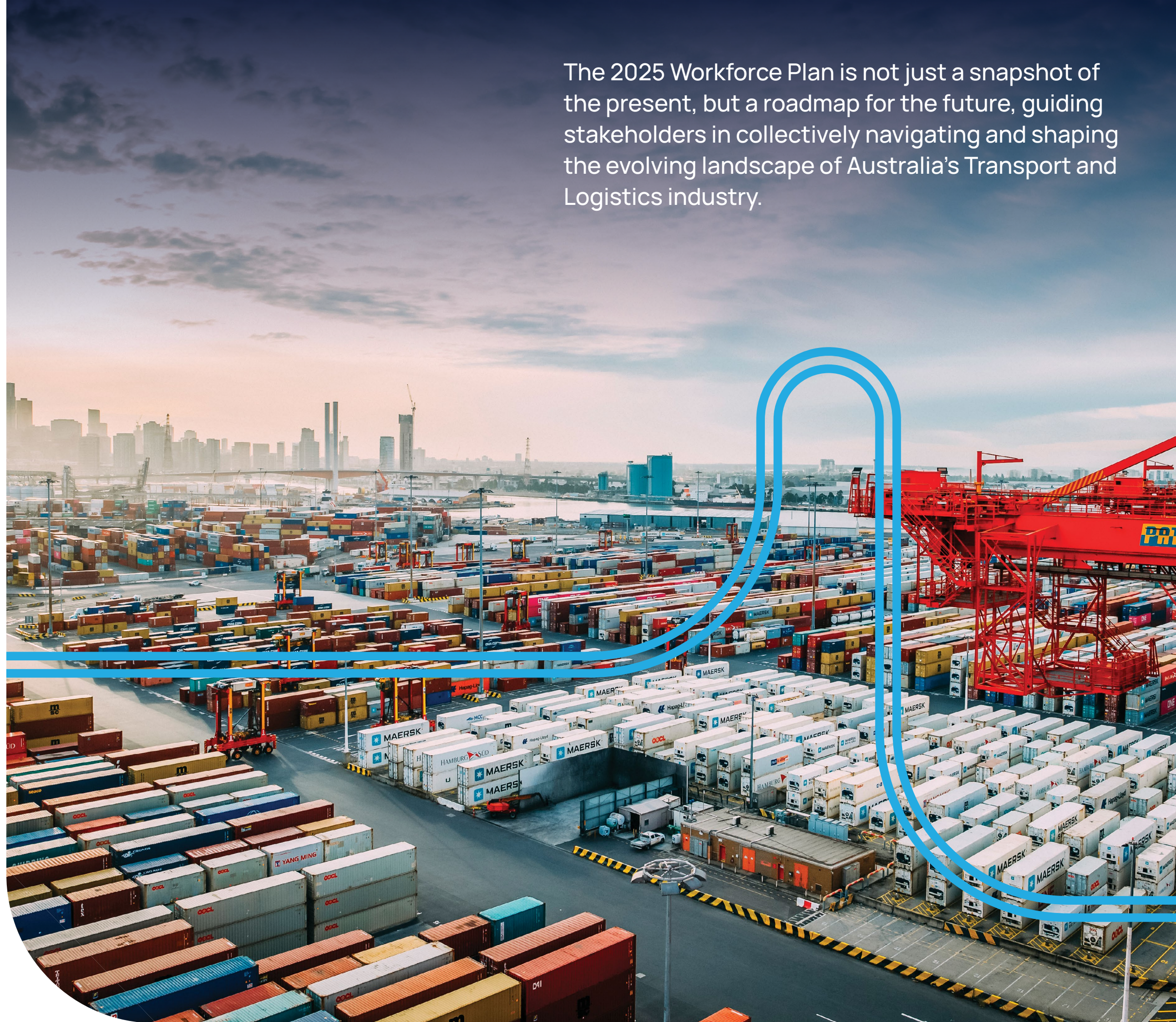
Workforce Planning is the strategic centrepiece for Jobs and Skills Councils to inform and establish each of their other functions. The Workforce Plan serves as a guide to identifying the contemporary drivers and challenges within Australia's Transport and Logistics industry and developing forward-thinking actions to address those challenges. Drawing upon a rich blend of data sources, including industry reports, stakeholder consultation and the direction from our Strategic Workforce Planning Committee, it outlines the current obstacles impeding the industry's progress and proposes practical actions to overcome these hurdles.

The Workforce Plan begins the groundwork for ongoing evaluation and strategy refinement. It aims not only to diagnose current challenges but also to anticipate future trends and opportunities. This proactive approach ensures that the Australian Transport and Logistics industry remains agile and responsive to changing conditions.

A crucial aspect of this document is its collaborative nature, emphasising the value of stakeholder input. By incorporating diverse perspectives from industry experts, policy makers, and practitioners, the strategies presented are both robust and attuned to the real-world dynamics of the Transport and Logistics industry.

The Workforce Plan will serve as a dynamic tool for ongoing stakeholder engagement to maintain a deep understanding of current, emerging, and future workforce challenges and opportunities, and inform annual iterations of the Plan. This engagement will help identify skills gaps and shortages across the Transport Supply Chain, including in small, niche, and regional sectors. Collaboration with Jobs and Skills Australia will also provide employment outlooks for each industry sector. These insights will enable a proactive and well-informed approach to workforce planning and the development of targeted strategies to address key industry challenges.

The 2025 Workforce Plan is not just a snapshot of the present, but a roadmap for the future, guiding stakeholders in collectively navigating and shaping the evolving landscape of Australia's Transport and Logistics industry.



Foreword

I am pleased to present the 2025 Workforce Plan for Australia's Transport and Logistics Industry, prepared by Industry Skills Australia and overseen by the Transport and Logistics Strategic Workforce Planning Committee.

The Committee brings together passionate and experienced industry leaders to shape the annual Workforce Plan through proactive consultation with stakeholders and rigorous research and analysis. We have engaged with employers, unions, regulators, government representatives, industry peak bodies and associations and training and education stakeholders to explore and analyse the current challenges facing the industry and identify action that is needed from industry, government and the national skills system.

For the Transport and Logistics industry to continue its crucial role supporting Australian businesses and communities, we must understand and anticipate future workforce challenges and emerging skill needs.

The 2025 Workforce Plan builds on the work of the 2024 Workforce Plan, including a series of actions already underway to address these challenges. It also sets out a series of interrelated challenges and drivers of change for the industry. First among these is the difficulty in attracting and retaining workers, which could be linked to community perceptions and lack of awareness of the variety of career opportunities and pathways available in the industry. A persistent shortage of heavy vehicle drivers is impacting operations across Australia, particularly in regional areas where limited access to industry relevant training is most acute. At the same time, emerging technologies and decarbonisation efforts are reshaping workforce skill requirements. To address identified skills gaps, the industry needs access to consistent training products that reflect industry best practice and updated regulatory requirements.

Through the identification of proposed actions, the 2025 Workforce Plan provides Industry Skills Australia and Transport and Logistics industry stakeholders with a way forward for addressing priority areas through collaborative action.

Thank you to all stakeholders who contributed intelligence, insight and ideas to the 2025 Workforce Plan. We look forward to continuing our work with you to collectively shape the future of our industry.

Tim Dawson
Chair, Transport and Logistics Strategic Workforce Planning Committee

Executive Summary

The Transport and Logistics (T&L) industry is integral to the national economy and vital to the operation of all Australian industry and communities. The industry encompasses businesses of all types and sizes across metropolitan, regional and remote locations. T&L industry activities can be categorised into three occupational areas:



Road Transport



Logistics



Stevedoring

The T&L industry employs more than 581,000 people across Australia and the workforce is expected to grow by 9.1% over the next decade. By identifying and analysing the key factors that impact the supply and demand of workers in the T&L industry, the Workforce Plan can assist government, industry and enterprises to better understand workforce issues and develop and implement potential solutions.

Summary of Actions

The actions in the Workforce Plan have been developed and designed to address some of the key industry challenges and drivers as a priority. Each action is a high-level description of a project and will be fully scoped, planned and implemented in consultation with relevant stakeholders. These include:

Industry Challenge/Driver	Proposed Actions
Industry struggles to attract and retain workers	School to Work Pathway Pilot - pilot an attraction and training program for secondary schools to create a sustainable pathway to the T&L industry.
Heavy vehicle driver shortages persist	Skilling Heavy Vehicle Drivers and Licensing Update - review and update heavy vehicle licensing competency standards within vocational training products to align with training components provided by Austroads as part of reforms approved under the Review of the National Heavy Vehicle Driver Competency Framework. Addressing Heavy Vehicle Driver Shortages - develop a National Heavy Vehicle Driver Action Plan in consultation with industry, to clearly articulate actions and responsibilities required to address critical heavy vehicle driver shortages.
Skills gaps in specialised roles/sectors	Livestock Transport Training Development - determine the skills and knowledge required by livestock transport drivers to provide a benchmark for nationally consistent training and industry best practice through development of a new Skill Set. Review of Dangerous Goods Driver Training - to improve training for better alignment with the actions and behaviours required to ensure the safety of a dangerous goods (DG) driver and that relevant training is developed to allow an easy transition to the new Australian Dangerous Goods (ADG) code when it comes into force.
New skills needed for emerging technologies	Digital Skills - using DigComp 2.2 as the Digital Framework to review digital skills for a selected number of occupations in our industries.

The **Key Challenges and Drivers** section of the Workforce Plan explores the current labour market dynamics and workforce challenges that are influencing the supply and demand for workers in the T&L industry. Extensive research and stakeholder consultation has found that:

- Industry struggles to attract and retain workers
- Heavy vehicle driver shortages persist
- Limited access to industry relevant training hinders skills development
- Skills gaps in specialised roles/sectors
- New skills needed for emerging technologies

The 2025 Workforce Plan has been informed by ongoing engagement with stakeholders to gather workforce intelligence and inform evidence based and industry supported actions. The development of annual Workforce Plans allows the T&L industry to continuously refresh and deepen understanding of the factors that influence workforce supply and demand and ensure the development of strategic responses.

This plan also identifies a number of related existing workforce strategies and initiatives and maps them to industry challenges and drivers. Where relevant, the 2025 Workforce Plan will seek to align with, or contribute to, these strategies and initiatives, or collaborate with those responsible for their implementation.

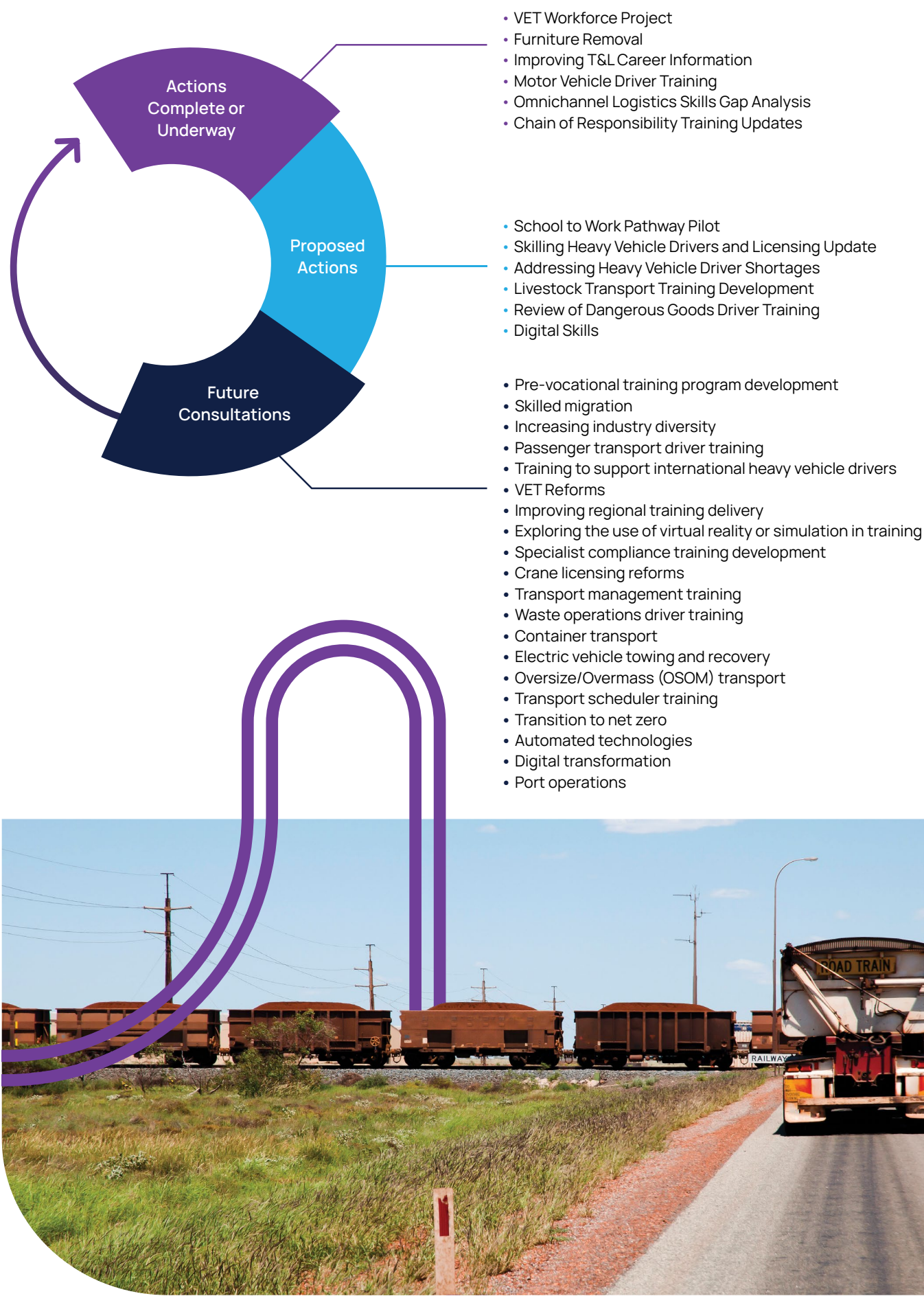
Industry Challenge/Driver	Actions Complete or Underway
Limited access to industry relevant training hinders skills development	VET Workforce Project – aimed at supporting a sustainable VET workforce for the transport sectors (Aviation, Maritime, Rail and Transport and Logistics). A study will be completed, focussing on current and emerging VET workforce issues.
Skills gaps in specialised roles/sectors	Furniture Removal - reviewing training products for furniture removalists to ensure relevance to current industry practices, identify transferable skills and improve access to training delivery. Motor Vehicle Driver Training - updating superseded units of competency in the qualification used by professional driver trainers to train light, heavy vehicle and motorcycle driving instructors. Chain of Responsibility Training Updates - updated two Chain of Responsibility units of competency and 11 qualifications to ensure they align with current regulatory requirements.
Industry struggles to attract and retain workers	Improving T&L Career Information - develop a comprehensive repository of career and pathway information for specific occupations to support the attraction and retention of workers.
Heavy vehicle driver shortages persist	
New skills needed for emerging technologies	Omnichannel Logistics Skills Gap Analysis - to identify potential changes to nationally endorsed training products related to the skills and knowledge required for omnichannel logistics.

Summary of Future Consultation

The Future Consultation activities identified in this Workforce Plan will be used to inform challenges and drivers in the 2026 Transport and Logistics Workforce Plan and potential workforce actions. These include:

Industry Challenge/Driver	Proposed Further Consultation
Industry struggles to attract and retain workers	<ul style="list-style-type: none"> • Pre-vocational training program development • Skilled migration • Increasing industry diversity
Heavy vehicle driver shortages persist	<ul style="list-style-type: none"> • Passenger transport driver training • Training to support international heavy vehicle drivers
Limited access to industry relevant training hinders skills development	<ul style="list-style-type: none"> • VET Reforms • Improving regional training delivery • Exploring the use of virtual reality or simulation in training
Skills gaps in specialised roles/sectors	<ul style="list-style-type: none"> • Specialist compliance training development • Crane licensing reforms • Transport management training • Waste operations driver training • Container transport • Electric vehicle towing and recovery • Oversize/Overmass (OSOM) transport • Transport scheduler training
New skills needed for emerging technologies	<ul style="list-style-type: none"> • Transition to net zero • Automated technologies • Digital transformation • Port operations


Workforce Plan Actions




Industry Overview

The Transport and Logistics (T&L) industry is integral to the Australian economy and communities, enabling the distribution of goods and services throughout the country. In addition to supporting other industries, T&L contributes directly to the national economy, generating an estimated \$161.4 billion in revenue in 2023-24.¹


T&L industry activities can be categorised into three Occupational Areas:



Road Transport – operating and coordinating road vehicles for the transportation of passengers or freight by road.



Logistics – planning, operating and coordinating the flow of passengers or freight by any mode of transport. Includes warehousing, freight forwarding, mobile crane operations, inventory management and demand and supply planning.



Stevedoring – loading or unloading vessel cargo, stacking and storing on the wharf, and receiving and delivering cargo within the terminal or facility. Includes loading of trucks and trains that transport the cargo to the consignee.

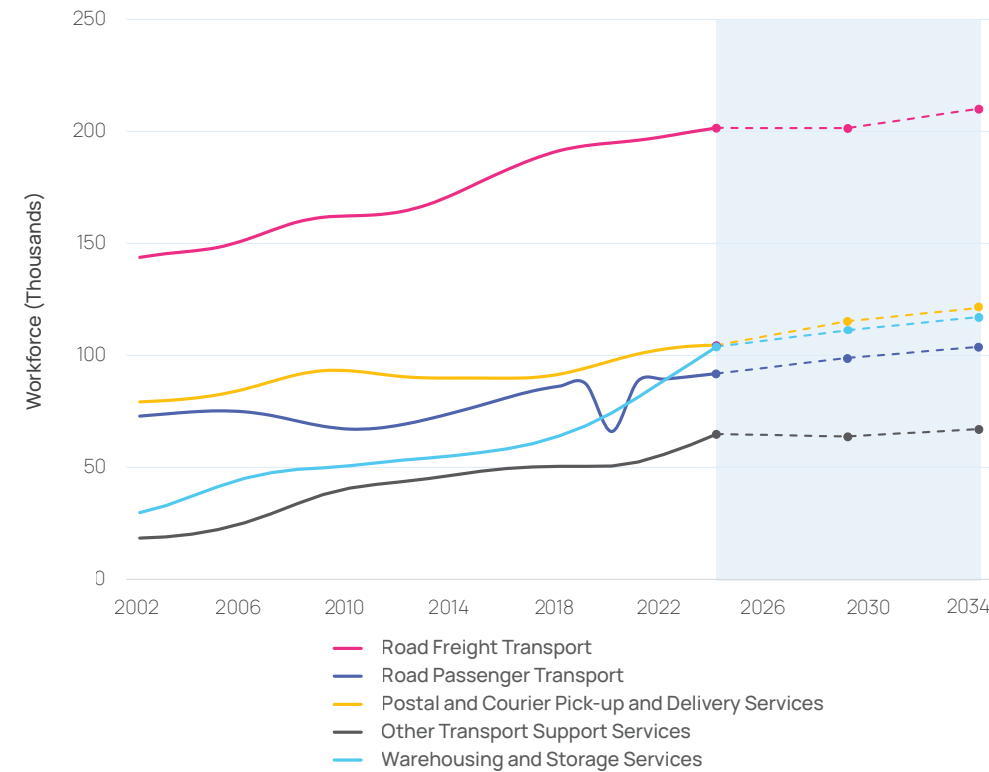
Transport is one of Australia's critical infrastructure sectors, defined as an essential service for the country's social and economic wellbeing. One of the vital functions that the industry performs is the distribution of food to consumers and communities across the country. The critical contribution of the T&L industry to the food supply chain was highlighted in the final report of Jobs and Skills Australia's Food Supply Chain Workforce study.² The T&L industry transports produce, livestock and manufactured food and beverages to consumers from farms and fisheries over vast distances via distribution centres, saleyards, ports, retail outlets and other parts of the supply chain.

¹ IBISWorld Industry Wizard (November 2024)
² Jobs and Skills Australia. (2025). [An essential ingredient – The food supply chain workforce](#)



As a whole the T&L industry employed more than 581,000 people in 2024 across the major subsectors of road transport, logistics and stevedoring, and the workforce is projected to grow by 4.2% to May 2029 and 9.1% to May 2034 (**Figure 1**).³

Figure 1: Transport and Logistics Industry Workforce, 2002 - 2034



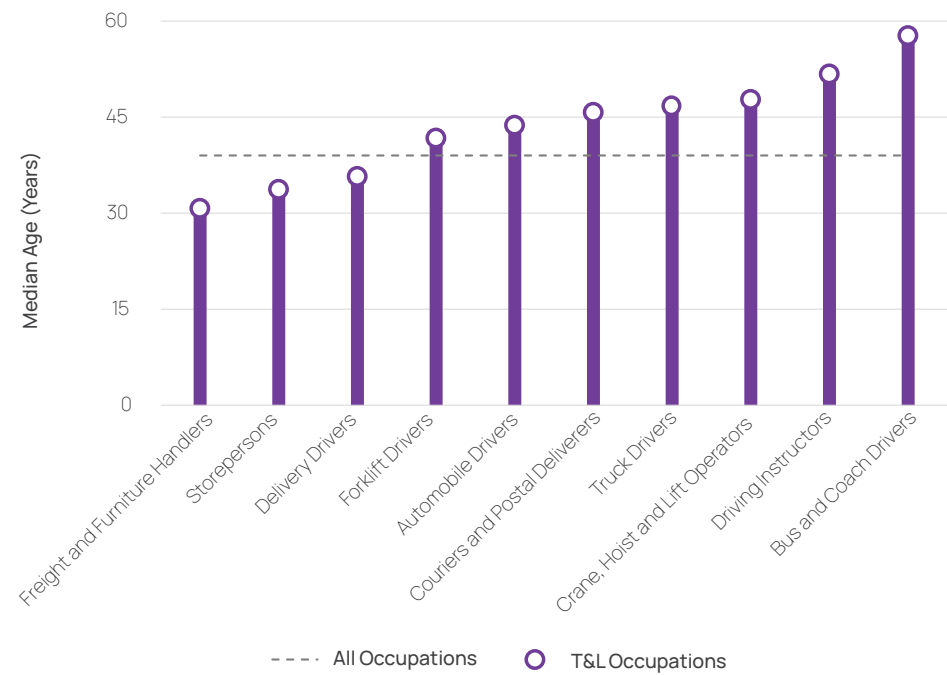
Source: JSA Labour Force Trending (Nov 2024), JSA Employment Projections (2024 to 2034)

THE T&L WORKFORCE WILL
grow by 9.1% by 2034

³ Jobs and Skills Australia. [Employment projections produced May 2024 to May 2034](#)

Figure 2 shows that most T&L operational workers are older than the national median age. Truck Drivers were 8 years older, and Bus Drivers were 19 years older than the overall workforce median in 2023.

Figure 2: Median Age of Select T&L Occupations vs Median Age For All Occupations

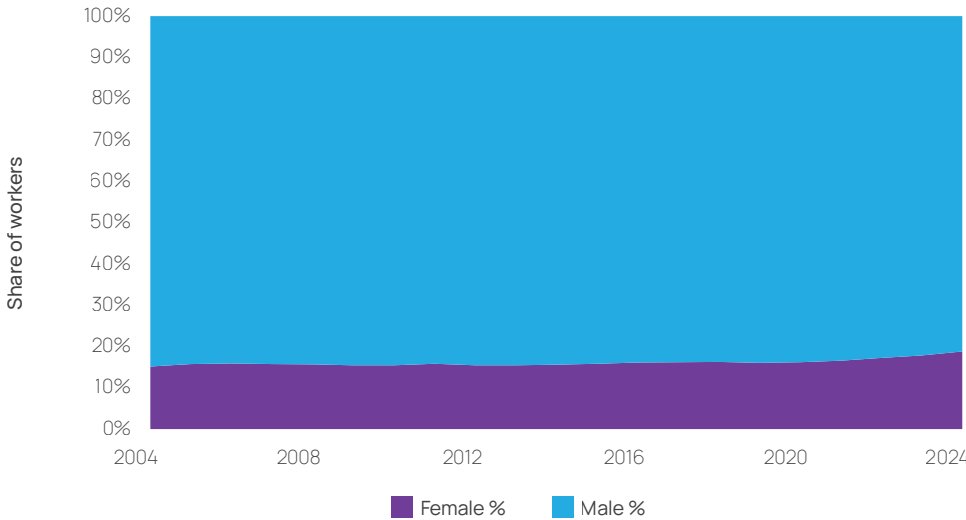


Source: JSA Occupation profiles data - November 2024, Tables 1 and 9

MANY T&L WORKERS ARE
older than the national average

Female participation in the T&L workforce has grown modestly over the past 20 years, rising from 15.1% of operational workers in 2004 to 18.9% in 2024 (**Figure 3**). Women are primarily concentrated in administrative roles, such as Logistics Clerks (45.4%) and Mail Sorters (39.2%), while their representation remains low in operational roles like Truck Drivers (5.5%) and Crane, Hoist, and Lift Operators (4.4%).⁴

Figure 3: Female Employment Share 2004 - 2024



Source: ABS, LFS, EQ08 2024, 4 - quarter average, 4 - year rolling average

Women now make up 18.9%
OF T&L WORKERS



⁴ Australian Bureau of Statistics, Detailed Labour Force Survey, EQ08 - Employed persons by Occupation unit group of main job, November 2024 (annual average of original data)



TRANSPORT & LOGISTICS
BUSINESS NO.

207,532

178
with
200+
employees

1,840
with
20-199
employees

205,514
with
0-19
employees



80%
AUSTRALIAN
HOUSEHOLDS
MAKING
AN ONLINE
PURCHASE IN
2023

COMMERCIAL VEHICLES
ON AUSTRALIAN
ROADS IN 2024

4.7 MILLION



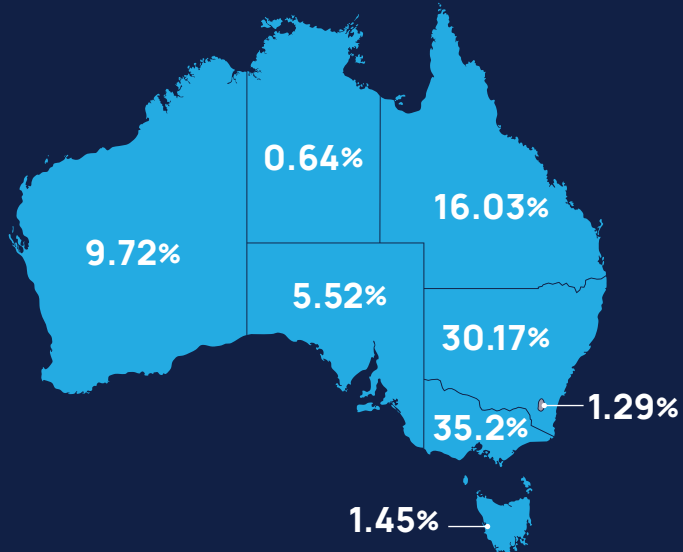
MEDIAN AGE
43

T&L INDUSTRY
ESTIMATED ANNUAL
REVENUE \$B 2023-24

161.4



BUSINESS DISTRIBUTION BY STATE %



TONNES OF ROAD FREIGHT
MOVED 2024

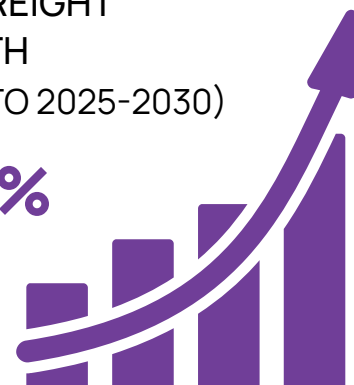
244 BILLION

GDP CONTRIBUTION
\$B 2024

61.56

DOMESTIC FREIGHT
TASK GROWTH
(PROJECTED TO 2025-2030)

11.30%



TRUCK
DRIVERS **9th**
MOST NUMEROUS
OCCUPATION IN
AUSTRALIA

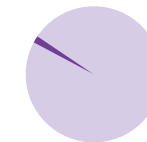


WORKFORCE†

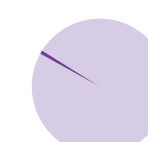
581,377



20.4%
Female

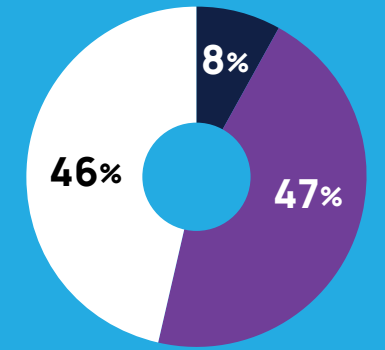


1.7%
Aboriginal &
Torres Strait Islander



1%
With a
disability

RESIDENTIAL DISTRIBUTION
OF WORKERS



Major cities Regional Remote

WORKFORCE
NEARING RETIREMENT
(AGED 56-66)

18.6%



QUALIFICATION
ENROLMENT 2023

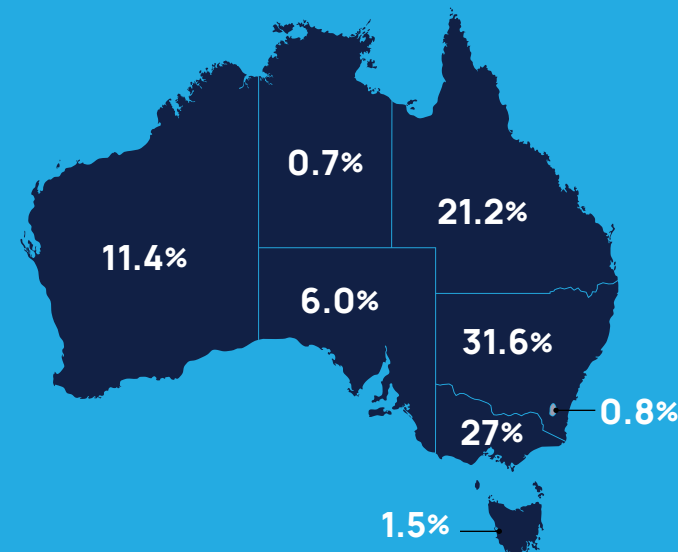
29,214



TOP 5 OCCUPATIONS

1	Truck Driver		148,284
2	Storeperson		134,598
3	Delivery Driver		69,982
4	Forklift Driver		55,980
5	Bus Driver		34,190

WORKFORCE DISTRIBUTION



Key Challenges and Drivers

A. Industry struggles to attract and retain workers

The ability to attract and retain workers continues to be one of the highest concerns for employers from all sectors of the T&L industry and has far-reaching implications for businesses, supply chains and the Australian economy. Workforce shortages not only impede industry's ability to meet current service demands, but also limit capacity to service freight tasks which are forecast to increase by 23.4% in the ten years to 2034⁵. Government priorities to shift more travel to public transport to support decarbonisation efforts will increase future demand for passenger services. This is at a time when some transport operators are already struggling to meet contractual service requirements due to workforce shortages.⁶

Workforce attraction and retention issues in the T&L industry are compounded by community perceptions around careers in the industry and a general lack of awareness of the number and variety of career opportunities and pathways available. Industry stakeholders have suggested that more collaborative partnerships with schools are needed to promote career opportunities and support school-to-work pathways to encourage younger workers into the industry.

There have been efforts in the broader T&L industry to address workplace culture and support workforce health and wellbeing, including a heightened emphasis on managing psychosocial hazards and Respect at Work obligations.⁷ Employers have highlighted the increasing number of psychological injuries resulting from negative interactions with the public, which in turns sees a higher level of workers compensation claims or workforce resignations. The need for resilience training is seen as an important tool to support workers being exposed to anti-social behaviours in the workplace.

Employers also report difficulties in navigating legal obligations around the use of prescription medications or other substances which may have flow on effects to other workers and workplace safety implications.

Industry stakeholders have stated that increased use of existing resources, such as mental health and well-being programs tailored for the T&L industry, would help businesses and their workers to access support services. Ensuring robust measures are incorporated into business procedures helps to demonstrate industry's commitment to creating a safe and professional working environment and makes the industry a more attractive employment option for prospective workers from all backgrounds.

Some employers have identified changing or unrealistic work expectations, particularly among younger generations, as a barrier for recruitment. Changing societal expectations around work-life integration can be difficult for employers to accommodate when there are limited opportunities to offer more flexible working arrangements in some occupations. Long haul services, peak demand times and on-site work processes mean that hybrid and home-based work are not an option in many parts of the industry. Creative strategies may be necessary to offset this limitation and to highlight other benefits associated with T&L roles, such as job security in an essential industry, transferable skills and opportunities for career progression.

Removing bias against employing workers over a certain age has been raised in discussions at ISA roundtables, where the benefits of engaging mature workers were highlighted. Mature workers are recognised as a less transient workforce cohort, with life skills and experience that can have a positive influence on younger or less experienced workers through potential opportunities for mentorship. Removing income restrictions for pensioners to enable them to work more hours before their pension is affected, would assist in tapping into the valuable mature workforce.

Businesses should also consider transition to retirement plans for older workers, including increasing flexibility for work hours or less labour intensive tasks, to ensure these workers can still contribute to the workforce in a meaningful capacity.

Challenges specific to regional areas include difficulties for young people in obtaining a C class drivers licence, which is often essential to engage in training or employment. In many regional areas, limited public transport availability restricts workforce or training participation opportunities for individuals from a variety of cohorts and socio-economic backgrounds.



Across the T&L industry, the struggle to attract and retain workers is underpinned by:

- shortages in critical industry occupations
- age or time-based licensing restrictions
- lack of career awareness and information
- limited training incentives
- lack of workforce diversity
- lack of skilled migration pathways.

Shortages of heavy vehicle drivers, customs brokers and warehouse workers

Like many other industries, the T&L industry is impacted by widespread occupational shortages. T&L employers report high competition for workers with the Mining and Resources sector where employers can offer higher wages. The 2024 JSA Occupational Shortage List ([Table 1](#)) shows that while the number of occupations in national shortage has decreased over the past year, shortages persist in many states and territories.⁸

Table 1: Transport and Logistics Occupations in Shortage by State/Territory (Full Table)

Occupation title	2021	2022	2023	2024
Bus Driver	NT	AUST	AUST	ACT, NT, QLD, SA, TAS
Charter and Tour Bus Driver			VIC	NT
Crane, Hoist or Lift Operator		AUST	AUST	AUST
Despatching and Receiving Clerk				NT
Fleet Manager				NT
Forklift Driver	NT	NT	NT	NT
Furniture Removalist			VIC	NT
Import-Export Clerk				NSW
Order Clerk				NSW
Production Clerk	NSW		QLD	NSW
Purchasing Officer	NSW			NSW
Stock Clerk				NSW
Storeperson		NT	NT	NT
Supply and Distribution Manager	NSW		NT	NT
Taxi Driver			NT, VIC	NT
Truck Driver (General)	NT	AUST	AUST	AUST
Warehouse Administrator	NSW		NT	NSW, NT

Source: Occupational Shortage List (14 February 2025)
AUST: All States and Territories

⁵ BITRE Australian Aggregate Freight Forecasts, 2022 update
⁶ New South Wales auditor general's report. (2025). [Bus contracts in metropolitan Sydney](#)
⁷ SafeWork. (2024). [Guide to work health and safety in the road freight transport industry](#)

⁸ JSA. (2024). [Occupation Shortage list](#)

Workforce shortages are having a significant financial impact on **road freight** enterprises. A shortage of heavy vehicle drivers, warehousing and support workers, and skilled maintenance technicians, limits businesses' ability to meet contractual requirements and leads to delays, increased freight costs and reduced productivity.

Passenger transport operators are similarly affected by the lack of experienced and suitably qualified drivers and support staff, impacting the delivery of passenger transport as an essential service. Recruitment and improved retention strategies are now critical to ensure the continuation of services.⁹

In the **warehousing** sector, the shortage of skilled workers has been exacerbated by consumer demand and the continuing rise of online shopping. In 2024, online spending surged to a record \$69 billion, marking a 12 percent year-on-year increase after three years of flat growth.¹⁰ The sector has flexible workforce solutions to accommodate fluctuating demand, however this reliance on casual workers for cost-effective, scalable labour during peak periods can pose challenges to workforce training and retention.

Global and domestic disruptions have affected shipping capacity and availability, further adding to supply chain delays and increasing costs associated with cargo movement. During 2023-2024, port congestion contributed to a decline in vessel schedule reliability which in turn presents challenges for the stevedoring sector in workforce allocation.¹¹ Despite the recent disruptions, **stevedores** handled a greater number of

containers in 2023-24 than previous years, with total throughput increasing by 5.1% from 2022-23.¹²

To remain competitive, businesses in the **freight forwarding** sector are increasingly expanding their business offerings to incorporate warehousing and customs broking services.¹³ Securing a future workforce of experienced and qualified customs brokers is a key challenge for the sector. More than half (54.3%) of customs brokers are over the age of 50¹⁴ and replacing experienced staff takes time due to strict training and licensing requirements. Only licensed customs brokers can clear freight across borders, and in an island nation, a sufficient customs broking workforce is critical to ensure the efficient movement of goods.

Employers continue to express concerns about workforce issues that are continuing to place pressure on their ability to meet changing customer service requirements. The key issues of concern are the age profile of existing workers, skilled labour exiting the workforce and an inability to attract new entrants.

For some sectors, access to workers can be heavily impacted by regional events. Parts of the road network in Northern Territory, Western Australia and Queensland are regularly flooded or affected by severe weather events. Regionally based employers are also disproportionately affected by major infrastructure projects which create heightened competition for workers.



Limited training incentives is a barrier to recruitment and skilling

T&L industry employers are experiencing increasing operational costs, driven by rising insurance and workers compensation premiums, vehicle registration fees, maintenance costs and high staff turnover. This restricts their ability to invest in training for new and existing workers. At the same time, few T&L industry options are included in Fee-Free TAFE offerings across the country. Potential industry entrants may therefore be required to fund their own skills development, creating a significant barrier to industry entry. Employers and industry associations continue to advocate for additional government assistance to address training barriers for new workforce entrants and to support the upskilling of existing workers.

In addition, the removal of the Hiring Incentive for Non-priority Occupation Employers from the Australian Apprenticeship Incentive System as of 1 July 2024, has had a detrimental impact on industry's ability to invest in the attraction and skilling of workers through traineeships or apprenticeships. Most T&L occupations are not included in the Apprenticeship Priority List and are therefore ineligible to attract the current federal incentives. Industry employers and training providers report severe declines in traineeship/apprenticeship enrolments due to the removal of the Hiring Incentive. This further exacerbates issues with increasing the overall workforce pool and the continuous poaching of skilled workers.

The Government is undertaking a Strategic Review of the Australian Apprenticeship Incentive System. The Review's Final Report¹⁵ was released in January 2025, outlining a range of recommendations to reform the Apprenticeship Incentive System, which are currently under Government consideration.

Other factors limit access to training and employment for potential workforce entrants:

- the offshoring or digitisation of lower-level tasks in freight forwarding can limit opportunities for new entrants to gain the foundational skills required for career progression in the sector and can create barriers for workers who need experience to gain licences
- age restrictions for work-related licences, including inconsistencies across jurisdictions, create barriers for young people entering the industry
- inadequate language, literacy, numeracy and digital skills prevent some potential workers from participating in employment or training
- access to training and employment in regional and remote areas is affected by both access to transport and internet connectivity. Limited access to housing, transport and childcare can prevent potential workers from relocating to take up work in regional and remote locations.

A lack of diversity is contributing to occupational shortages

ISA's recent workforce survey found that the majority (60%) of respondents recognise that increasing diversity could help address occupational shortages, with 40% agreeing and 20% strongly agreeing, while only 10% disagreed. This indicates a broad consensus on the issue from across stakeholder groups, highlighting the need for targeted efforts to diversify the workforce and address the resulting shortages in the T&L industry.

ISA's Annual Jobs and Skills Report 2024, showed that occupations with a strong gender imbalance were more likely to be in shortage (**Figure 4**). This has been the experience in the T&L industry, where diversity is notably lacking. Female employment in the **freight transport** sector remains low at 16% of the workforce and their employment is concentrated in clerical and administrative roles. Women account for only 2% of the freight transport sector's truck drivers.¹⁶

Women are also underrepresented in senior leadership roles where just 4.5% of the workforce are female compared with a national average of 20%.¹⁷ Industry stakeholders have suggested that leveraging existing initiatives such as National Women in Transport¹⁸ and Wayfinder: Supply Chain Careers for Everyone,¹⁹ and promoting the work of organisations such as Transport Women Australia Ltd²⁰ and Women in Transport Australia,²¹ can help create more visibility around T&L careers for females.

⁹ Bus Industry Confederation (2024). [Riding on the same sub: Policy Manifesto](#)

¹⁰ Australia Post. (2025). [Australia Post eCommerce Report 2025](#)

¹¹ Sinay. (2024). [Real-time port congestion updates for 2024-2025](#)

¹² Australian Competition & Consumer Commission. (2024). [Container stevedoring monitoring report 2023-24](#)

¹³ HLB Mann Judd. (2022). [Freight forwarding & customs broking industry benchmark report](#)

¹⁴ Freight & Trade Alliance (FTA). (2023). [Submission to the Australian Border Force \(ABF\) Customs Broker Licensing Conditions](#)

¹⁵ Department of Employment and Workplace Relations. (2025). [Strategic review of the Australian apprenticeship incentive system – Final report 2024](#)

¹⁶ Jobs and Skills Australia. (2025). [An essential ingredient – The food supply chain workforce](#). Pg. 71

¹⁷ National Women in Transport. (2024). [Strength in diversity: Empowering women in the transport sector](#)

¹⁸ [National Women in Transport](#)

¹⁹ Australian Logistics Council. [Wayfinder – Supply chain careers for everyone](#)

²⁰ [Transport Women Australia Ltd](#)

²¹ [Women in Trucking Australia](#)



Figure 4: Occupational Shortages by Gender Balance



OCCUPATIONS
WITH A STRONG
*gender
imbalance*
ARE MORE LIKELY TO
BE IN SHORTAGE

Amidst the current severe labour shortage, increasing female participation in the T&L workforce is not only a means to introduce diverse perspectives and skillsets, but is an economic necessity for the country.

To build a more diverse workforce in the T&L industry, it is important to understand and remove barriers to employment for underrepresented groups.²² Industry can play a role by connecting with schools and employment support organisations, promoting positive aspects of roles in the industry and fostering safer workplaces to enhance workforce integration.

²² iMove. (2022). [The barriers to women entering and progressing in transport roles](#)

Additionally, consideration should be given to the needs of workers from culturally and linguistically diverse (CALD) backgrounds, to support safe and successful workforce participation. Strategies to address this could include the development of training resources or tools in a variety of formats to better communicate workplace and safety requirements. Culturally sensitive resources for employers would also assist in integrating workers from different backgrounds into the workplace.

T&L industry leaders recognise that a key part of workforce planning is understanding what is important to different demographics. Further, research on the food supply chain workforce highlighted the need to focus on current and future workforce planning and target recruitment from broader workforce pools to safeguard Australian food security.²³

Alternate strategies to consider when seeking to build the T&L workforce pool, may require a change of industry recruitment practices or government intervention. These could include:

- focus on transferable skills, rather than industry experience to enable recruitment from broader workforce pools
- look at industry sectors releasing workers and develop training and support strategies to integrate workers into the T&L sectors. This could involve early identification of site closures in the mining and resources sector and

²³ Jobs and Skills Australia. (2025). [An essential ingredient – The food supply chain workforce](#). Pg. 73

²⁴ Department of home affairs. (2024). [A migration strategy for Australia](#)

engagement with organisations supporting exiting Australian Defence Force members as they transition into civilian employment

- increase income thresholds for pensioners to allow them to earn more before their pension is affected and streamline reporting requirements. This could boost industry's ability to access experienced and skilled workers. Current income restrictions and the process to reconcile earnings act as a deterrent to workers who would still like to contribute to the workforce
- explore skilled migration opportunities for occupations in shortage in the T&L industry. Further analysis of the industry's current use of skilled migration visas could identify alternate options under new visa categories in the Migration Strategy.²⁴

Proposed Actions:

- [School to Work Pathway Pilot](#)
- [Addressing Heavy Vehicle Driver Shortages](#)

Actions Complete or Underway:

- [Improving T&L Career Information](#)

Future Consultation:

- [Pre-vocational training program development](#)
- [Skilled migration](#)
- [Increasing industry diversity](#)



B. Heavy vehicle driver shortages persist

The **heavy vehicle driver shortage** in Australia has significant flow-on implications for the whole Australian economy. Disruptions and delays in the Transport Supply Chain cause interruptions to just-in-time inventory systems used across many industries, while the need for higher driver wages contributes to increased costs for businesses. A lack of available drivers has significant implications for business profitability and viability. Industry employers have reported many cases of heavy vehicles parked up because no drivers were available to operate them.

Safety risks are also heightened when industry is forced to employ drivers who lack necessary skills and experience.²⁵ Driver shortages limit industry's ability to fulfil customer's service requirements and capitalise on opportunities for growth and profitability.²⁶ The wider community is also impacted by delays and cancellations caused by driver shortages in passenger transport.²⁷

Many experienced drivers are leaving the industry citing a range of reasons such as regulatory financial penalties, other inexperienced drivers on the roads, lack of infrastructure or unsafe road networks.

Employers and industry associations continue to raise the impacts of the driver shortage which falls disproportionately on regional areas that are heavily reliant on road transportation for access to goods and services. Regional employers continue to report limited licensing assessment availability, particularly for multi-combination licence assessments. This leads to extended wait times for obtaining the heavy vehicle licences essential to meet workforce demands. Alternatively, employers may face the costly necessity of sending drivers to metropolitan areas to obtain their heavy vehicle licences, further escalating operational expenses.

Truck driving is one of the most common occupations in Australia, ranking 9th in terms of workers²⁸ and 18th in terms of job advertisements in 2024.²⁹ Over the next five years, road freight volumes are projected to rise by 11.5%, further increasing demand for truck drivers.

²⁵ Big Rigs. (2022). [Managing the risks of undertrained workers](#)

²⁶ National Roads Transport Association. (2024). [National leadership to address the truck driver shortage](#)

²⁷ NSW Bus Industry Taskforce. (2024). [The forgotten mode: A call to action for buses](#)

²⁸ Jobs and Skills Australia. (2024, November). [Occupation profiles data \(Table 1\)](#)

²⁹ Jobs and Skills Australia (2024). Internet Vacancy Index, three-month moving average

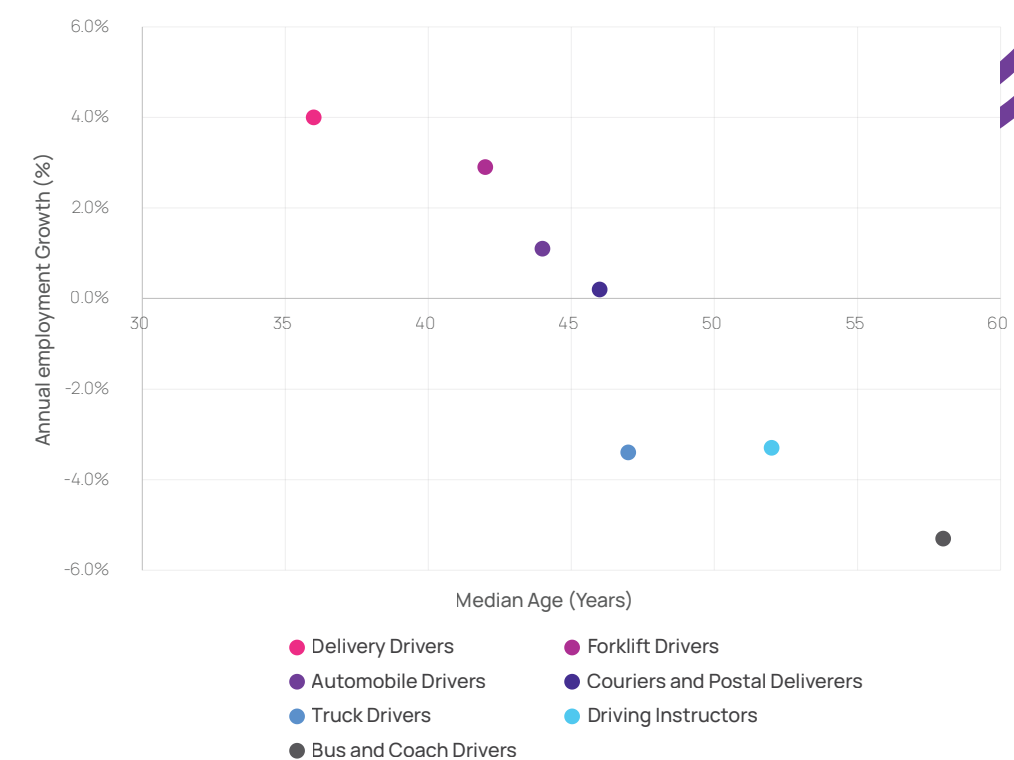
According to Jobs and Skills Australia's 2024 Occupation Shortage List, Truck Drivers have been in shortage for two consecutive years in every state and territory (except in Victoria in the 2024 list) and three consecutive years in the Northern Territory.³⁰ Bus Drivers had been assessed as being in shortage in every state and territory for 2022 and 2023. Although the 2024 list identifies shortages only in certain jurisdictions, employers are continuing to report shortages nationwide.

Industry is struggling to replace retiring drivers

In the road transport sector, many experienced bus and truck drivers are nearing retirement age, and employers are reporting there are not enough young drivers entering the profession to fill the vacancies. As shown in **Figure 5**, the number of drivers in roles with higher median ages has declined over the past year, while occupations with younger workers have grown. At 58 years old, the median Bus and Coach Driver is 19 years older than the median worker in Australia, while Truck Drivers are 8 years older. In the last year, 5.3% of Bus Drivers have left the occupation, while 3.4% have left truck driving, an overall decline of about 8,100 workers.

Without an adequate pipeline of new recruits to replace retiring drivers, skill shortages will only continue to worsen.

Figure 5: Employment Growth vs. Median Age in Road Transport Occupations



Source: JSA Occupation profiles data -November 2024, Tables 1

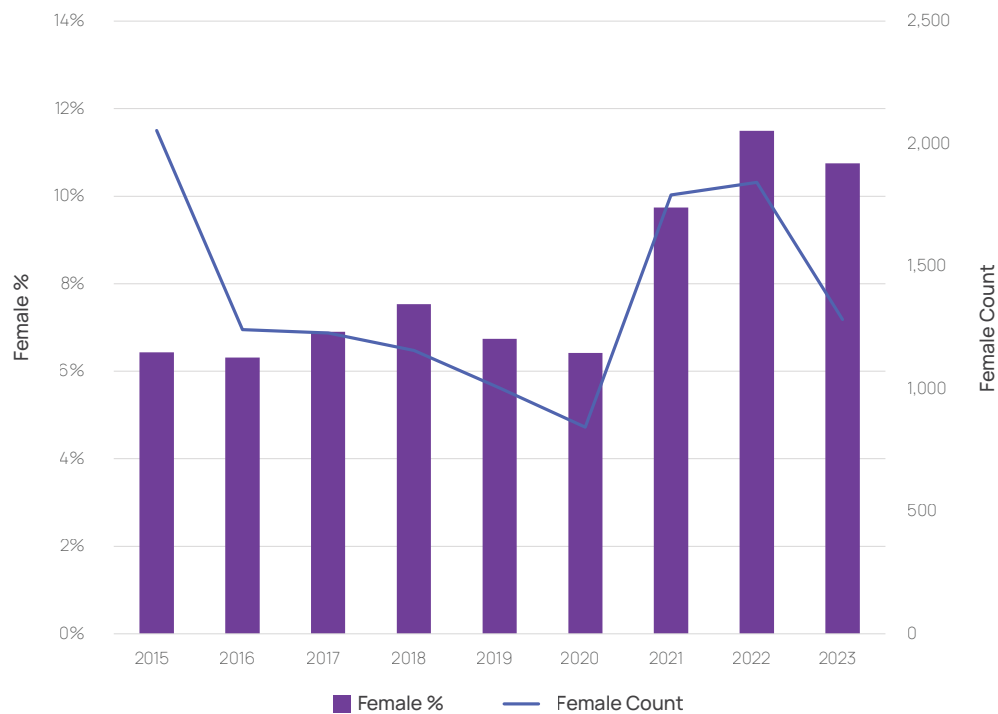
In addition to the challenge of an ageing workforce, there is a significant gender imbalance in the heavy vehicle driver workforce. Women made up only 5.5% of truck drivers and 13.7% of bus and coach drivers in 2024³¹. However, the share of females undertaking heavy vehicle training has increased over recent years from 6.4% in 2020 to 10.8% in 2023 (Figure 6), being as high as 25.6% in South Australia in 2023. Despite this recent improvement, there is an ongoing need to attract more females into driving roles and support their retention through multifaceted strategies, including providing supported training pathways and inclusive workplace environments.

³⁰ Jobs and Skills Australia. (2024). [2024 Occupation Shortage List](#)

³¹ Australian Bureau of Statistics, Detailed Labour Force Survey, EQ08 - Employed persons by Occupation unit group of main job, November 2023 (annual average of original data)

JOBS THAT HAVE HIGHER GROWTH IN ROAD TRANSPORT *have younger employees*

Figure 6: Female Enrolment Trends in Heavy Vehicle Qualifications



Source: NCVER (2024) Total VET students and courses

FEMALE ENROLMENT IN HEAVY VEHICLE TRAINING
reached 10.8% in 2023

Barriers for new drivers: industry image, age limits, insurance, and rest facilities

Widespread misperceptions have given the heavy vehicle industry an unattractive public image that can deter potential workforce entrants. The public perception of heavy vehicle driving as a low-standing occupation has contributed to the workforce shortage, especially among candidates from wider and more diverse demographics.

Employers, careers advisors and industry associations suggest that more emphasis should be placed on the variety and significance of the driving role. Potential workforce entrants need to see that the industry offers more than linehaul operations. Opportunities in urban and metro areas should also be highlighted.

Recommendations also include raising awareness of the benefits and career opportunities within the T&L sectors, which could help to redefine the industry's image and attract a broader range of candidates.³² In some work environments there is also a need to improve work-life balance where possible and provide more health and wellbeing support for drivers.

A lack of suitable and safe rest facilities, particularly for linehaul heavy vehicle drivers, works as a deterrent in attracting new workers to the driving role. This also raises concerns for existing drivers as they strive to meet their fatigue management requirements.³³ Addressing the availability and standards for adequate rest areas is a crucial element for attracting and retaining the driving workforce, especially as industry seeks to encourage greater female participation in the occupation.

³² Industry Recognition Campaign - Healthy Heads in Trucks & Sheds

³³ NHVR. (2025). [Major NHVR operation reveals driver fatigue is still a serious concern following deadliest year on Australian roads in over a decade](#)



The Australian Government is working with state and territory governments and local government authorities to improve rest area facilities through the Heavy Vehicle Rest Area Initiative.³⁴

Current licensing age restrictions are another barrier for employers looking to recruit young workers into heavy vehicle driving.³⁵ School leavers are often drawn to other industries that don't have similar age limitations for meaningful employment.

The higher insurance premiums associated with employing heavy vehicle drivers under the age of 25, also impedes industry's ability to attract and engage younger workers for driving roles in both the road freight and passenger transport sectors.³⁶ This is continuously raised by industry employers as a major obstacle, although some insurers are open to reducing higher premiums for younger drivers when they have undertaken recognised training for heavy vehicle drivers. This further supports the establishment of the heavy vehicle driver apprenticeship.

The substantial cost and rigorous training and testing requirements to obtain a heavy vehicle driver's licence can be another obstacle for potential workforce entrants. However, there are numerous skills required of heavy vehicle drivers that are not addressed through current licence training and testing. These include knowledge and skills in load restraint, loading and unloading, completion of work diaries, compliance with regulations, road law, chain of responsibility, fatigue management, and skills for the specific vehicle type. Employers have identified that some licensed heavy vehicle drivers are not employed because potential employers are not confident that training and licensing processes have provided drivers with all the necessary skills to operate heavy vehicles safely and efficiently.

³⁴ Department of Infrastructure, Transport, Regional Development, Communications, Sport and the Arts. (2024). [Safer local roads and infrastructure program](#)

³⁵ Austroads. (2023). [Decision Regulatory Impact Statement – National Heavy Vehicle Driver Competency Framework](#)

³⁶ Strata Insurance Online. (2023). [What factors affect your truck insurance premiums](#)

Higher level skills are required for heavy vehicle drivers

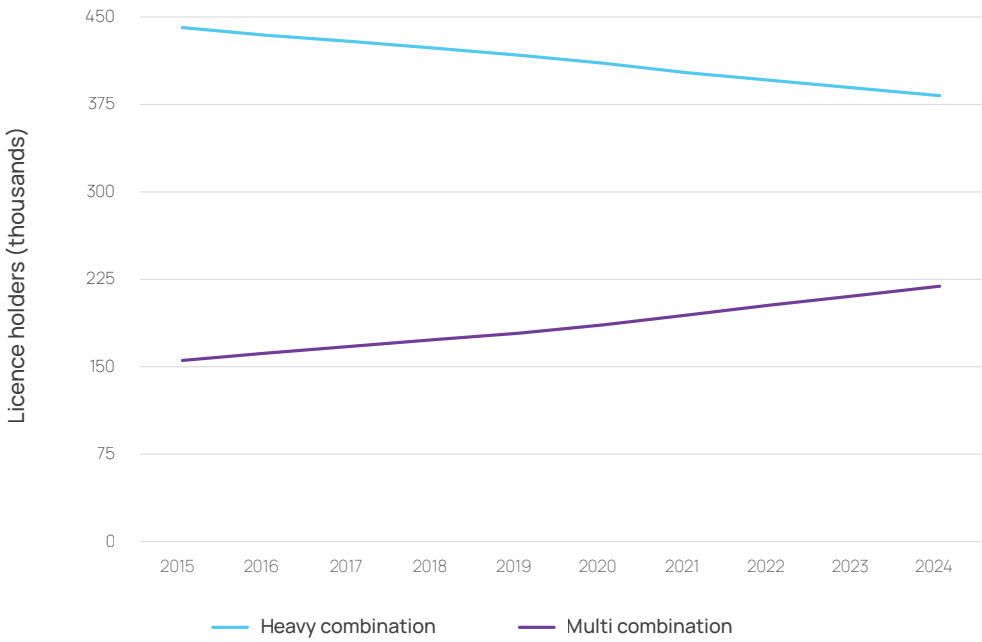
Industry has expressed concern over the lack of quality and national consistency they see in training and licensing for heavy vehicle drivers. Limited funding or financial incentives available to support training and mentoring of new heavy vehicle drivers, also affects the ability of employers to attract and skill new workers.

In response to industry feedback, a new Articulated Truck Driver occupation classification has been introduced at skill level 3³⁷ as part of the recently released Occupation Standard Classification Australia (OSCA). This draws attention to the higher level of skill required by drivers of larger heavy vehicles. Industry working groups and ISA

roundtables have highlighted the need for additional training for drivers operating larger multi-combination vehicles or road trains to improve safety outcomes.

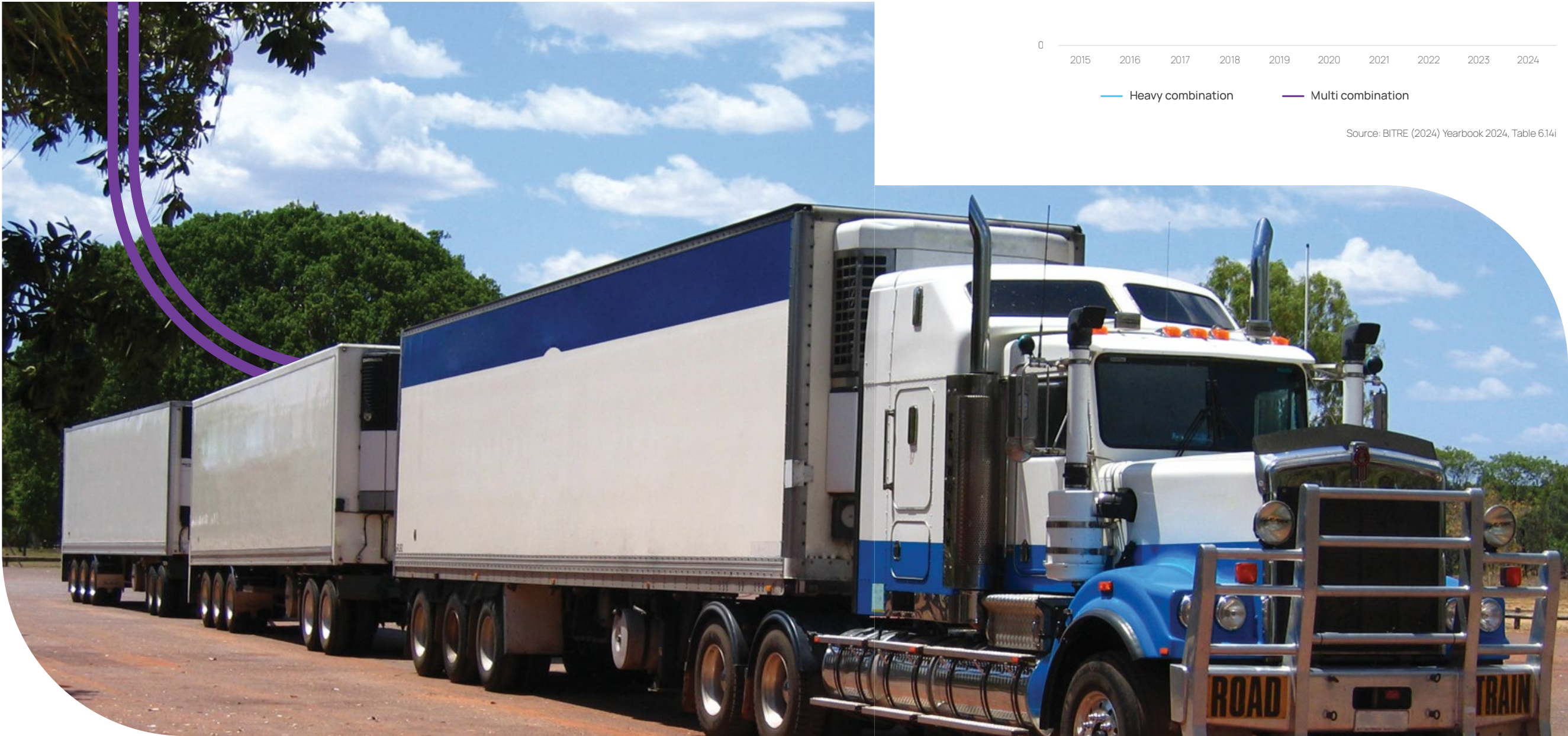
In some jurisdictions, drivers do not need to gain a heavy combination (HC) licence before progressing onto a multi-combination (MC) licence. Between 2015 and 2024, the number of truck drivers holding an HC licence declined by 13.2% (Figure 7), likely due to drivers opting for MC licences, which offer better job prospects and pay. Over the same period, the number of MC licences increased by 41.1%³⁸, more than offsetting the decline in HC licences. This suggests the trend reflects licence upgrades rather than a drop in qualified drivers.

Figure 7: Trends in Heavy and Multi-Combination Licences (2015-2024)



Source: BITRE (2024) Yearbook 2024, Table 6.14i

MULTI-COMBINATION LICENCES
rose 41.1% from 2015 to 2024



³⁷ [Australian Bureau of Statistics. \(2024\)](#)

³⁸ Bureau of Infrastructure and Transport Research Economics. (2024). [Australian infrastructure and transport statistics yearbook 2024](#)

To date, there has been no set industry standard to address the link between training, job-readiness and licensing progression. However, Austroads are progressing reforms approved by Transport Ministers as part of the Review of the National Heavy Vehicle Driver Competency Framework.³⁹

The reforms include:

- strengthening heavy vehicle driver skills and knowledge through redesigned learning and assessment requirements specific to each licence class
- requiring minimum course lengths and minimum behind-the-wheel time
- delivering some training and assessment online to allow licence applicants flexibility to reduce costs and undertake the training when and where it best suits them
- introducing new experience or supervision-based licence-progression pathways to allow drivers to gain higher licence classes more rapidly – for each licence upgrade, drivers would be able to choose a different pathway option: tenure, driving experience, or completion of a supervision program.

The reforms will be underpinned by minimum standards for training and practical experience to ensure drivers have the required skills and knowledge associated with the level of licence they obtain. This will help to build employers' confidence that candidates have been trained and assessed under a nationally consistent and robust process.

To align with the approved reforms, ISA will soon commence a project to update heavy vehicle licensing competency standards within vocational training products. Throughout the project, ISA will engage with key stakeholders including industry employers, unions and peak bodies, training providers, state and territory regulators and training authorities, to develop a coordinated approach for the implementation of the reforms.

Ensuring there are sufficient and suitably qualified driving instructors available to deliver quality training is paramount for the provision of a pipeline of safe and skilled heavy vehicle drivers. Part of Austroads' program of work will include the development of resources to support best practice standards for heavy vehicle training and licensing assessment delivery to promote a harmonised approach across jurisdictions.

Industry demand for an apprenticeship model

The shortage of heavy vehicle drivers is a complex issue that demands a co-ordinated and multifaceted approach to attract, develop and retain workers.⁴⁰ ISA have heard from industry that enhancing training programs, improving



work conditions, countering negative perceptions of the industry, leveraging technology, and fostering collaboration are essential elements of a comprehensive strategy. Collaborative effort will be required between industry, government and unions to address skill shortages and secure the industry's future success.

Employers recognise that establishing a Heavy Vehicle Driver apprenticeship around the country has the potential to address several workforce challenges by:

- raising the profile of the heavy vehicle driving profession and improving public perception of the role
- providing a valid career pathway and a structured training environment to assist in attracting workers to the industry
- recognising the skills required to become a driver of modern heavy vehicles
- enabling the provision of training in essential skills and on-the-job practical experience
- supporting changes proposed under the National Heavy Vehicle Driver Competency Framework

- demonstrating industry's commitment to creating a safer driving environment for workers and the community.

While there is significant interest in the Heavy Vehicle Driver apprenticeship as a way to provide employment-based training in a structured environment, at this stage the apprenticeship is only being delivered in Queensland. Employers in both road freight and passenger transport sectors would like to see the apprenticeship made available nationwide as a consistent pathway option with funding support. Further establishment of the apprenticeship in the remaining states and territories will require a collaborative approach between industry and government.

While it is too early to identify widespread outcomes from the Heavy Vehicle Driver apprenticeship, analysis by JSA in their Food Supply Chain Capacity Study,⁴¹ found that students who undertook the Certificate III and IV in Driving Operations as apprentices and trainees, had a substantially higher median income than those who did not.

Although the Certificate III in Driving Operations qualification attracts partial training funding subsidies in most states and territories around the country, the traineeship/apprenticeship model of training is not eligible for the majority of incentives under the Australian Apprenticeships Incentives System.⁴² Including the Certificate III in Driving Operations and its associated driving occupations in the Australian Apprenticeships Priority List would support employers with the financial costs involved in skilling new drivers. It would also incentivise workers to undertake a traineeship or apprenticeship in an occupation that is recognised and supported as a high priority for the country.

Lack of skilled migration pathways to address workforce shortages

There is growing industry support for skilled migration as an option to address driver shortages in the road freight and passenger transport sectors. Bus driver and truck driver occupations are confirmed as being in shortage in most states and territories on the Occupation Shortage List.⁴³ However, they are not currently included on the Skilled Occupation List,⁴⁴ meaning overseas workers cannot be sourced to help meet the demand for heavy vehicle drivers. All the thirteen Designated Area Migration Agreements (DAMA)⁴⁵ currently include heavy vehicle driver occupations for visa applications. However, these can be cost prohibitive and/or complicated to access for employers.

Each state and territory sets requirements for the recognition of international heavy vehicle licences and requirements for drivers from overseas, leading to inconsistencies across the jurisdictions. There is increasing emphasis in ensuring that overseas drivers undertake the same training and meet the same licensing requirements as Australian drivers, to ensure they are appropriately skilled in the safe operation of heavy vehicles for the Australian road environment.⁴⁶

In February 2025, the South Australian Government introduced reforms to the heavy vehicle licensing system⁴⁷ in the state. This includes a structured learning program as a pathway for drivers to gain their multi-combination (MC) licence and more stringent requirements around eligibility for overseas drivers to obtain their MC licence.

There is potential to develop national resources or training for overseas drivers that will help build their skills and knowledge on Australian Heavy Vehicle National Law or other state/territory regulatory requirements, transport terminology, safety culture and how the industry operates in Australia. This could also include cultural competency resources for employers to support the integration of migrant workers into the workforce.

Collaboration between government and industry could be considered to explore migration pathways, however this should not detract from continuing efforts and commitments to safe and sustainable standards for the T&L industry, investments in the existing workforce and attraction and retention strategies.

Bus driver training needs to be updated

In the passenger transport sector, increasing challenges associated with anti-social behaviour need attention to ensure that drivers are suitably equipped and supported to deal with difficult situations.⁴⁸ Employer feedback has recommended reviewing the Certificate III in Driving Operations qualification to ensure its relevance to the passenger transport sector. This would include incorporating elective units to train for skills in areas such as customer service and conflict management.

Training for the transport of passengers with disabilities will also need to align with proposed changes as part of the Reform of the Disability Standards for Accessible Public Transport 2002.⁴⁹

National consistency needed for bus Driver's

³⁹ Austroads. (2024). [Review of the National Heavy Vehicle Driver Competency Framework](#)

⁴⁰ MHD. (2024). [Solving the truck driver shortage](#)

⁴¹ Jobs and Skills Australia. (2025). [An essential ingredient – The food supply chain workforce](#)

⁴² Australian Apprenticeships. (2024). [Financial support for apprentices in priority occupations](#)

⁴³ Jobs and Skills Australia. (2024). [Occupation shortage list](#)

⁴⁴ Department of Home Affairs. (2024). [Skilled occupation list](#)

⁴⁵ Department of Home Affairs. [Designated area migration agreements](#)

⁴⁶ Austroads. (2024). [Key findings on the management of overseas licensed heavy vehicle drivers](#)

⁴⁷ South Australian Government. (2025). [Heavy vehicle licensing standards overhauled I Premier of South Australia](#)

⁴⁸ NSW Bus Industry Taskforce. (2024). [The forgotten mode – A call to action for buses](#)

⁴⁹ Department of Infrastructure, Transport, Regional Development, Communications, Sport and the Arts. (2022). [Reform of the Disability Standards for Accessible Public Transport 2002 \(Transport Standards\)](#)

Authority

In the passenger transport sector, age restrictions apply to obtaining a bus Driver's Authority (DA) that vary across jurisdictions and typically mirror the unrestricted licence minimum age in those jurisdictions. The DA is state-based and generally entails a police check, driving history check, working with children/vulnerable people approval and medical assessments.

Table 2: Public Passenger Vehicle Driver Authority Age by Jurisdiction

Jurisdiction	Minimum age	Authorisation
ACT	20 years	Public Vehicle Driver Authority
NSW	20 years	Bus Driver Authority
NT	18 years,6 months	Commercial Passenger Vehicle - H Endorsement
QLD	20 years	Passenger Transport Driver Authorisation
SA	20 years	Driver Accreditation
TAS	20 years	Public Passenger Vehicle Ancillary Certificate
VIC	22 years	Driver Accreditation
WA	20 years	Passenger Transport Driver Authorisation

Source: Various state and territory websites (26 February 2025)

Employers have raised concerns that obtaining the various checks and approvals needed for a DA can be a costly and time-consuming process that causes delays for employers in accessing suitably certified drivers. Although there is some mutual recognition of a DA across borders, it does not apply to all states and territories and does not apply to other required background checks and approvals. This can present a compliance risk for multi-jurisdictional operators facing varying standards across the country. Industry operators have stressed the importance of consistency and the desire for a national minimum standard for the DA to facilitate greater workforce mobility across the states and territories.

Proposed Actions:

- [Skilling Heavy Vehicle Drivers and Licensing Update](#)
- [Addressing Heavy Vehicle Driver Shortages](#)

Actions Complete or Underway:

- [Improving T&L Career Information](#)

Future Consultation:

- [Passenger transport driver training](#)
- [Training to support international heavy vehicle drivers](#)



C. Limited access to industry relevant training hinders skills development

The T&L industry faces some significant challenges in accessing quality vocational education options. While many of these challenges are not unique to T&L, they are compounded by key industry characteristics. These characteristics include:

- a significant industry presence in regional and remote areas
- limited access to government-funded training and Fee-Free TAFE
- no tradition (or availability) of apprenticeship models
- a high proportion of small businesses with limited capacity to invest in training
- industry relevant training predominantly delivered by private training providers

Jobs and Skills Australia's report Better Together⁵⁰ predicts that more than 90% of future employment growth will require post-secondary qualifications, with 42.6% relying on VET pathways. This forecast highlights the importance of the VET system for developing skills needed for employment.

Table 3: Vocational Education Teacher Shortages by State/Territory

State/Territory	2021	2022	2023	2024
Australian Capital Territory	No Shortage	Shortage	Shortage	Shortage
New South Wales	No Shortage	Shortage	Shortage	Shortage
Northern Territory	Shortage	Shortage	Shortage	Shortage
Queensland	No Shortage	Shortage	Shortage	Shortage
South Australia	No Shortage	Shortage	Shortage	Shortage
Tasmania	No Shortage	Shortage	Shortage	Shortage
Victoria	No Shortage	Shortage	Shortage	Shortage
Western Australia	No Shortage	Shortage	Shortage	Shortage

Source: Occupational Shortage List (14 February 2025)

As part of VET Qualifications Reform, Skills Ministers have agreed to a new, purpose-built approach to qualification design aimed at improving quality, simplifying course design and reducing complexity.⁵¹ The new model was informed by demonstration projects undertaken by Jobs and Skills Councils and will come into effect from 1 July 2025 for all new projects with a phased implementation approach.

ISA's Qualification Reform project included developing a demonstration qualification ⁵² to support worker mobility and transferability of skills across different transport occupations in road transport, logistics, ports, aviation, maritime and rail.

Training providers face additional challenges in creating training content to expand their course offerings or to respond to market demands, when there are limited qualified and experienced staff available to develop training curriculum and resources.

Shortage of trainers and assessors, particularly in rural areas

While shortages of 'Vocational Education Teachers' have been reported in all States and Territories for the last three years ([Table 3](#))⁵³, rural, regional, and remote areas face significant challenges in finding qualified trainers, which impacts the delivery of VET. Employers confirm there is a particular difficulty in finding trainers with specialised skills or experience, such as those capable of delivering training to First Nations communities.⁵⁴

⁵⁰ Jobs and Skills Australia. (2024). [Better together](#)
⁵¹ Department of Employment and Workplace Relations. (2024). [VET qualification reform](#)
⁵² Department of Employment and Workplace Relations. (2024). [Industry Skills Australia - QR - Demonstration Project Final Report](#)
⁵³ Jobs and Skills Australia. (2024). 2024 Occupation Shortage List (OSL)
⁵⁴ Tabatha, G. & Andrahannadi, U. (2023). [VET delivery in regional, rural and remote Australia: barriers and facilitators](#), NCVER

Employers have found that it is difficult to encourage their workers to move into training roles due to the requirement to undertake the Certificate IV in Training and Assessment qualification, along with the associated drop in income when becoming a trainer. Employers have expressed strong interest in using experienced workers in the delivery of training and mentoring, without the requirement to complete complex formal training.

Revised Standards for Registered Training Organisations (RTOs) will come into effect on 1 July 2025 and provide further clarification on the use of industry experts in the delivery of training under direction of an accredited trainer or assessor.⁵⁵ ISA will continue to explore how the new Standards will affect the provision of industry relevant training and the use of trainers with the appropriate level of skills and experience to ensure quality outcomes.

The National Skills Agreement reflects a commitment from the Commonwealth, state and territory governments through the investment of \$12.6 billion to support the VET sector with capacity to deliver skills for critical and emerging industries.⁵⁶ Creating greater flexibility within the VET system can yield better results by attracting more learners and leading to improved learner outcomes.⁵⁷ Supporting this approach, the Australian Universities Accord Final Report⁵⁸ outlines the importance of VET and higher education to meet the nation's skill demands and ensure fair access to high-quality education.

Lack of quality training resources and skilled trainers impacting rural workforce development

The national shortage of trainers and assessors is seriously affecting rural, regional and remote areas of Australia, exacerbating existing educational disparities.⁵⁹ These areas face unique challenges due to their geographical isolation and limited access to resources, and the scarcity of qualified vocational practitioners compound these issues. This is particularly relevant to the T&L industry where 54.6% of workers are employed in regional or remote locations.

The shortage of VET practitioners contributes to a brain drain from rural areas, as potential trainers and assessors are drawn to urban centres where more opportunities and amenities are available. This perpetuates a cycle of limited local expertise, impacting the capacity for skill development and economic growth in rural communities.

The delivery of VET in rural, regional and remote Australia faces several barriers⁶⁰ including:

- a lack of high-quality training facilities and up-to-date training equipment
- increased costs of training delivery due to thin markets resulting in viability challenges that deter RTOs from entering the market
- a shortage of appropriately qualified trainers/assessors
- significant need for numeracy and digital literacy support
- the need for cultural competency in working with First Nations communities.

Additionally, one of the biggest challenges to achieving successful outcomes with disadvantaged groups is the high rate of attrition due to other factors such as health, housing, transport and family issues.⁶¹ The costs associated with regional training delivery can be prohibitive for both a training provider and employer. Regional employers often report that they have to send workers to metropolitan centres to access training which again increases operational costs.

Strategies to address this could include identifying opportunities for regional employers to combine resources and engage training providers for localised training delivery. This would make training in the regions more financially viable for the training provider when there is a verified group of student enrolments, resulting in lower training fees for workers and/or employers.

The adoption of new training technologies such as augmented and virtual reality, simulators and online training systems can also support regional and remote delivery and help to reduce the amount of face-to-face teaching time.⁶² Considerations will need to include access to internet and ensuring safety aspects aren't compromised where practical demonstration of skills is required.

Support for training providers to deliver sector specific training is required to improve access to industry-relevant training, particularly in rural, regional and remote areas. Opportunities need to be identified for leveraging industry expertise that will support this process.

Industry struggles with inconsistent funding opportunities across jurisdictions

Navigating training and funding availability across different jurisdictions is consistently raised as a challenge by industry. Employers continue to report that there is limited knowledge of where to go to advocate

for change or support at a state or territory level. This is a particular issue for national companies with workforce training requirements in various locations.

Employers have reported that insufficient funding or financial support and a lack of confidence in the quality and consistency of training deters industry investment in training the T&L workforce. Feedback also indicates that training often does not provide realistic work expectations for application in industry, and that practical and workplace training is valued more highly than classroom-based delivery.

In addition to investment in training, there is also industry demand for better recognition of prior learning processes or industry experience to enable existing workers to gain accreditation. A greater emphasis on gap training could broaden the pool of workers available to employers by recognising and valuing the transferable skills of potential workers, rather than requiring industry experience. Clearer training pathways and articulation between VET and higher education would also assist career progression in the industry.

Focus on the provision of, and funding for, foundational skills is becoming more important as additional support is often required to improve language, literacy, numeracy and digital (LLND) skills prior to the commencement of training. The Australian Government has increased expectations for RTOs to conduct pre-training assessments of LLND for all learners to determine their support needs.

Digital divide worsened by poor connectivity in remote areas

Employers continue to report that the lack of mobile phone or internet coverage in remote locations creates barriers in accessing training and employment services for many communities, further widening the digital divide between metro and regional areas.⁶³

The merits of expanding the Regional University Study Hubs program to also support VET learners studying remotely in regional areas has been highlighted in a recent report by JSA.⁶⁴ These hubs provide essential infrastructure, including study spaces, internet access and support services for students to complete their tertiary studies without needing to travel or relocate from their regional location. Increasing access to these hubs for regional VET students would assist in enabling localised workforce training.

Actions Complete or Underway:

- [VET Workforce Project](#)

Future Consultation:

- [VET Reforms](#)
- [Improving regional training delivery](#)
- [Exploring the use of virtual reality or simulation in training](#)

⁵⁵ Department of Employment and Workplace Relations. (2024). [Revisions to the Standards for Registered Training Organisations](#)

⁵⁶ Department of Employment and Workplace Relations. (2023). [National skills agreement – Reforming the national VET system](#)

⁵⁷ The Regional Australia Institute. (2023). [2023-2024 Federal Government Pre-Budget Submission](#)

⁵⁸ Australian Government. (2024). [Australian universities accord final report](#)

⁵⁹ Tabatha, G. & Andrahannadi, U. (2023). [VET delivery in regional, rural and remote Australia: barriers and facilitators, NCVER](#)

⁶⁰ Tabatha, G. & Andrahannadi, U. (2023). [VET delivery in regional, rural and remote Australia: barriers and facilitators, NCVER](#)

⁶¹ Department of the Prime Minister and Cabinet. (2019). [Expert Review of Australia's Vocational Education and Training System](#)

⁶² OECD. (2023). [Building future-ready vocational education and training systems](#)

⁶³ ABC News. (2024). [Digital divide report shows thousands of Australians in remote communities still don't have internet access](#)

⁶⁴ Jobs and Skills Australia. (2025). [An essential ingredient – The food supply chain workforce](#)

D. Skills gaps in specialised roles/sectors

Skills gaps in training for the highly regulated T&L industry need to be addressed, focusing on safety practices and regulatory changes.

Training needs to be updated for workers in transport compliance roles, livestock, dangerous goods transport and crane operations

Developing nationally consistent training for skills required in specific roles or industry sectors has been highlighted as a key priority by employers and industry associations. This includes ensuring that training products align with updated regulations and standards to maintain currency and relevancy to industry.

Industry have identified the following areas of expertise where there may be existing skills gaps and the need for training product development:

- **Specialist compliance training** – the T&L industry is highly regulated and compliance personnel play a critical role in ensuring that companies operate within legal and regulatory frameworks. In road transport enterprises, compliance personnel are responsible for managing and implementing often complex systems and programs to ensure the business complies with legal and regulatory requirements and is operating safely and efficiently.

Training to upskill T&L workers in compliance requirements, safety practices, and regulatory changes is required as an increasing number of occupations operate in high-risk environments.

- **Livestock transport training** – there is opportunity to develop a national approach and improve access to training in animal handling techniques and safe vehicle operation for the transport of livestock. This would need to consider obligations under the Australian Animal Welfare Standards and Guidelines for Land Transport of Livestock⁶⁵ and the National Heavy Vehicle Regulator's (NHVR) Regulatory Advice – Livestock.⁶⁶ This would provide a consistent pathway for skilling heavy vehicle drivers in the livestock transport sector. Training development will need to consider the remote locations that livestock transporters operate from, and how training can be delivered to maximise the benefits of this pathway.

⁶⁵ Australian Animal Welfare Standards and Guidelines. [The Australian animal welfare standards and guidelines for land transport of livestock](#)

⁶⁶ NHVR. [Regulatory Advice – Livestock](#)



FIRST COMPREHENSIVE REVIEW IN *15 years* OF AUSTRALIAN DANGEROUS GOODS CODE

- **Dangerous goods driver training** – the National Transport Commission is undertaking a review of the Australian Dangerous Goods Code.⁶⁷ ISA has been asked by the Competent Authorities Panel to update current dangerous goods training products to ensure they provide the appropriate skills and knowledge requirements for dangerous goods drivers and will meet the requirements of the new Code.
- **Crane licensing reforms** – Safe Work Australia is reviewing the high-risk work (HRW) licence framework for cranes⁶⁸ to improve safety and relevance to work practices and technology. Recommended changes to the framework will require training product review to ensure they align with the updated crane licensing system.

⁶⁷ National Transport Commission. (2024). [Comprehensive review of the Australian Dangerous Goods Code](#)

⁶⁸ Safe Work Australia. (2024). [Improving crane licensing under the model work health and safety laws](#)

Training gaps must be addressed in leadership, waste transport, container transport, electric vehicle recovery and oversize/overmass (OSOM) loads

Existing gaps in the available training products for the following areas, have been identified by industry as important for addressing changing industry requirements:

- **Transport management training** – consistent training and progression pathways are needed for transport leadership and management roles. An analysis of existing training products is needed to determine relevancy for the provision of skill development in T&L leadership roles. This could include a review of the Diploma of Logistics and aligning the qualification with associated lower-level qualifications to support progression pathways.
- **Waste operations driver training** – training for heavy vehicle drivers in the waste and recycling sector needs to be reviewed to ensure it reflects current skills and knowledge requirements. This would include aligning training with NHVR's Waste and Recycling Industry Code of Practice⁶⁹ and other relevant state/territory requirements.
- **Container transport** – specialised skills are required for drivers to operate side loading vehicles in the container transport sector. Employers are reporting an increasing demand to verify competence of drivers via the completion of the unit of competency TLID0017 Operate a Side Lifter. There is scope to review this unit to ensure relevance and provide guidance to increase RTO capacity in the delivery of this unit.
- **Training for electric vehicle towing and recovery** – with the increasing adoption of electric vehicles nationwide, there is a recognised need to develop consistent guidance and training for towing providers to ensure safe practice when responding to towing and recovery requests for electric vehicles and managing zero emission vehicle breakdowns.
- **Oversize/Overmass (OSOM) transport** – currently there is limited training available for heavy vehicle drivers transporting OSOM loads. Movement of these loads is highly regulated and there is scope for improved training product development or guidance to support drivers in this space.
- **Transport Scheduler** – the Certificate IV in Supply Chain Operations currently includes a group of units of competency that provide training for transport scheduling roles. However, the current units are freight focused and not relevant to other industry sectors. A review is needed to ensure the training products can be used to skill workers for scheduling and fleet allocation roles in multiple transport sectors.

⁶⁹ NHVR. (2024). [Waste and Recycling Industry Codes of Practice](#)



- **Space Transport & Logistics** – ISA has been undertaking a project to determine the skills needed for specialised T&L roles supporting the Space Industry. This project will inform future development of training products to align with the sector's workforce needs.

Training must be consistent and accessible

Developing consistent training for specific roles or industry sectors is highlighted as a key priority by industry associations and employers, ensuring alignment with updated regulations and standards.

Future activities will require targeted stakeholder engagement to determine skills needs and to identify where training product review or development is needed. New projects may also be undertaken in response to regulatory updates to ensure training products align with these changes.

In addition to training product development, the creation of resources for training providers and employers can be explored to provide guidance on specialised training delivery and industry best practice.

Proposed Actions:

- [Livestock Transport Training Development](#)
- [Review of Dangerous Goods Driver Training](#)

Actions Complete or Underway:

- [Furniture Removal](#)
- [Motor Vehicle Driver Training](#)

Future Consultation:

- [Specialist compliance training development](#)
- [Crane licensing reforms](#)
- [Transport management training](#)
- [Waste operations driver training](#)
- [Container transport](#)
- [Electric vehicle towing and recovery](#)
- [Oversize/Overmass \(OSOM\) transport](#)
- [Transport scheduler training](#)

E. New skills needed for emerging technologies

Emerging technologies and decarbonisation efforts are reshaping skill requirements in the T&L industry.⁷⁰ Advances in artificial intelligence (AI), digital technologies, cyber security, low-carbon liquid fuels and zero emission vehicles demand updated training to ensure workforce readiness, safety and sustainability.⁷¹

Digital literacy, AI and cyber security are essential skills for the T&L workforce

Automation and other digital technologies are transforming industries and business operations by streamlining processes, improving efficiency and reducing costs. These advancements are driving innovation, enabling real-time data analysis and improving decision-making capabilities. T&L enterprises are leveraging these technologies to optimise supply chains, enhance customer experiences and create new opportunities for growth.

AI can play a crucial role and provide real benefits to the T&L industry, particularly around improved traffic management and route optimisation capability, inventory management and demand predictions, safety enhancements, and more transparent access to information for businesses, customers and public transport users.⁷²

To stay competitive, warehouses are adopting automation and technology, enhancing last-mile logistics and addressing sustainability concerns.⁷³ The adoption of advanced technologies such as automation, robotics and warehouse management systems will assist in enabling improved efficiencies, reduced delivery times, decreased operating costs and minimising instances of manual error. Implementation of new technologies will also help alleviate skilled labour shortages, while at the same time, changing the skill requirements for new and existing workers, including the need for increased digital capabilities.⁷⁴ It will also see an increasing demand for appropriately trained technicians to maintain and service these new systems in warehousing operations.



Skills needs for the port environment will change with the adoption of automation, the move towards decarbonisation and the emerging offshore wind industry, which are transforming port operations worldwide.⁷⁵ However, this is likely to be a gradual adjustment.⁷⁶ Achieving optimal efficiency and productivity is crucial for the stevedoring sector, as delays in cargo handling and vessel turnaround times can impact the competitiveness of Australian ports. Industry has suggested that accredited training for stevedoring operations needs updating to reflect current industry practices.

While technological advancements are improving efficiencies, these changes will demand a higher level of digital literacy from the T&L workforce which can cause worker anxiety if there is insufficient training in the operation and use of these technologies.⁷⁷ This can be particularly challenging for certain cohorts and will need targeted and supported development to improve the digital capabilities of T&L workers to ensure safe and efficient operations and secure employment.

The integration of new technologies can also open job roles and opportunities for a broader range of workers by reducing labour intensive tasks and creating different skill requirements that enable greater workforce participation. Industry will continue to explore the use of AI to automate repetitive or non-customer facing tasks.

Demand is growing for workers in cyber security and data analytic roles in the T&L industry.⁷⁸ With the integration of digital technologies, cyber security measures are becoming increasingly crucial for T&L enterprises.⁷⁹ Recent breaches have highlighted the widespread consequences of compromised data incidents – on industry and the economy as a whole – and have emphasised the need for cyber security expertise in the workforce.⁸⁰

Omnichannel Logistics and Distribution seeks to synchronise and optimise product distribution across multiple retail channels, including online and offline, to provide customers with a seamless shopping experience. It involves efficient inventory management, order fulfilment and technology integration to ensure products are available and delivered promptly and are meeting the expectations of customers who seek convenience and flexibility in their shopping journeys. An increasing number of businesses are incorporating omnichannel strategies into their operations to enhance the overall customer experience.

ISA has been undertaking a project to analyse the specific skills and competencies essential for successful omnichannel logistics operations within the T&L sectors. The project will seek to identify gaps between existing and new skill requirements and where training product review or development may be required.

⁷⁰ Department of Infrastructure, Transport, Regional Development, Communications, Sport and the Arts. (2024). [Review of the National Freight and Supply Chain Strategy - Review Report](#)

⁷¹ Department of Industry, Science and Resources. (2024). [National Robotics Strategy](#)

⁷² Apptunix. (2025). [AI in Transportation: How artificial intelligence is changing the transportation Industry? Top Use Cases](#)

⁷³ Real Time Networks. (2024). [2025 Warehouse Operations Trends: Agility, Automation & Sustainability](#)

⁷⁴ DHL. [Future of work in logistics – Trend report](#)

⁷⁵ Department of Climate Change, Energy, the Environment and Water. [Offshore wind facts](#)

⁷⁶ Productivity Commission. (2022). [Lifting productivity at Australia's container ports: between water, wharf and warehouse - Inquiry report](#)

⁷⁷ iMove. (2023). [Creating our future transport and mobility workforce](#)

⁷⁸ MHD. (2025). [Ports Australia calls for action on cybersecurity in supply chain](#)

⁷⁹ Australian Signals Directorate. (2023). [Annual cyber threat report 2023–2024](#)

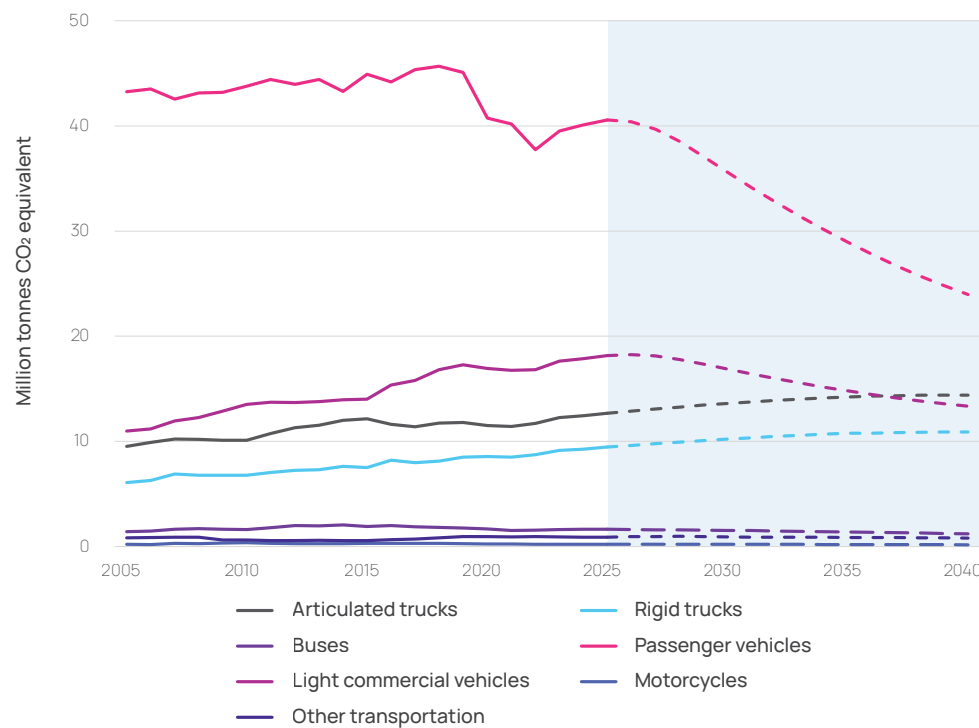
⁸⁰ World Economic Forum. (2025). [Global cybersecurity outlook](#)

Decarbonisation and Environmental, Social and Governance (ESG) compliance are driving demand for new industry skills

In the 2024-2025 budget,⁸¹ the Australian Government allocated significant funds towards clean energy and decarbonisation efforts. Funding of \$65 billion is being unlocked for investment in renewable energy capacity, \$1.5 billion is committed to manufacturing clean energy technologies and \$1.7 billion for the Future Made in Australia Innovation Fund which supports the growth of new industries and extends funding through the Australian Renewable Energy Agency (ARENA).⁸²

Emissions from road transport vehicles are expected to decline by 22.5% in the fifteen years to 2040 (**Figure 8**), led primarily by declines in passenger (-40.9%) and light commercial vehicles (-26.6%). Over the same period, emissions from articulated (+13.6) and rigid trucks (+15.2%) are forecast to continue increasing, against the overall trend.⁸³

Figure 8: Road Transport Emissions in the Baseline Scenario, 2005 to 2040



Source: DCCEEW (2024) Australia's emissions projections 2024

EMISSIONS ARE PROJECTED
to drop 22.5% by 2040

Trials of zero emissions hydrogen fuel-cell battery trucks and battery electric trucks are already underway for long range applications in Australia.⁸⁴ The passenger transport sector's transition to zero emission vehicles is also well underway with battery electric or hydrogen fuel cell buses already introduced into fleets across the country.⁸⁵ The majority of states and territories have established policy commitments to transition their public transport fleets to zero emission vehicles with set target dates.

⁸¹ Australian Government. (2024). [Budget 2024-25](#)

⁸² Department of Infrastructure, Transport, Regional Development, Communications, Sport and the Arts. [Media release - Low-carbon liquid fuels of the Future Made In Australia](#) released on March 2025

⁸³ Department of Climate Change, Energy, the Environment and Water. (2024). [Australia's emissions projections 2024](#)

⁸⁴ iMove. (2023). [Prospects for decarbonising freight transport in Australia](#)

⁸⁵ National Transport Commission. (2023). [Electric bus evaluation](#)



The increased use of high-productivity vehicles in the road transport sector is seen as an important component of a decarbonisation strategy.⁸⁶ Replacing high frequency trips of smaller vehicles with less trips using larger combination vehicles, can make valuable contributions to carbon emission reductions. A growing number of enterprises have integrated zero emission vehicles into their operations, particularly in the passenger transport and last mile delivery sectors. The use of these vehicles will continue to expand as technology evolves, supporting infrastructure is built and confidence in the suitability of zero emission vehicles and alternative fuels for longer transport applications grows.

Employers have told ISA that the transition to zero emission and alternative fuel-driven vehicles will drive new training needs within the T&L industry and adjacent sectors, such as engineering and mechanical trades. Further analysis is needed to determine the new or changing skills required to operate and maintain these vehicles. Employers want this preparation done now to support the proper maintenance of existing transport modes through the transition.

There will also be opportunities for collaboration with other Jobs and Skills Councils such as the Mining and Automotive Skills Alliance and Powering Skills Organisation, to ascertain areas where training

development may be relevant across the sectors. Collaboration across Jobs and Skills Councils can assist the development of suitably qualified maintenance and first responder staff to support industry's transition to zero emission vehicles.

Environmental, Social and Governance (ESG) reporting is increasing in importance for enterprises operating in the T&L industry, in part due to regulatory requirements.⁸⁷ Enterprises need to measure and disclose ESG metrics to remain competitive and transparent but this can be challenging for small to medium enterprises that may not have the necessary resources, skills or systems. Clear guidance and supports will be required to enable enterprises to incorporate consistent ESG reporting into their operations.

Proposed Actions:

- [Digital skills](#)

Actions Complete or Underway:

- [Omnichannel Logistics Skills Gap Analysis](#)

Future Consultation:

- [Transition to net zero](#)
- [Automated technologies](#)
- [Digital transformation](#)
- [Port operations](#)

⁸⁶ NatRoad. (2024). [Submission to The House of Representatives Standing Committee on Climate Change, Energy, Environment and Water - Inquiry into the transition to electric vehicles](#)

⁸⁷ Australian Government Business. [Use environmental, social and governance \(ESG\) practices in your business](#)

Proposed Actions

The 2025 Workforce Plan identifies the following six proposed actions developed in consultation with industry to address the sector-specific and cross-sector challenges and drivers, and build on findings and trends emerging from the 2024 Workforce Plan.

Table 4: Proposed Actions to Address Challenges and Drivers

School to Work Pathway Pilot		
Labour Market Dynamics	Proposed Action/Strategy	Key Stakeholders
Key Challenge/Driver <u>A. Industry struggles to attract and retain workers</u> Symptom Under attractive occupations	Activity: Pilot an attraction and training program for secondary schools to create a sustainable pathway to the T&L industry. Components: <ul style="list-style-type: none">• Work with secondary schools and industry employers to provide support in setting up T&L pathways in schools.• Consult with employers to identify appropriate qualifications for entry to industry.• Develop supporting training materials for VET in Schools delivery.• Develop career pathway resources for the schools to use.• Cultivate connection between schools and industry employers for work experience, site visits, guest speaking opportunities and work placements. Impact: Increase in students studying T&L qualifications in a secondary school environment and subsequently taking up careers in T&L. Evidence for a sustainable model that can be rolled out nationally. Anticipated Timing: May 2025 to Feb 2027	<ul style="list-style-type: none">• Secondary schools• Registered training organisations• Industry enterprises• Industry peak bodies/ associations• Industry unions• State/territory training authorities• State/territory industry advisory bodies



Skilling Heavy Vehicle Drivers and Licensing Update		
Labour Market Dynamics	Proposed Action/Strategy	Key Stakeholders
Key Challenge/Driver <u>B. Heavy vehicle driver shortages persist</u> Symptom Occupational shortage	Activity: Review and update heavy vehicle licensing competency standards within vocational training products to align with training components provided by Austroads as part of reforms approved under the Review of the National Heavy Vehicle Driver Competency Framework. It will also focus on the key skills identified by industry to bridge the gap for new heavy vehicle drivers and those who drive larger multi-combination vehicles. Components: <ul style="list-style-type: none">• A Technical Committee (TC) will be formed comprising stakeholders with relevant heavy vehicle driver training expertise, expressions of interest will be communicated to invite interested stakeholders.• This project will update relevant heavy vehicle driver licensing and vocational training products to support nationally consistent training across jurisdictions.• Review existing and develop new training products to provide essential skills required by new heavy vehicle drivers and drivers of larger multi-combination vehicles in addition to a licence. Impact: Nationally accredited training products that align with the approved reforms to the National Heavy Vehicle Driver Competency Framework for a nationally harmonised approach to heavy vehicle licensing and training. Training to bridge the gaps between licensing and employment for new drivers and to support upskilling of drivers operating larger multi-combination vehicles. Anticipated Timing: May 2025 to Jun 2027	<ul style="list-style-type: none">• Austroads• National Transport Commission• State/territory licensing regulators• Industry peak bodies/ associations• Industry road transport enterprises from both passenger and freight sectors• Industry unions• Registered training organisations• State/territory training authorities• State/territory industry advisory bodies• Department of Defence• Other relevant Jobs and Skills Councils
Addressing Heavy Vehicle Driver Shortages		
Labour Market Dynamics	Proposed Action/Strategy	Key Stakeholders
Key Challenge/Driver <u>A. Industry struggles to attract and retain workers</u> <u>B. Heavy vehicle driver shortages persist</u> Symptom Occupational shortage	Activity: This project will develop a National Heavy Vehicle Driver Action Plan in consultation with industry, to clearly articulate actions and responsibilities required to address critical heavy vehicle driver shortages. Components: <ul style="list-style-type: none">• Form a Steering Committee comprised of key industry stakeholders to inform resource development.• Development of a National Heavy Vehicle Driver Action Plan in consultation with industry.• Provide details of ISA's program of work, existing industry initiatives, recommendations for future activity and required Government intervention. Impact: A clear direction for a collaborative and coordinated approach for strategies to address heavy vehicle driver shortages. Anticipated Timing: Apr 2025 to Nov 2025	<ul style="list-style-type: none">• Industry peak bodies/ associations• State/territory licensing regulators• Industry enterprises• State/territory training authorities• State/territory industry advisory bodies• Workforce support organisations• Industry unions• Registered training organisations• Department of Infrastructure, Transport, Regional Development, Communications, Sport and the Arts

Livestock Transport Training Development		
Labour Market Dynamics	Proposed Action/Strategy	Key Stakeholders
<p>Key Challenge/Driver D. Skills gaps in specialised roles/sectors</p> <p>Symptom Skills shortage</p>	<p>Activity: This project will determine the skills and knowledge required by livestock transport drivers to provide a benchmark for nationally consistent training and industry best practice through developing a new Skill Set.</p> <p>Components:</p> <ul style="list-style-type: none"> • Development of a Skill Set to provide the skills and knowledge required by livestock transport drivers including units of competency identified as relevant by industry experts. • Broad consultation through webinars, face to face workshops and stakeholder surveys. • Research and analysis of industry reports, standards, codes of practice, regulation; as well as current and aspirational industry practices. • Recommendations for phase two of the project which will support training implementation. <p>Impact: A nationally consistent training pathway for livestock transport heavy vehicle drivers.</p> <p>Anticipated Timing: May 2025 to Apr 2026</p>	<ul style="list-style-type: none"> • Australian Livestock and Rural Transporters Association • State/territory based livestock associations • Livestock transport enterprises • Industry unions • National Heavy Vehicle Regulator • Registered training organisations • State/territory training authorities • State/territory industry advisory bodies • Other relevant Jobs and Skills Councils

Review of Dangerous Goods Driver Training		
Labour Market Dynamics	Proposed Action/Strategy	Key Stakeholders
<p>Key Challenge/Driver D. Skills gaps in specialised roles/sectors</p> <p>Symptom Skills shortage</p>	<p>Activity: Review and update training products to improve training for better alignment with the actions and behaviours required to ensure the safety of a dangerous goods (DG) driver and that relevant training is developed to allow an easy transition to the new Australian Dangerous Goods (ADG) code when it comes into force.</p> <p>Components:</p> <ul style="list-style-type: none"> • Review and update the unit of competency - TLILIC0001 – Licence to transport dangerous goods by road. • It will also review associated DG training products to ensure relevancy is maintained in line with the update to the licensing unit of competency. • The Mandatory Assessment Instrument (MAI) Working Group has been approved by the Competent Authorities Panel (CAP) to develop a revised MAI for DG driver training, to ensure it includes all the behaviours and tasks DG drivers should be able to demonstrate. This will inform updates to the licensing unit of competency and other training products. <p>Impact: A nationally consistent training pathway for DG drivers that will facilitate a smooth transition to the new ADG code ensuring compliance and reducing the risk of accidents.</p> <p>Anticipated Timing: May 2025 to Sep 2026</p>	<ul style="list-style-type: none"> • Competent Authorities Panel (CAP) / MAI Working Group • National Transport Commission • Dangerous goods transport enterprises • Industry peak bodies/ associations • Industry unions • Registered training organisations • State/territory training authorities • State/territory industry advisory bodies • Other relevant Jobs and Skills Councils • Department of Defence



Digital skills		
Labour Market Dynamics	Proposed Action/Strategy	Key Stakeholders
Key challenge/driver <u>E. New skills needed for emerging technologies</u>	Activity: Using DigComp 2.2 as the Digital Framework to review digital skills for a selected number of occupations in our industries.	<ul style="list-style-type: none">• Industry enterprises• Industry peak bodies/ associations• Industry unions• Registered training organisations• State/territory training authorities• State/territory industry advisory bodies• Other relevant Jobs and Skills Councils
Symptom: Skills Shortage	Components: <ul style="list-style-type: none">• Develop a Digital Occupational Profile (DOP) template based on DigComp 2.2 to assist in identifying the digital skills found within our industries occupations.• Use the DOP template to undertake a review of selected occupations.<ul style="list-style-type: none">◦ Coordinate working groups of industry experts to review selected occupations within our industries to identify digital skills using the DOP.◦ Coordinate a review across our training packages with respect to the impact of digital transformation using information from the European Skills, Competences and Occupations (ESCO) to compare to the Australian Digital Skills identified from the completed DOPs. Impact: <ul style="list-style-type: none">• Identify how digital technology developments, are likely to change the profile of skills in demand.• Identify where future-focussed upskilling and reskilling pathways need to be established and opportunities for establishing them.• Outcomes can be used to inform training product design, training delivery and support a systematic approach to the analysis of skills supply and demand.• Identify where there is a case for specific training package development of qualifications, skill sets and units of competency that responds to changes in skills profiles and job roles driven by digital technology developments.<ul style="list-style-type: none">◦ Training qualifications and units that facilitate improved training and assessment of transferrable digital skills that match industry requirements.◦ Impact of training product development/maintenance work provides maximum benefit for industry, whilst minimising the impact of training product churn for RTOs. Anticipated Timing: 2025 - 2027	

Actions Complete or Underway

The following provides an update on seven ongoing or completed actions aimed at addressing the challenges and drivers identified in the 2024 Workforce Plan, many of which remain relevant in 2025.

VET Workforce Project		
Labour Market Dynamics	Project Details	Key Stakeholders
Key Challenge/Driver <u>C. Limited access to industry relevant training hinders skills development</u>	Summary: The VET Workforce Project is a Commonwealth funded initiative being led by the ten Job and Skills Councils with the aim to build and support a secure and sustainable VET workforce. The Australian Government, in collaboration with Jobs and Skills Australia has developed a VET Workforce Blueprint (the Blueprint) to support a high quality and sustainable workforce. The VET Workforce Blueprint has been developed in collaboration with states and territories to provide a roadmap to grow, support and sustain the VET workforce. To continue and further support the work VET Workforce Blueprint, Industry Skills Australia is undertaking a project that will concentrate on vocational education providers in the transport sectors (Aviation, Maritime, Rail and Transport and Logistics) to complement and contribute to the opportunities and actions included in the Blueprint. Impact: ISA will deliver a workforce study comprising the following components: <ul style="list-style-type: none">• Understanding the VET Workforce.• VET workforce roles and needs.• VET workforce pathways and pipelines.• Future and emerging VET Workforce Issues. For further details visit the ISA Website .	<ul style="list-style-type: none">• Registered training organisations• Training regulators• Australian Education Union• State/territory training authorities• State/territory industry advisory bodies• Industry enterprises• Industry peak bodies/ associations• Jobs and Skills Australia• Department of Employment and Workplace Relations
Symptom Occupational shortage		

Furniture Removal		
Labour Market Dynamics	Project Details	Key Stakeholders
Key Challenge/Driver <u>D. Skills gaps in specialised roles/sectors</u>	Summary: This project is reviewing the training products for furniture removalists to ensure relevance to current industry practices. Impact: This project will enable greater access to training and a learning pathway for furniture removal workers to gain accredited qualifications with skills that are highly transferable to a range of vocations across T&L sectors. For further details visit the ISA Website .	<ul style="list-style-type: none">• Industry Association: Australian Furniture Removers Association• Department of Employment and Workplace Relations• Industry unions• Furniture removal enterprises• Registered training organisations• State/territory training authorities• State/territory industry advisory bodies
Symptom Skills shortage		

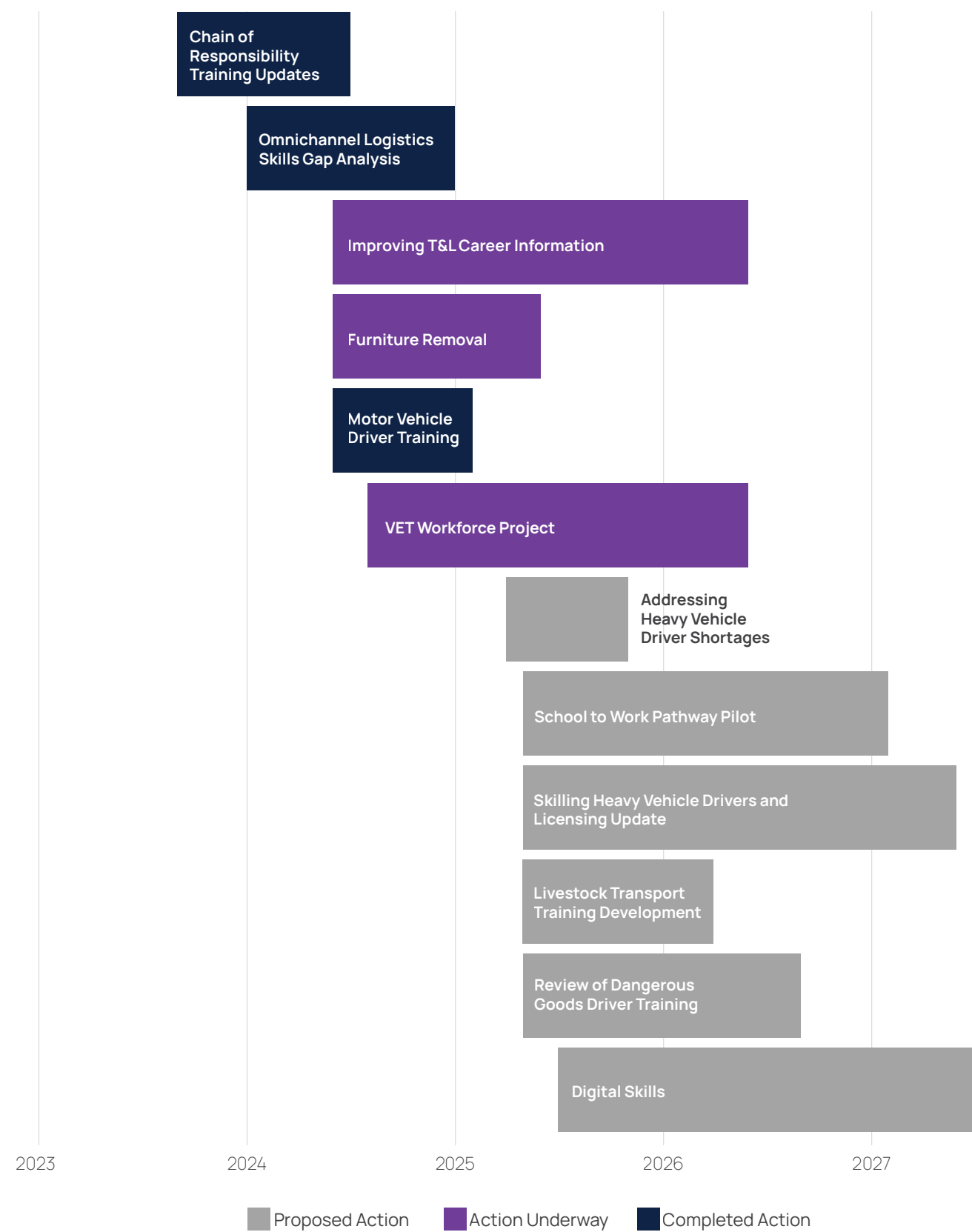
Improving T&L Career Information		
Labour Market Dynamics	Project Details	Key Stakeholders
<p>Key Challenge/Driver <u>A. Industry struggles to attract and retain workers</u></p> <p><u>B. Heavy vehicle driver shortages persist</u></p> <p>Symptom Under attractive occupations</p>	<p>Summary: To address attraction and retention challenges in the T&L industry, this initiative develops a comprehensive repository of career information for specific occupations.</p> <p>Impact: It will achieve a range of benefits including:</p> <ul style="list-style-type: none">• Raising awareness of careers in the T&L industry.• Supplying simplified details on pathways, training, skills and knowledge requirements for employment.• Showcasing industry's potential for innovation and progression.• Providing guidance on career development and growth• Attracting a broader and more diverse talent pool to the T&L sectors.• Combating negative industry perceptions and misconceptions about available roles. <p>For further details visit the ISA Website.</p>	<ul style="list-style-type: none">• T&L Strategic Workforce Planning Committee• State and territory licensing authorities• National Careers Institute• State/territory training authorities• State/territory industry advisory bodies• Registered training organisations• Industry Enterprises• Industry peak bodies/ associations• Industry Unions• Schools• First Nations groups• Disability advocacy groups• Employment service providers

Motor Vehicle Driver Training		
Labour Market Dynamics	Project Details	Key Stakeholders
<p>Key Challenge/Driver <u>D. Skills gaps in specialised roles/sectors</u></p> <p>Symptom Skills shortage</p>	<p>Summary: The role of the professional driver trainer is to educate learner drivers on the knowledge, attitude, and skills for the efficient and safe operation of a motor vehicle on our public roads. The project is updating the qualification used by professional driver trainers to train light, heavy vehicle and motorcycle driving instructors.</p> <p>Impact: This role is already in high demand especially with the proposed licensing reforms being developed under the Review of the National Heavy Vehicle Driver Competency Framework. Driver trainers will be able to use an updated qualification that includes the minimum training requirements for driver training and a focus on training and assessment standards.</p> <p>For further details visit the ISA Website.</p>	<ul style="list-style-type: none">• Department of Employment and Workplace Relations• Industry Association – Australian Driver Trainers Association• State and territory licensing authorities• Industry enterprises• Industry unions• Registered training organisations• State/territory training authorities• State/territory industry advisory bodies

Omnichannel Logistics Skills Gap Analysis		
Labour Market Dynamics	Project Details	Key Stakeholders
<p>Key Challenge/Driver <u>E. New skills needed for emerging technologies</u></p> <p>Symptom Skills shortage</p>	<p>Summary: This project identified potential changes to nationally endorsed training products related to the skills and knowledge required for omnichannel logistics.</p> <p>The project involved Australia-wide consultation and engagement and reviewed all parts of the supply chain from point of manufacturing or importation through to delivery to customer.</p> <p>Impact: Recommendations from the project are now being reviewed to consider the skill requirements for key existing roles within the T&L industries impacted by omnichannel logistics. This includes exploring the need for developing new Skill Sets to support omnichannel logistics.</p> <p>For further details visit the ISA Website.</p>	<p>Approximately 70 organisations were approached for interview including:</p> <ul style="list-style-type: none">• Industry enterprises• Advocacy bodies• Registered training organisations• Industry unions• Researchers

Chain of Responsibility Training Updates		
Labour Market Dynamics	Project Details	Key Stakeholders
<p>Key Challenge/Driver <u>D. Skills gaps in specialised roles/sectors</u></p> <p>Symptom Skills shortage</p>	<p>Summary: This project updated two Chain of Responsibility units of competency and 11 qualifications to ensure they align with current regulatory requirements.</p> <p>Impact: The updated units of competency cover the skills and knowledge required by industry to ensure the safety of transport activities. This includes identifying and applying Chain of Responsibility obligations to operate legally in compliance with the Heavy Vehicle National Law (HVNL), impacting multiple job roles across the transport industry.</p> <p>For further details visit the ISA Website.</p>	<ul style="list-style-type: none">• National Heavy Vehicle Regulator (NHVR)• Industry peak bodies/ associations• Industry enterprises• Industry unions• Registered training organisations• State/territory training authorities• State/territory industry advisory bodies• Safe Work Australia

Timeline of Activities



Future Consultation

Additional engagement consultation activity has been identified to assist in the development of future strategies or initiatives to inform the 2026 Workforce Plan. These focus areas cover the key themes associated with our challenges and drivers and are not an exhaustive list as industry may raise additional issues as we work with them in 2025:

A. Industry struggles to attract and retain workers

Pre-vocational training program development

Consult with industry to determine essential skills required for employment in the road transport and warehousing sectors. Develop a pre-vocational training program with Skill Sets delivering training in these core skills for direct entry in the T&L industry.

Skilled migration

Advocate for the inclusion of T&L occupations experiencing shortages in the Skilled Occupation List. Identify options for industry to utilise skilled migration opportunities to address workforce shortages, including Labour Agreements, Designated Area Migration Agreements and other temporary or permanent skilled work visas options under the Migration Strategy.

Increasing industry diversity

Identify barriers to T&L workforce participation for under-represented cohorts. Engage with industry and relevant support organisations to determine potential strategies to assist in connection to employment.

B. Heavy vehicle driver shortages persist

Passenger transport driver training

Review the Certificate III in Driving Operations qualification to create a training pathway that is relevant for drivers of passenger transport vehicles and aligns with reforms to the Disability Standards for Accessible Public Transport 2002 (Transport Standards).

Training to support international heavy vehicle drivers

Develop resources to support international heavy vehicle drivers into industry and which will help build their skills and knowledge on Australian Heavy Vehicle National Law or other state/territory regulatory requirements, transport terminology, safety culture and how the industry operates in Australia. This could also include cultural competency resources for employers to support the integration of migrant workers into the workforce.

C. Limited access to industry relevant training hinders skills development

VET Reforms

Ongoing engagement and support will be required to progress and implement priorities set out as part of the National Skills Reform agenda.

Improving regional training delivery

Engage with regional stakeholders to explore and develop strategies to address the limited access to T&L training in regional areas.

Exploring the use of virtual reality or simulation in training

Identify opportunities to utilise virtual reality or simulation in the delivery of training to enable better access to training in regional areas, the ability to train for specific skills or to create engaging course content for different student cohorts.

D. Skills gaps in specialised roles/sectors

Specialist compliance training development

Consult with industry and regulators to verify the skills and knowledge required for specific compliance tasks and develop specialist training to provide a nationally consistent learning pathway for compliance personnel engaged in T&L enterprises.

Crane licensing reforms

Update relevant crane operational and licensing training products to align with changes to the crane licensing system, as determined by Safe Work Australia's review of the high-risk work licence framework.

Transport management training

Consult with industry to identify key skills required for transport leadership and management roles. Analyse existing available training products to determine if training product development is required for the provision of consistent pathways.

Waste operations driver training

Review training for heavy vehicle drivers in the waste and recycling sector to assess relevance to current industry practice and alignment with the new Waste and Recycling Industry Code of Practice, along with other relevant state/territory requirements.

Container transport

Review existing training products for the skilling of drivers in the operation of specialised equipment used to load and load containers on side loading vehicles. This could include developing guidance materials to support training delivery or industry best practice.

Electric vehicle towing and recovery

Analyse existing standards and regulations around the towing and recovery of electric vehicles to inform development of training which supports best practice and compliance for operators in this sector.

Oversize/Overmass (OSOM) transport

Review existing training products to determine if new products require development to support heavy vehicle drivers transporting OSOM loads.

Transport scheduler training

Review current transport scheduler training to ensure products can be used to skill workers in scheduling and fleet allocation roles in multiple transport sectors.

E. New skills needed for emerging technologies

Transition to net zero

Ongoing consultation with industry stakeholders to determine the skill requirements associated with the implementation and adoption of zero emission vehicles and technologies. This will also be informed by the development of the Transport and Infrastructure Net Zero Roadmap and Action Plan.

Automated technologies

Identify new or updated skill requirements for sectors implementing automated vehicles, systems or equipment.

Digital transformation

Ongoing monitoring of industry's current digital capabilities, areas which require upskilling and programs or initiatives that will assist in the digital transformation.

Port operations

Assess skill requirements for port operations including specialised training to respond to technological advancements and offshore wind projects. Review existing Stevedoring qualifications to ensure relevancy.

Megatrends

Megatrends are overarching, transformative shifts that impact the economy, workforce, and global environments. These trends shape the future landscape of industries, influencing business operations, innovation, and strategic planning. Four key megatrends have been identified as having profound impacts and driving long-term changes across the Aviation, Maritime, Rail and Transport and Logistics industries.



Occupational and workforce shortages

Workforce shortages are a critical megatrend affecting all areas of the Transport Supply Chain, disrupting operations and limiting business growth. The Aviation, Maritime, Rail and Road Transport industries are struggling to attract and retain skilled workers. This growing challenge is driven by an aging workforce, changing job expectations and increased competition from other industries. To address this, there must be a strong focus on raising awareness about the wide range of careers available, from technical and operational roles to digital and managerial positions. Developing clear, accessible career pathways and training programs is essential to boost attraction, support retention and future-proof the industry workforce.



Automation and new technologies

Automation and new technologies are rapidly reshaping the Transport Supply Chain, enhancing operational efficiency and safety. Key developments include the rapid growth in autonomous vehicles, drones and automated port and warehouse operations. Artificial intelligence (AI) is increasingly used to optimise operations, improve maintenance planning and manage complex supply chains. The growing reliance on digital platforms and connected devices, from real-time tracking systems to cloud-based logistics management tools, is transforming day-to-day operations. As a result, there is strong demand for building the digital skills capability of the workforce, including in the use of new technologies, data analytics and cyber security. This megatrend is fundamentally redefining roles, workflows and the capabilities needed.



Diversity

Diversity is an emerging megatrend across the Transport Supply Chain, with increasing efforts to build more inclusive and representative workforces. Many parts of the industry have historically attracted limited segments of the population, resulting in a narrow talent pool. By actively promoting diversity and inclusion, the industry can open employment and career opportunities to a broader range of people, helping to address long-term workforce shortages. Inclusive hiring practices, workplace culture improvements and targeted outreach programs are essential to attract new talent and create environments where all individuals can thrive. Embracing diversity strengthens innovation, resilience and the overall sustainability of the Transport Supply Chain.



Sustainability

Sustainability is a major megatrend transforming the Transport Supply Chain, driven by the need to reduce environmental impact and meet global climate goals. The shift toward alternative and environmentally friendly fuels, such as hydrogen and biofuels, is gaining momentum. There is also increased adoption of electric and autonomous vehicles and vessels, battery-powered equipment, and low-emission aircraft. These technologies not only lower carbon emissions but also improve energy efficiency. The successful implementation of these innovations requires significant upskilling across the workforce to ensure compliance with evolving regulations and to safely operate, maintain and handle new systems, machinery and fuels. Sustainability is reshaping industry standards, operations and workforce capabilities for the long term.



Approach to Consultation

The Transport Supply Chain industries are extremely diverse, comprising businesses ranging from complex national and global companies through to small one and two person businesses. Over 99% of enterprises within our coverage are small business.⁸⁸

Our consultation approach is aligned with the needs of stakeholders, ensuring their voices are heard and their concerns are meaningfully reflected in the Workforce Plan. Through rigorous engagement using diverse methods and platforms, we gather valuable insights that inform actionable strategies and effective responses to workforce drivers and challenges.

This inclusive process not only strengthens the quality of the Workforce Plan, but also ensures it delivers tangible benefits to our stakeholders. By embedding stakeholder input at every stage, we foster shared ownership and build workforce solutions that are both relevant and impactful.

The following key elements highlight some of the engagement mechanisms used in the development of the Workforce Plan, demonstrating our commitment to transparency, collaboration and continuous improvement.

Strategic Workforce Planning Committees

The Strategic Workforce Planning Committees consist of senior industry leaders from across Australia's Transport Supply Chain industries - Aviation, Maritime, Rail, Transport and Logistics. Each Committee leads the development of their respective national Workforce Plan, with the goal of building a world class Transport Supply Chain workforce. Their focus is on identifying workforce challenges, emerging skills needs, and the responses needed from industry, government and the national skills system.

Industry Advisory Council

The Industry Advisory Council (IAC) is a high-level, tripartite mechanism that brings together a range of industries with the single goal of building a resilient and agile supply chain workforce. Made up of senior supply chain executives and industry leaders from a range of sectors and organisations, it operates as a dynamic advisory mechanism to the Board and SWPCs by providing world-class business intelligence and strategic insights from across the economy.

The IAC provides advice on cutting-edge trends in technology adoption and automation; immediate and emerging skills and workforce development priorities; opportunities for cross-industry collaboration and solutions; and responses required by the national skills system, industry and governments.

Technology Futures Taskforce

The Technology Futures Taskforce (TFT), established by ISA, comprises experts in the innovation and technology sector specialising in supply chain technologies. Its activities are focused on identification of technologies likely to automate skills and job roles and trigger structural change in the workforce.

The TFT is an advisory mechanism to the Board and SWPCs by providing intelligence and insights on technology impacts for our sectors.

Supply Chain Leaders' Summit

Our 2024 Supply Chain Leaders' Summit brought over 150 participants to Parliament House, including industry leaders, union representatives, parliamentarians and government officials, to explore the current and future workforce planning and development challenges facing Australia's supply chain sectors.

With many critical issues common across Aviation, Maritime, Rail, Transport and Logistics, this event provided valuable input into our activities and workforce plans.

Industry engagement

Diverse stakeholder views and insights are captured through extensive engagement activities to keep people involved and informed. These include industry roundtables, presentations and participation at industry conferences and events, enterprise site visits, one-on-one meetings, webinars, website updates, monthly e-newsletters and social media.

Cross JSC engagement

Cross-JSC collaboration is a proactive and ongoing effort to address shared workforce planning and skills development priorities. This includes open consultation and coordination when workforce planning strategies may impact the scope of work or stakeholders of another Jobs and Skills Council.

Roundtables

The metropolitan and regional roundtables offer a unique opportunity to gather firsthand insights from a diverse array of stakeholders. These include employers, key Transport Supply Chain stakeholders, local Chambers of Commerce, Regional Development Australia and Local Jobs and Skills organisations.

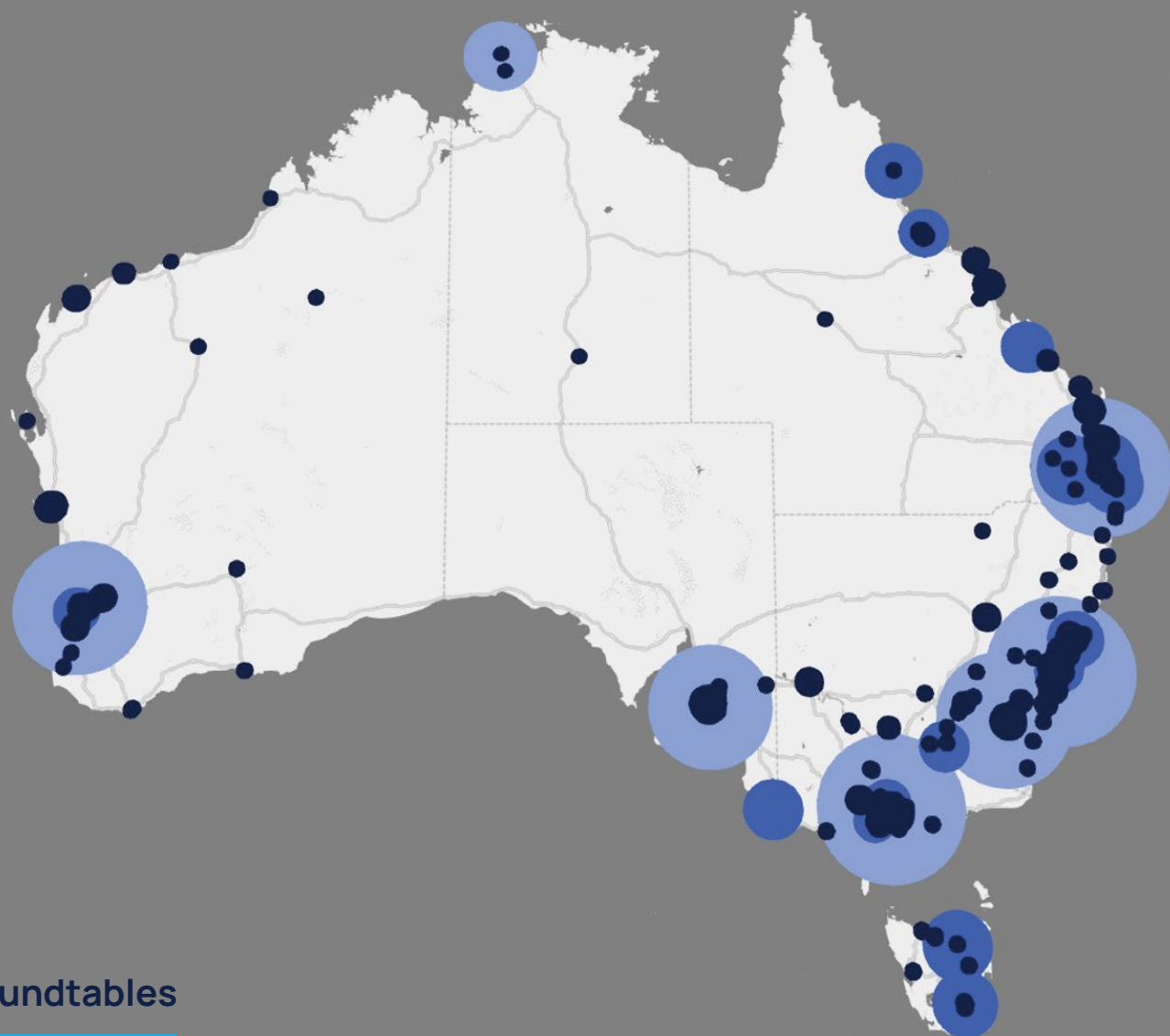


Key Stakeholder Groups

INDUSTRY	INDIVIDUALS	VET SYSTEM
<ul style="list-style-type: none">• Enterprises• Unions• Industry associations• Innovation sector• Industry peaks• Occupational licensing/ regulatory bodies• Professional bodies	<ul style="list-style-type: none">• Existing workers• Apprentices/trainees• Learners• Job seekers	<ul style="list-style-type: none">• Registered Training Organisations• Individual VET practitioners• Jobs and Skills Councils• Industry Training Advisory Bodies• VET Regulators• Training Product Assurance Body
SCHOOLS SECTOR	HIGHER ED.	GOVERNMENTS
<ul style="list-style-type: none">• Secondary schools• Individual teachers• Secondary education authorities• Careers associations	<ul style="list-style-type: none">• Universities	<ul style="list-style-type: none">• Department of Employment and Workplace Relations• Jobs and Skills Australia• National Careers Institute• National Centre for Vocational Education Research (NCVER)• Department of Infrastructure, Transport, Regional Development, Communications, Sport and the Arts• Regional Australia Institute• Regional Development Australia• State Training Authorities• National Transport Commission

⁸⁸ Australian Bureau of Statistics. (2024, August 27). [Counts of Australian businesses, including entries and exits, July 2020 - June 2024](#)

Engagement Coverage



Roundtables

Roundtables are one of the mechanisms used by ISA to actively consult and engage with industry at a grassroots level across Australia. It is important that Australia's metropolitan, rural, regional and remote voices are heard to ensure that all industry challenges and opportunities are identified and reflected in the Workforce Plan. Roundtables enable the training system to better understand and anticipate the shifting skill needs of Australia's supply chains and shape meaningful responses that work at the local level. This, in turn, assists the overall capability of the training system to meet industry's needs. Other methods of engagement include, conference events and presentations, newsletters, articles in industry publications, social media, meetings (both face-face and virtual) and enterprise site visits.



ISA conducted 17 Roundtables in prominent metropolitan and regional transport & logistics hubs throughout Australia, bringing together key stakeholders from industry, Government departments, unions, training providers and employment service providers. Each roundtable provided intelligence about workforce priorities, key blockages, and potential high-impact solutions unique to their respective region, as well as the many challenges and opportunities common across all areas.

Stakeholder feedback:

The main challenge overall is attraction and retention of workers, not only to industry, but also to some regions. Common themes identified included:

1. Workforce attraction and retention

- Workforce shortages, competition for workers, ageing workforce and low wages
- Careers are often shaped by personal preferences and societal influences (family, peers, advice)
- Poor perception vs. reality of particular jobs and industries
- Younger generations have different expectations (e.g., flexibility) and COVID-19 changed workplace expectations
- Regional, cultural and personal circumstances affect workforce participation
- Seasonal work limits year-round stability and attraction
- Career transition challenges and low visibility of occupational mobility
- Lack of national career promotions and visibility of career pathways and job mobility options
- Poor retention rates due to multiple external and internal factors.

2. Skills development and job readiness

- Disconnect between qualifications and graduate outcomes with job-readiness and industry needs
- High cost of training for employers and students
- Limited training options in regional/remote areas
- Outdated or rigid training models that lack innovation and flexibility
- Shortage of trainers and assessors and inadequate use of Subject Matter Experts (SMEs) in training delivery, especially in regional areas
- Emerging technologies drive new skill requirements and job transitions
- Lack of funding /subsidies for specific qualifications.

3. Migration and skilled labour access

- Complex, lengthy and costly skilled migration processes
- Overseas qualifications and experience often don't align with local standards
- Quality and safety concerns with recognising foreign credentials
- Skilled migration could fill gaps in the short term, but current system poses significant barriers.

The following challenges are common across some regions, not all, that will require unique, local and targeted responses:

- Lengthy training time to have work-ready staff
- Access to community/social services such as childcare and housing availability
- Access to public and affordable transport
- Crime is impacting industry significantly in some regions, including ability to attract workforce or to gain required employment checks
- Internet connectivity.

Solutions and opportunities

- Increase usage of group training or labour hire organisations to assist with developing a 'job ready workforce'
- Working with local migrant and First Nations communities and support services
- Increase visibility and promotion of career pathways across supply chain industries
- Encourage investment in employee upskilling and development
- Offer financial support or subsidies for workforce training and education
- Introduce more flexible and innovative delivery models
- Include occupations experiencing shortages on the Australian Apprenticeship Priority List.

Existing Workforce Strategies and Initiatives

Our implementation of the research, consultation and activities outlined above will be informed by existing workforce strategies and initiatives. Where relevant, we will seek to align our work with, or contribute to, these strategies and initiatives, or to collaborate with those responsible for implementing them.

Below is a mapping of the workforce strategies and initiatives that we have identified as relevant to the T&L Industry and the key issues and evidence gaps outlined in this Workforce Plan. We will continue to add to this list as we consult further with industry.

MAPPING KEY:

A - Industry struggles to attract and retain workers	C - Limited access to industry relevant training hinders skills development	E - New skills needed for emerging technologies
B - Heavy vehicle driver shortages persist	D - Skills gaps in specialised roles/ sectors	

Title	Mapping	Description	How it will impact/inform the WFP
National Skills Agreement National Skills Plan The Department of Employment and Workplace Relations (DEWR)	A, B, C, D, E	<p>A 5-year joint national agreement to strengthen the VET sector and address critical skills and workforce shortages. Agreed national priorities are:</p> <ul style="list-style-type: none">• gender equality• Closing the Gap• supporting the Net Zero transformation• sustaining essential care services• developing Australia's sovereign capability and food security• ensuring Australia's digital and technology capability• delivering reforms to improve the regulation of VET qualifications and quality. <p>The National Skills Plan released in 2024, outlines the vision for Australia's vocational education and training (VET) system, aiming to address workforce shortages and meet national priorities through collaboration and evidence-based reforms.</p>	<p>ISA will provide support to achieve priorities set out in the National Skills Agreement. This will include:</p> <ul style="list-style-type: none">• engagement with the National TAFE Network and private training providers• supporting various workforce initiatives. <p>Improvements planned as part of the Enhanced VET Data and Evidence initiative will assist ISA with the provision of more up to date and comprehensive data used to inform project planning and reporting.</p>

National Freight and Supply Chain Strategy The Department of Infrastructure, Transport, Regional Development, Communications, Sport and the Arts (DITRDCA)	A, B, C, D, E	<p>The National Freight and Supply Chain Strategy sets the agenda for a collaborative approach to deliver actions by governments and industry across all freight modes.</p> <p>The Strategy is being refreshed following a review in 2023-24, which recommended that governments agree four National Priority Action Areas:</p> <ul style="list-style-type: none">• decarbonisation• productivity• resilience and• data. <p>The refreshed Strategy will be released in 2025.</p>	<p>The Review recommends skills and workforce to be strengthened in the refreshed Strategy.</p> <p>The refreshed Strategy will be released in 2025 and will assist in addressing identified skills and workforce issues in the Transport Supply Chain and potentially inform our future research.</p>
Reforms to Heavy Vehicle National Law (HVNL) National Transport Commission (NTC)	A, B, C	<p>The National Transport Commission is in the final stages of delivering an updated Heavy Vehicle National Law (HVNL).</p> <p>Reforms have been designed to simplify the law to enhance safety while delivering industry productivity and flexibility.</p>	<p>Changes may need to be reflected in the Transport and Logistics Training Package.</p>
Transport and Infrastructure Net Zero Roadmap and Action Plan The Department of Infrastructure, Transport, Regional Development, Communications, Sport and the Arts (DITRDCA)	E	<p>The Federal Government will be developing a Transport and Infrastructure Net Zero Roadmap and Action Plan to support reducing transport emissions.</p> <p>The Roadmap and Action Plan will provide a clear strategy to:</p> <ul style="list-style-type: none">• reduce emissions across the transport and infrastructure sectors• support national and international commitments to reduce greenhouse gas emissions• maximise on economic and productivity opportunities• provide investors with future investment certainty• deliver a nationally consolidated approach to accelerate decarbonisation for key sectors. <p>Key strategies underway include:</p> <ul style="list-style-type: none">• the National Electric Vehicle Strategy• real world emissions testing• Future Made in Australia Innovation Fund – supporting the Australian Renewable Energy Agency (ARENA) to commercialise net zero innovations.	<p>New skill requirements may emerge with the adoption of new transport technologies and to adhere to new policies.</p> <p>The Roadmap and Action Plan will provide a guide to assist in identifying where training updates may be required to support industry in the transition to battery electric and hydrogen fuel cell vehicles and the use of low carbon liquid fuels.</p>

Automated Vehicle Program

National Transport Commission (NTC)

E

The Automated Vehicle Program is developing an end-to-end regulatory framework to enable the safe, commercial deployment of Automated Vehicles (AVs) to Australian roads. The aim of the framework is to:

- make sure AVs will operate safely on the roads, and risks will be addressed, and
- minimise unnecessary costs, barriers and burdens that are placed on industry, so that the Australian market is open to automated vehicle technology.

The NTC, Australian, state and territory governments have worked together since 2016 to develop a flexible and safety-focused regulatory framework. This includes the ongoing development of a new Commonwealth safety law; complementary reforms to state and territory laws relating to road rules; and identification of other areas of regulatory reform.

The Program is working towards enabling deployment of AVs to the Australian market. Once AVs are deployed, workforce impacts will need to be assessed (including identification of any new skills and training requirements) in accordance with the emerging market.

Review of the National Heavy Vehicle Driver Competency Framework

Austrorads

A, B, C

An ongoing project by Austrorads to extensively review the National Heavy Vehicle Driver Competency Framework (NHVDCF).

The recommendation for an updated framework was agreed to in-principle by Australia's Transport Ministers on 19 December 2023.

Austrorads will be leading a national program of work in conjunction with the states and territories, to support harmonised implementation of the reforms. This includes:

- strengthening driving skill and knowledge through redesigned learning and assessment requirements specific to each licence class, setting minimum course lengths and minimum behind the wheel time
- introducing experience-based progression options - enabling those drivers who can demonstrate driving and work experience, to progress to higher licence classes more rapidly
- strengthening training governance and assisting providers with training and assessment support material.

ISA will soon commence a project to update heavy vehicle licensing competency standards within vocational training products. ISA will engage with Austrorads, industry stakeholders and peak bodies, government entities (regulators and training authorities) and training providers, to develop a coordinated approach for the implementation of the reforms.

Revised Standards for RTOs

The Department of Employment and Workplace Relations (DEWR)

C

These standards aim to strengthen the focus on quality outcomes for learners and employers, provide greater clarity, and allow for more flexibility and innovation in training delivery. Key elements of the revised standards include:

- outcome standards.
- compliance requirements
- credential policy.

The revised standards will come into full regulatory effect from 1 July 2025.

Strategies identified in the revised RTO Standards will assist ISA in supporting industry through improved training delivery and capability.

Improving crane licensing under the model Work Health and Safety Laws

Safe Work Australia (SWA)

D

Safe Work Australia is currently working on improving crane licensing under the model Work Health and Safety (WHS) laws. This initiative aims to enhance the high-risk work licensing framework for cranes to ensure it keeps pace with changing work practices and technology.

Key proposals include:

- new licences
- experience requirements
- refinements to existing licences
- structural changes.

The recommended changes to the framework will require ISA to review relevant training products to ensure they align with the updated crane licensing system.

[Comprehensive review of the Australian Dangerous Goods Code](#)

National Transport Commission (NTC)

D

The National Transport Commission (NTC) are conducting the first comprehensive review of the Australian Dangerous Goods Code in 15 years, aiming to update and improve the Code to meet international standards and transport codes, address existing gaps and improve safety outcomes.

The NTC published a Consultation Regulatory Impact Statement (C-RIS) in October 2024 and is now working on incorporating feedback into the draft code.

ISA has been asked by the Competent Authorities Panel to update current dangerous goods training products to ensure they provide the appropriate skills and knowledge requirements for dangerous goods drivers and will meet the requirements of the new Code.

[Food Supply Chain Study](#)

Jobs and Skills Australia (JSA)

A, B, C, D

Jobs and Skills Australia (JSA) were commissioned to undertake an independent study on the workforce needs of Australia's food supply chain.

The study was completed in 2024 and the final report includes key recommendations in areas relevant to the T&L industry, including:

- workforce demand and supply
- education and training
- disruption and resilience
- technology and innovation
- regional focus.

Recommendations included in the final report will inform advice provided to the T&L Strategic Workforce Planning Committee to identify future initiatives required to support T&L stakeholders operating in these sectors.

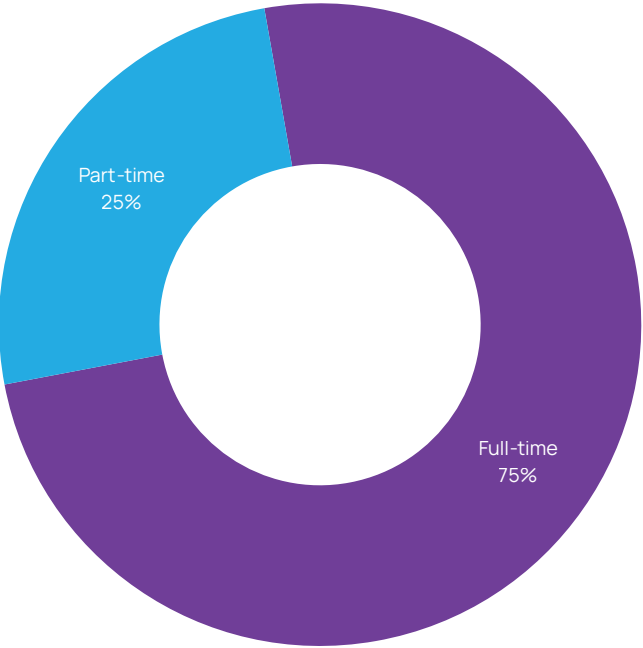
Appendices



Appendix A Reference Data and Charts

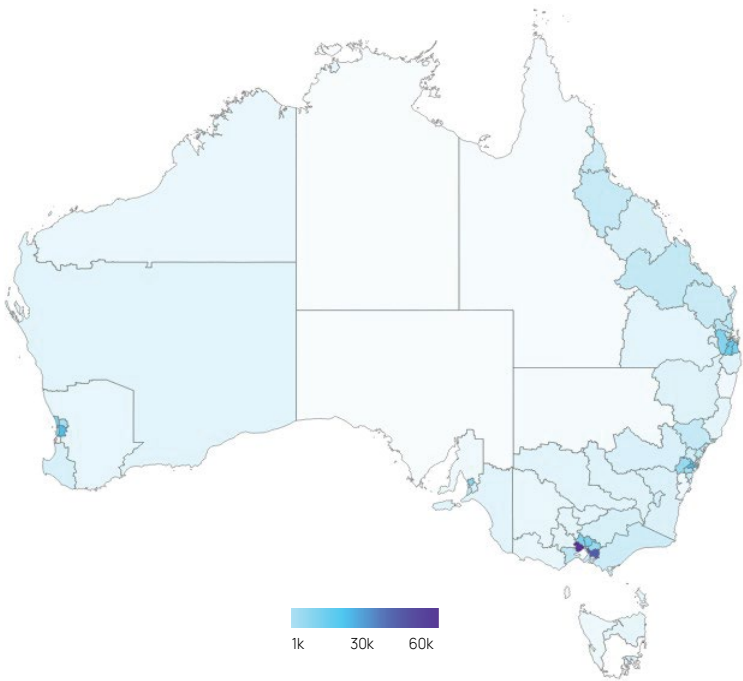
Employment and Distribution

Figure 9: Employment Status 2024



Source: ABS, Nov 2024, Labour Force, Australia, Detailed, Table EQ08 (annual average)

Figure 10: Distribution of T&L Workers by Residence, 2025



Source: JSA, Feb 2025, NERO, ANZSCO 4 Digit Occupations and SA4 Regions

Occupational Demographics

Figure 11: First Nations Employees in T&L Workforce, 2006 – 2021

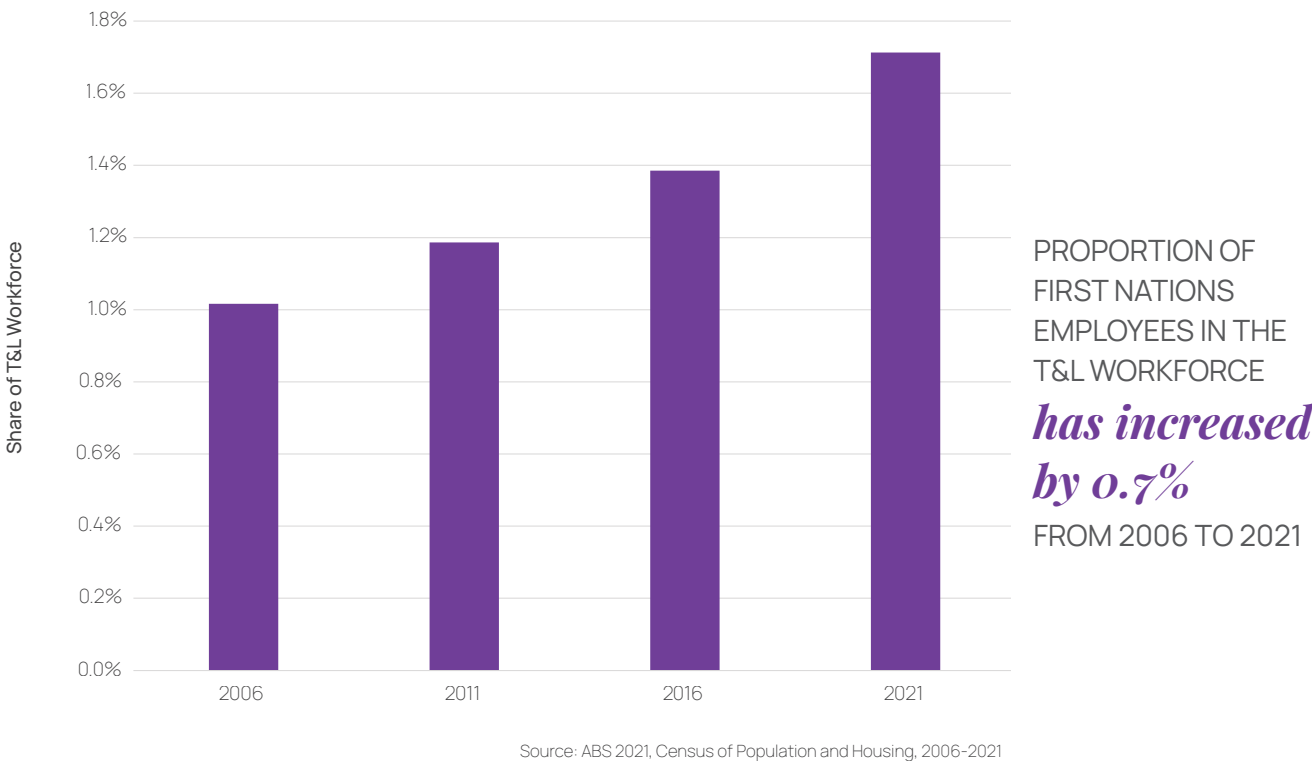


Figure 12: Share of Employees with a Disability in T&L Workforce, 2006 – 2021

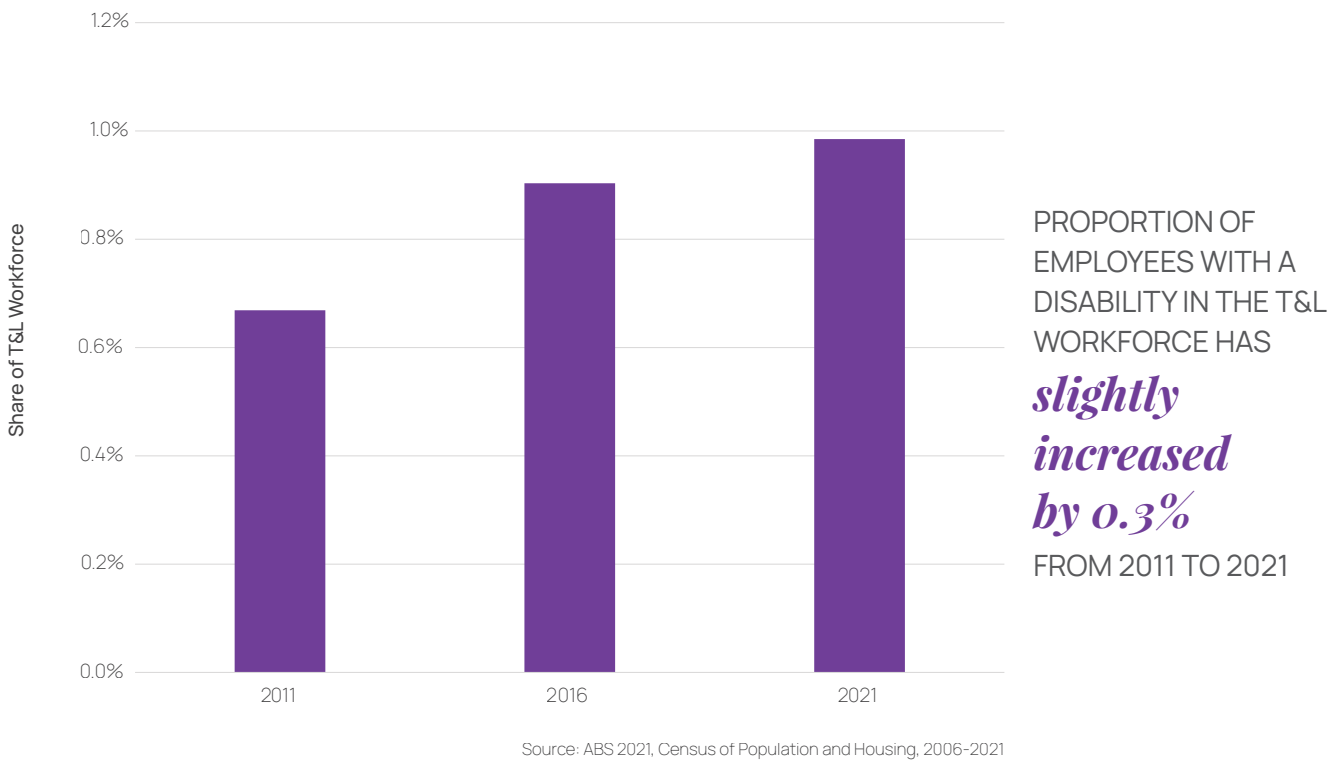
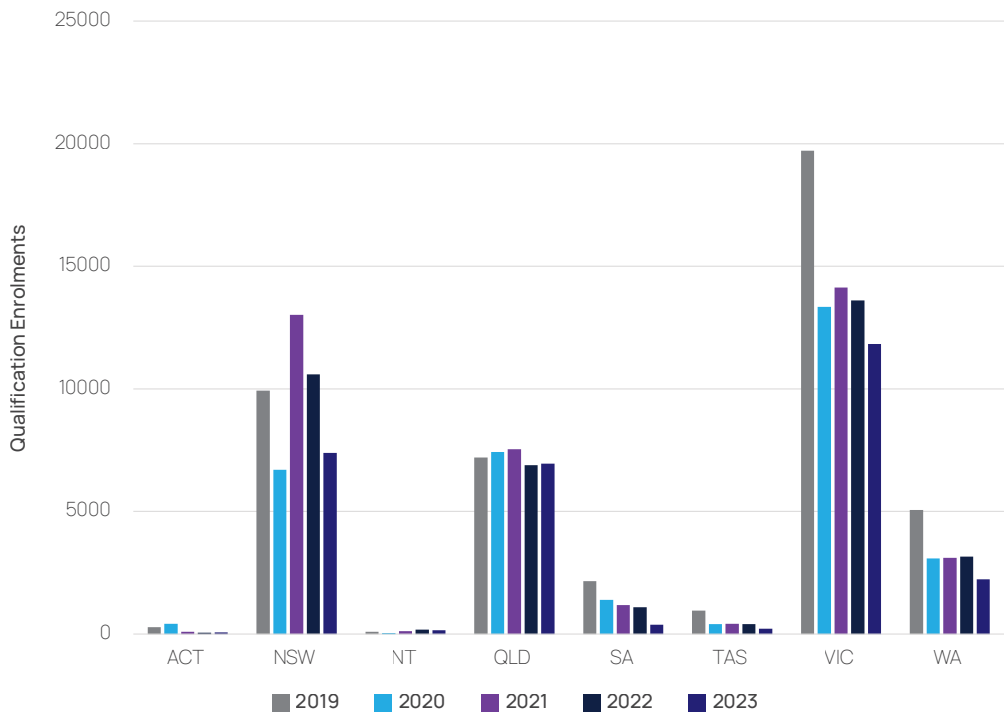


Table5: Transport and logistics occupations in shortage by state/territory (full table)

Occupation title	2021	2022	2023	2024
Automobile Drivers nec			VIC	
Bus Driver	NT	AUST	AUST	ACT, NT, QLD, SA, TAS
Charter and Tour Bus Driver			VIC	NT
Chauffeur			VIC	
Crane, Hoist or Lift Operator		AUST	AUST	AUST
Delivery Driver		NT		
Despatching and Receiving Clerk				NT
Driving Instructor	NT	NT, WA		
Fleet Manager				NT
Forklift Driver	NT	NT	NT	NT
Furniture Removalist			VIC	NT
Import-Export Clerk				NSW
Order Clerk				NSW
Passenger Coach Driver			VIC	
Procurement Manager		ACT	AUST	
Production Clerk	NSW		QLD	NSW
Purchasing Officer	NSW			NSW
Stock Clerk				NSW
Storeperson		NT	NT	NT
Supply Chain Analyst		NT		
Supply and Distribution Manager	NSW		NT	NT
Tanker Driver		WA	QLD, VIC	
Taxi Driver			NT, VIC	NT
Tow Truck Driver			VIC	
Transport Company Manager	VIC			
Truck Driver (General)	NT	AUST	AUST	AUST
Warehouse Administrator	NSW		NT	NSW, NT

Training

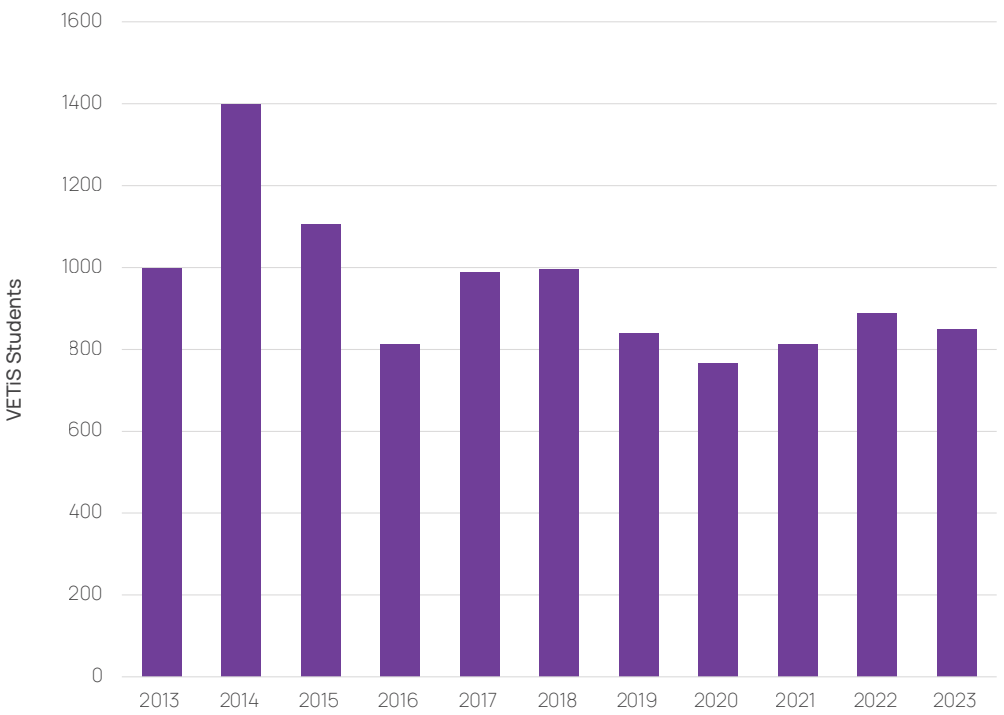
Figure 13: Commencing T&L Qualification Enrolments, 2019 - 2023



Source: NCVER, Total VET Students and Courses, Extracted March 2025

VICTORIA HAS HAD THE *highest proportion of total enrolments* SINCE 2019

Figure 14: T&L VETIS Students, 2013 - 2023



Source: NCVER, VET in Schools, Extracted March 2025

VETIS ENROLMENTS IN T&L SAW A *major spike in 2014, but have remained relatively stable* SINCE THEN

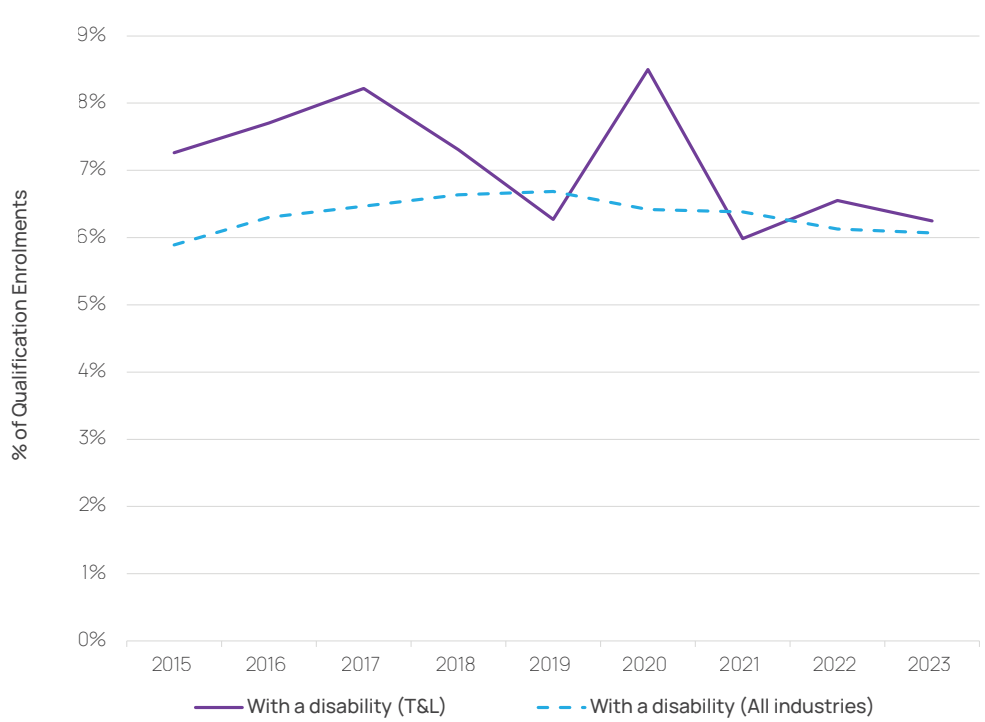
Figure 15: Share of Qualification Enrolments by First Nations Students



Source: NCVER, Total VET Students and Courses, Extracted March 2025

THE PROPORTION OF FIRST NATIONS STUDENTS HAS REMAINED ALMOST STEADY SINCE 2016, *averaging 4.5% of total enrolments* IN T&L QUALIFICATIONS

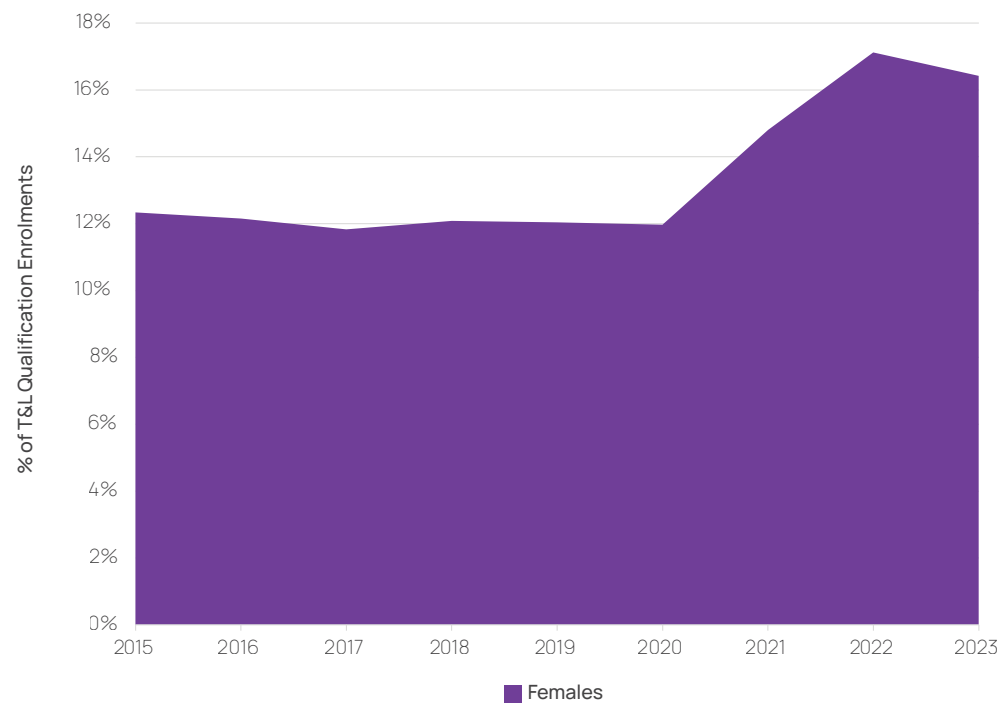
Figure 16: Share of Qualification Enrolments by Students with a Disability



Source: NCVER, Total VET Students and Courses, Extracted March 2025

THE PROPORTION OF STUDENTS WITH A DISABILITY HAS REMAINED STEADY SINCE 2015, *averaging 7% of total enrolments* IN T&L QUALIFICATIONS

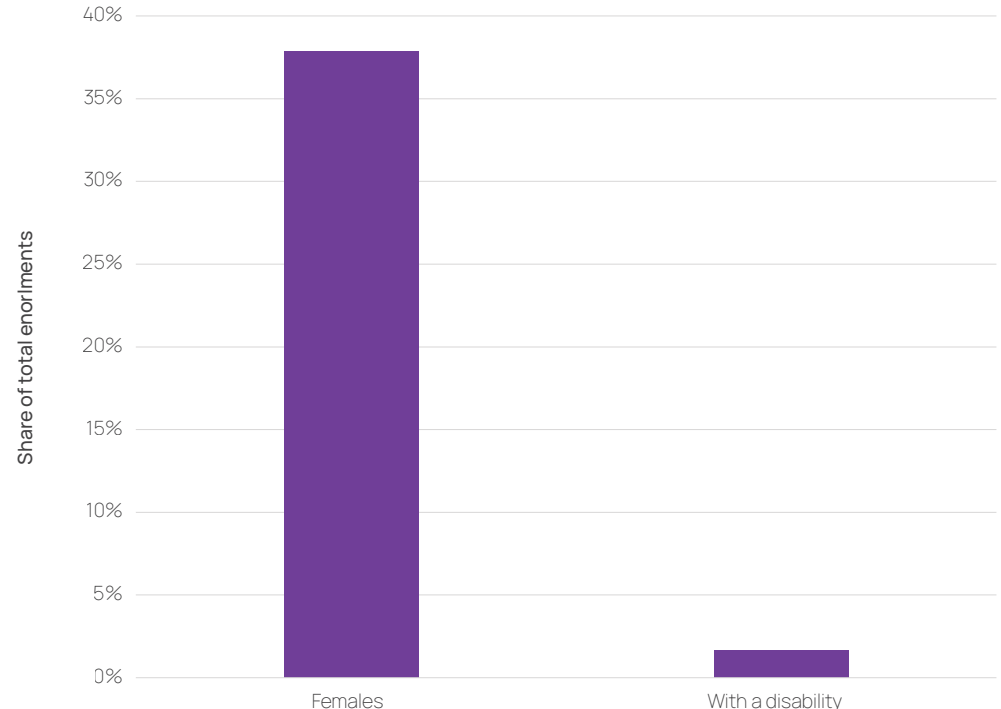
Figure 17: Gender Distribution in T&L Qualification Enrolments



THE SHARE OF FEMALE ENROLMENTS IN T&L QUALIFICATIONS HAS *increased from 12% to 16%* OVER THE LAST THREE YEARS

Source: NCVER, Total VET Students and Courses, Extracted March 2025

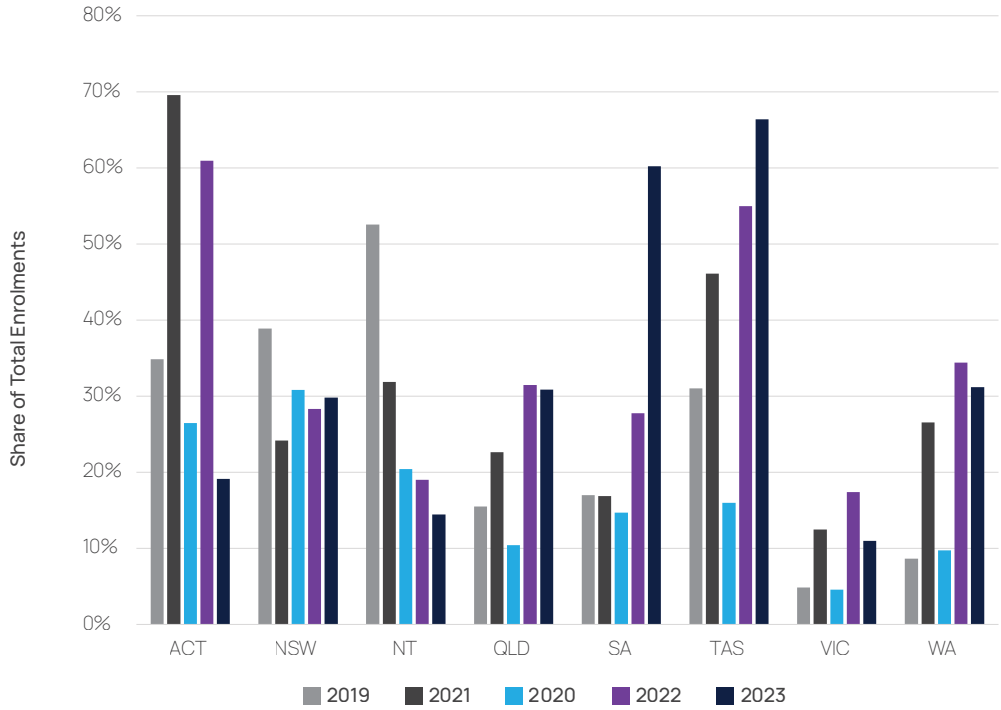
Figure 19: Share of Transport and Logistics Related Higher Education Enrolments by Equity Group



IN 2023, *females accounted for 38%* OF T&L-RELATED HIGHER EDUCATION ENROLMENTS, A SIGNIFICANTLY HIGHER PROPORTION THAN IN VOCATIONAL EDUCATION (14%)

Source: JSA 2025, Jobs and Skills Atlas, Higher Education 2023

Figure 18: Apprenticeships/Traineeships Share of Total T&L Enrolments in Each State/Territory



TASMANIA AND SOUTH AUSTRALIA HAD THE HIGHEST PROPORTIONS OF APPRENTICESHIPS/ TRAINEESHIP ENROLMENTS IN 2023, *accounting for 66% and 60% of the total T&L enrolments* IN THE STATES

Source: NCVER, Total VET Students and Courses, Extracted March 2025



Training System Data

Qualification Enrolments⁸⁹

Qualification	2019	2020	2021	2022	2023
TLI11321 Certificate I in Supply Chain Operations	107	51	110	35	33
TLI20221 Certificate II in Road Transport Terminal Operations	0	0	0	0	0
TLI20321 Certificate II in Stevedoring	37	18	7	3	0
TLI20421 Certificate II in Supply Chain Operations	4884	3378	3791	3388	2792
TLI21221 Certificate II in Driving Operations	954	475	39	12	0
TLI22421 Certificate II in Furniture Removal	2	0	0	0	0
TLI30122 Certificate III in Mobile Crane Operations	1560	750	561	810	851
TLI30219 Certificate III in Stevedoring	112	0	13	0	4
TLI30321 Certificate III in Supply Chain Operations	18248	12638	13272	12936	10649
TLI31222 Certificate III in Driving Operations	14435	12971	18318	15979	11898
TLI31321 Certificate III in International Freight Forwarding (Operator)	71	44	188	230	82
TLI33321 Certificate III in Furniture Removal	22	2	0	0	0
TLI40122 Certificate IV in Specialist Driving Operations	731	286	146	139	91
TLI40221 Certificate IV in International Freight Forwarding (Senior Operator)	9	3	21	24	68
TLI40324 Certificate IV in Supply Chain Operations	888	360	542	326	520
TLI40421 Certificate IV in Stevedoring Operations	0	0	0	0	0
TLI40521 Certificate IV in Traffic Control Room Operations	15	40	41	10	23
TLI40724 Certificate IV in Mobile Crane Operations	1273	85	190	161	239
TLI41222 Certificate IV in Motor Vehicle Driver Training	951	1034	1185	1125	1153
TLI41522 Certificate IV in Materiel Logistics	0	9	0	0	0
TLI50119 Diploma of International Freight Forwarding	48	44	17	17	13
TLI50224 Diploma of Logistics	1021	522	992	635	609
TLI50422 Diploma of Materiel Logistics	0	0	0	0	0
TLI50716 Diploma of Bus and Coach Operations	0	7	0	0	0
TLI50822 Diploma of Customs Broking	196	151	212	178	304
TLI60122 Advanced Diploma of Materiel Logistics	5	0	2	0	0
TLI60222 Advanced Diploma of Supply Chain Management	127	5	108	182	35
Grand Total	45696	32873	39755	36190	29364

Note: enrolment numbers include all versions of the qualification across the years they were available (e.g. TLI20221 Certificate II in Road Transport Terminal Operations includes enrolments for TLI21710 and TLI21716.)

⁸⁹ NCVER VOCSTATS <<https://www.ncver.edu.au/research-and-statistics/vocstats>>, extracted on December 2024

Qualification Completions⁹⁰

Qualification	2019	2020	2021	2022	2023
TLI11321 Certificate I in Supply Chain Operations	38	30	33	22	0
TLI20221 Certificate II in Road Transport Terminal Operations	0	0	0	0	0
TLI20321 Certificate II in Stevedoring	0	7	6	0	0
TLI20421 Certificate II in Supply Chain Operations	1464	1371	1500	1287	1236
TLI21221 Certificate II in Driving Operations	819	403	7	0	0
TLI22421 Certificate II in Furniture Removal	0	0	0	0	0
TLI30122 Certificate III in Mobile Crane Operations	19	0	3	0	6
TLI30219 Certificate III in Stevedoring	19	0	15	0	4
TLI30321 Certificate III in Supply Chain Operations	5385	4247	2935	2195	3059
TLI31222 Certificate III in Driving Operations	2002	2254	1847	1200	1614
TLI31321 Certificate III in International Freight Forwarding (Operator)	57	48	48	33	78
TLI33321 Certificate III in Furniture Removal	17	2	0	0	0
TLI40122 Certificate IV in Specialist Driving Operations	0	0	6	0	0
TLI40221 Certificate IV in International Freight Forwarding (Senior Operator)	11	2	0	40	
TLI40324 Certificate IV in Supply Chain Operations	366	302	233	256	106
TLI40421 Certificate IV in Stevedoring Operations	0	0	0	0	0
TLI40521 Certificate IV in Traffic Control Room Operations	11	25	13	44	20
TLI40724 Certificate IV in Mobile Crane Operations	0	0	0	0	0
TLI41222 Certificate IV in Motor Vehicle Driver Training	850	899	1025	1085	962
TLI41522 Certificate IV in Materiel Logistics	0	11	0	0	0
TLI50119 Diploma of International Freight Forwarding	9	14	3	2	5
TLI50224 Diploma of Logistics	320	295	182	306	184
TLI50422 Diploma of Materiel Logistics	0	0	0	0	0
TLI50716 Diploma of Bus and Coach Operations	0	0	4	0	0
TLI50822 Diploma of Customs Broking	39	36	54	22	66
Advanced Diploma of Materiel Logistics	5	0	0	0	0
TLI60222 Advanced Diploma of Supply Chain Management	59	56	54	43	92
Grand Total	11490	10002	7968	6516	7472

⁹⁰ NCVER VOCSTATS <<https://www.ncver.edu.au/research-and-statistics/vocstats>>, extracted on December 2024

Number of RTOs scoped to deliver Transport and Logistics Qualifications⁹¹

Qualification	RTO count
TLI11321 Certificate I in Supply Chain Operations	7
TLI20221 Certificate II in Road Transport Terminal Operations	1
TLI20321 Certificate II in Stevedoring	2
TLI20421 Certificate II in Supply Chain Operations	47
TLI21221 Certificate II in Driving Operations	8
TLI22421 Certificate II in Furniture Removal	1
TLI29921 Certificate II in Rolling Stock Maintenance	1
TLI30122 Certificate III in Mobile Crane Operations	8
TLI30219 Certificate III in Stevedoring	4
TLI30321 Certificate III in Supply Chain Operations	131
TLI31222 Certificate III in Driving Operations	74
TLI31321 Certificate III in International Freight Forwarding (Operator)	2
TLI33321 Certificate III in Furniture Removal	1
TLI40122 Certificate IV in Specialist Driving Operations	4
TLI40221 Certificate IV in International Freight Forwarding (Senior Operator)	3
TLI40324 Certificate IV in Supply Chain Operations	33
TLI40421 Certificate IV in Stevedoring Operations	3
TLI40521 Certificate IV in Traffic Control Room Operations	3
TLI40724 Certificate IV in Mobile Crane Operations	10
TLI41222 Certificate IV in Motor Vehicle Driver Training	48
TLI41522 Certificate IV in Materiel Logistics	2
TLI50119 Diploma of International Freight Forwarding	2
TLI50224 Diploma of Logistics	27
TLI50422 Diploma of Materiel Logistics	3
TLI50716 Diploma of Bus and Coach Operations	1
TLI50822 Diploma of Customs Broking	3
TLI60122 Advanced Diploma of Materiel Logistics	1
TLI60222 Advanced Diploma of Supply Chain Management	4

⁹¹ Training.gov.au (as at 17 March 2025)

Transport-related university qualifications⁹²

Qualification Type	Course Name	Qualification Type	Course Name
Associate Degree	Logistics	Graduate Certificate	Logistics Management
Bachelor	Business (Logistics and Supply Chain Management) (Applied)	Graduate Diploma	Management (Integrated Supply Chain Management)
Bachelor	Business (Logistics and Supply Chain Management)	Graduate Certificate	Operations And Supply Chain Management
Bachelor	Business (Logistics and Supply Chain Management) (Bachelor Business (Logistics & Supply Chain Management))	Graduate Certificate	Public Transport
Bachelor	Business (Logistics And Supply Chain Management)	Graduate Certificate	Supply Chain and Logistics Management
Bachelor	Business (Logistics And Supply Chain Management) (Masters Pathway)	Graduate Certificate	Supply Chain Innovation
Bachelor	Business (Logistics And Supply Chain Management) (Masters Pathway	Graduate Certificate	Supply Chain Management
Bachelor	Business (Logistics And Supply Chain Management) (Masters Pathway Management Business Analytics)	Graduate Certificate	Supply Network Management
Bachelor	Business (Supply Chain Management)	Graduate Certificate	Supply Chain & Logistics Management
Bachelor	Business Administration (Logistics & Supply Chain Management)	Graduate Certificate	Sustainable Supply Chain Management
Bachelor	Business Majoring Supply Chain Management	Graduate Certificate	Transport Management
Bachelor	International Logistics (Freight Forwarding)	Graduate Certificate	Transport Safety Investigation
Graduate Certificate	Business Information and Logistics Management)	Master	Engineering (Transport Technologies)
Graduate Certificate	Business Management (Supply Chain Management)	Master	Business (32) (Supply Chain Management)
Graduate Certificate	Emerging Technologies For Supply Chain	Master	Business (Erps) /Master Supply Chain Management
Graduate Certificate	Global Logistics And Supply Chain Management	Master	Business (Supply Chain & Logistics)
Graduate Certificate	Logistics And Supply Chain Management	Master	Business Administration (Logistics & Supply Chain Management)
		Master	Business Administration (Supply Chain Management)
		Master	Business Administration (Supply Chain Management)

⁹² Australian Government Department of Education

Qualification Type	Course Name
Master	Business Information and Logistics Management) - Coursework
Master	BusinessI(Supply Chain & Logistics)
Master	BusinessIOperations And Supply Chain Management Extended
Master	Engineering (Civil And Transport)
Master	Engineering (Transport Systems Engineering)
Master	Engineering(Transport)
Master	Information Systems/ MasterISupply Chain Management
Master	Information Systems/ MasterISupply Network Management
Master	Logistics Management
Master	Logistics Management (Advanced)
Master	Management (Supply Chain And Logistics)
Master	Management (Supply Chain Management)
Master	Marketing/MasterISupply Chain Management
Master	Marketing/MasterISupply Network Management
Master	Science (Logistics And Supply Chain Management)
Master	Science (Logistics)
Master	Strategic Supply Chain Management
Master	Strategic Supply Chain Management (Extension)
Master	Supply Chain & Log Management
Master	Supply Chain & Log Management (MasterISupply Chain & Logistics Man)

Qualification Type	Course Name
Master	Supply Chain Innovation (Advanced)
Master	Supply Chain Management (Professional)
Master	Supply Chain Management
Master	Transport
Master	Transport And Traffic
Master	Transportation Systems
Doctor	Philosophy (Supply Chain & Logistics)
Doctor	Philosophy (Transport Engineering)

Transport and Logistics Occupational Areas

Industry Skills Australia acknowledges that the ANZSCO/ OSCA codes used by the VET system to identify occupations in the Transport and Logistics industry do not always correspond with the way in which the industry describes itself. The table below describes job roles in terms that industry will recognise. We have developed this framework as a starting point to assist in conversations with industry stakeholders and will further refine it over time in collaboration with the Strategic Workforce Planning Committees. Job roles that have no clear ANZSCO/ OSCA alignment are identified with a dash, '-'.

Occupational Area	ANZSCO Occupation Titles	OSCA Occupation Titles	Job Roles
1. Road Transport	133611 Supply and Distribution Manager, 149411 Fleet Manager	133331 Supply and Distribution Manager, 172531 Fleet Manager	Fleet Manager, Operations Manager, Passenger Service Delivery Manager, Service Delivery Manager
	741111 Storeperson, 891111 Freight Handler (Rail or Road), 721311 Forklift Driver	721131 Storeperson, 721132 Warehouse Supervisor, 741331 Forklift Driver, 891131 Freight Handler (Rail or Road)	Storeperson, Freight Handler, Intermodal Terminal Worker, Pick Packer, Receival and Despatch Worker, Specialised Cargo Handler, Trade Assistant, Administration Assistant, Equipment Operator, Loader, Load/Unload Supervisor, Pick Packer, Reach Truck/Forklift Driver, Warehouse General Hand, Warehouse Operator, Warehouse Supervisor, Yard Person, Yard Supervisor
	733111 Truck Driver (General), 731111 Chauffeur, 731112 Taxi Driver, 731199 Automobile Drivers nec, 731211 Bus Driver, 731212 Charter and Tour Bus Driver, 731213 Passenger Coach Driver, 732111 Delivery Driver, 733115 Tow Truck Driver, 891112 Truck Driver's Offsider, 899923 Road Traffic Controller, 733114 Tanker Driver, 561211 Courier, 561212 Postal Delivery Officer	711131 Chauffeur, 711132 Oversize Load Pilot Escort, 711133 Rideshare Driver, 711134 Taxi Driver, 711199 Automobile Drivers nec, 711231 Bus Driver, 711232 Charter and Tour Bus Driver, 711233 Passenger Coach Driver, 712231 Delivery Person, 712232 Postal Delivery Officer, 713131 Truck Driver (General), 713132 Tow Truck Driver, 713231 Articulated Truck Driver, 713232 Tanker Truck Driver, 891132 Truck Driver's Offsider, 899631 Road Traffic Controller	Bitumen Tanker Driver, Chemical Tanker Driver, Fuel Tanker Driver, Heavy Vehicle Recovery Driver, Liquid Petroleum Gas (LPG) Tanker Driver, Transport Supervisor, Bus Driver, Coach Driver, Commercial Driver, Concrete Agitator Driver, Courier Driver, Light Rigid Driver, Line Haul Driver, Pickup and Delivery Driver, Pilot Vehicle, Driver, Ride Share Driver, Taxi Driver, Tip Truck Driver, Tow Truck Driver, Waste Vehicle Driver, Mail Carrier, Livestock Transporter, Coach Captain, Logging Truck Driver, Heavy Recovery Tow Truck Driver, Waste Collector, Waste Removalist, Drivers' Assistant,
	451211 Driving Instructor	461531 Driving Instructor	Car Driving Trainer, Heavy Vehicle Driving Trainer, Motorcycle Rider Trainer
	599914 Radio Despatcher	599936 Radio Dispatcher	Open Road Operator, Tunnel Road Operator
	733113 Furniture Removalist	712131 Furniture Removalist	Furniture Removalist, Team Leader

Occupational Area	ANZSCO Occupation Titles	OSCA Occupation Titles	Job Roles
2. Logistics	591116 Warehouse Administrator, 591211 Despatching and Receiving Clerk, 591115 Stock Clerk, 591117 Order Clerk, 591113 Purchasing Officer, 591112 Production Clerk, 561411 Mail Clerk, 561412 Postal Sorting Officer, 224714 Supply Chain Analyst	571231 Order Clerk, 571331 Procurement Officer, 571431 Stock Clerk, 571332 Purchasing Officer, 571531 Warehouse Administrator, 571131 Logistics Officer, 571932 Production Coordinator (Logistics), 599331 Mail Clerk, 599332 Postal Sorting Officer, 223434 Supply Chain Analyst, 243235 Transport Engineer	Despatch Clerk/Officer, Despatch Supervisor, Distribution Centre Supervisor, Inventory Clerk, Inventory Controller, Logistics Assistant, Logistics Coordinator/Supervisor, Logistics General Hand, Logistics Operator, Receiving Clerk, Receiving Supervisor, Supply Chain Administration Officer, Supply Chain Administration Operator, Team Leader, Transport Allocator, Transport Clerk, Logistics Officer, Procurement Officer, Transport Scheduler, Integrated Logistics Support Officer, Inventory Controllers, Product Support Officer, Purchasing/Commercial Officer, Supply Chain Officer, Supply Chain Analyst, Support Systems Officer, Technical Logistics Officer, Mail Clerk, Postal Sorting Officer
	133611 Supply and Distribution Manager, 133612 Procurement Manager, 149413 Transport Company Manager	133231 Procurement Manager, 133331 Supply and Distribution Manager, 172533 Transport Company Manager	Commercial Manager, Fleet Manager, Integrated Logistics Support Manager, Logistics Engineer Or Ram Engineer, Materiel Logistics Director, Materiel Logistics Executive Manager, Materiel Logistics Program Manager, Materiel Logistics Senior Manager, Materiel Sustainment Manager, Product Support Manager, Supply Chain Manager, Support Systems Manager, Technical Logistics Manager, Facility Manager, Supply Chain Executive Manager, Supply Chain Program Manager, Supply Chain Senior Manager, Logistics Manager
	712111 Crane, Hoist or Lift Operator	732131 Crane, Hoist or Lift Operator	Mobile Crane Leading Hand, Mobile Crane Operator, Mobile Crane Supervisor, Dogger
	591212 Import-Export Clerk, 133311 Importer or Exporter	133131 Importer or Exporter, 571931 Freight Forwarder, 599932 Customs Broker	Licenced Customs Broker, Importer or Exporter, Freight Forwarder
	891111 Freight Handler (Rail or Road), 712111 Crane, Hoist or Lift Operator	732131 Crane, Hoist or Lift Operator, 891131 Freight Handler (Rail or Road)	Crane Operator, Equipment Controller, Equipment Operator
3. Stevedoring	891113 Waterside Worker	741937 Stevedore	Stevedore, Stevedore Shift Manager, Stevedore Supervisor, Stevedore Team Leader

ANZSCO and ANZSIC Classifications

This section provides a detailed breakdown of the Australian and New Zealand Standard Classification of Occupations (ANZSCO) and the Australian and New Zealand Standard Industrial Classification (ANZSIC) as they have been used in this document to quantify occupations and industry. While OSCA replaced ANZSCO for use in Australia in December 2024, the underlying data is yet to be updated.

ANZSCO data is presented at two levels of detail. The highest level of detail (6-digit) is available for Census and Skills Priority List data while 4-digit data is available for the quarterly Labour Force data, Employment Projections and the Internet Vacancy Index and others.

ANZSIC data is also presented at two levels of detail. The highest level of detail (4-digits) is available for Census, Counts of Australian Businesses and IBISWorld Industry Class reports, that approximately align to 4-digit ANZSIC while 3-digit data is available for the quarterly Labour Force data, Employment Projections and others.

Note: 'nec' stands for 'not elsewhere classified' and 'nfd' stands for 'not further defined'. If the Census/ Survey respondent didn't provide enough information to categorise the occupation/industry at the highest level of detail, 'not further defined' is used and the respondent is still counted.

ANZSCO Code	Title	Level of Detail
133300	Importers, Exporters and Wholesalers, nfd	6-digit
133311	Importer or Exporter	6-digit
133600	Supply, Distribution and Procurement Managers, nfd	6-digit
133611	Supply and Distribution Manager	6-digit
133612	Procurement Manager	6-digit
149400	Transport Services Managers, nfd	6-digit
149411	Fleet Manager	6-digit
149413	Transport Company Manager	6-digit
224714	Supply Chain Analyst	6-digit
451211	Driving Instructor	6-digit
561200	Couriers and Postal Deliverers, nfd	6-digit
561211	Courier	6-digit
561212	Postal Delivery Officer	6-digit
561400	Mail Sorters, nfd	6-digit
561411	Mail Clerk	6-digit
561412	Postal Sorting Officer	6-digit
591000	Logistics Clerks, nfd	6-digit
591100	Purchasing and Supply Logistics Clerks, nfd	6-digit
591112	Production Clerk	6-digit
591113	Purchasing Officer	6-digit
591115	Stock Clerk	6-digit
591116	Warehouse Administrator	6-digit
591117	Order Clerk	6-digit

ANZSCO Code	Title	Level of Detail
591200	Transport and Despatch Clerks, nfd	6-digit
591211	Despatching and Receiving Clerk	6-digit
591212	Import-Export Clerk	6-digit
712111	Crane, Hoist or Lift Operator	6-digit
721000	Mobile Plant Operators, nfd	6-digit
721311	Forklift Driver	6-digit
721900	Other Mobile Plant Operators, nfd	6-digit
731100	Automobile Drivers, nfd	6-digit
731111	Chauffeur	6-digit
731112	Taxi Driver	6-digit
731199	Automobile Drivers, nec	6-digit
731200	Bus and Coach Drivers, nfd	6-digit
731211	Bus Driver	6-digit
731212	Charter and Tour Bus Driver	6-digit
731213	Passenger Coach Driver	6-digit
732111	Delivery Driver	6-digit
733100	Truck Drivers, nfd	6-digit
733111	Truck Driver (General)	6-digit
733113	Furniture Removalist	6-digit
733114	Tanker Driver	6-digit
733115	Tow Truck Driver	6-digit
741111	Storeperson	6-digit
891000	Freight Handlers and Shelf Fillers, nfd	6-digit
891100	Freight and Furniture Handlers, nfd	6-digit
891111	Freight Handler (Rail or Road)	6-digit
891112	Truck Driver's Offsider	6-digit
891113	Waterside Worker	6-digit
899923	Road Traffic Controller	6-digit
1333	Importers, Exporters and Wholesalers	4-digit
1336	Supply, Distribution and Procurement Managers	4-digit
1494	Transport Services Managers	4-digit
4512	Driving Instructors	4-digit
5612	Couriers and Postal Deliverers	4-digit

ANZSCO Code	Title	Level of Detail
5614	Mail Sorters	4-digit
5910	Logistics Clerks, nfd	4-digit
5911	Purchasing and Supply Logistics Clerks	4-digit
5912	Transport and Despatch Clerks	4-digit
7121	Crane, Hoist and Lift Operators	4-digit
7213	Forklift Drivers	4-digit
7310	Automobile, Bus and Rail Drivers, nfd	4-digit
7311	Automobile Drivers	4-digit
7312	Bus and Coach Drivers	4-digit
7320	Delivery Drivers, nfd	4-digit
7321	Delivery Drivers	4-digit
7330	Truck Drivers, nfd	4-digit
7331	Truck Drivers	4-digit
7400	Storepersons, nfd	4-digit
7410	Storepersons, nfd	4-digit
7411	Storepersons	4-digit
8910	Freight Handlers and Shelf Fillers, nfd	4-digit
8911	Freight and Furniture Handlers	4-digit

ANZSIC Code	Title	Level of Detail
4600	Road Transport, nfd	4-digit
4610	Road Freight Transport	4-digit
4620	Road Passenger Transport	4-digit
4621	Interurban and Rural Bus Transport	4-digit
4622	Urban Bus Transport (Including Tramway)	4-digit
4623	Taxi and Other Road Transport	4-digit
5029	Other Transport , nec	4-digit
5100	Postal and Courier Pick-up and Delivery Services	4-digit
5101	Postal Services	4-digit
5102	Courier Pick-up and Delivery Services	4-digit
5200	Transport Support Services, nfd	4-digit
5211	Stevedoring Services	4-digit
5290	Other Transport Support Services	4-digit
5291	Customs Agency Services	4-digit
5292	Freight Forwarding Services	4-digit
5299	Other Transport Support Services , nec	4-digit
5300	Warehousing and Storage Services	4-digit
5301	Grain Storage Services	4-digit
5309	Other Warehousing and Storage Services	4-digit
I000	Transport, Postal and Warehousing, nfd	4-digit
460	Road Transport, nfd	3-digit
461	Road Freight Transport	3-digit
462	Road Passenger Transport	3-digit
510	Postal and Courier Pick-up and Delivery Services	3-digit
520	Transport Support Services, nfd	3-digit
529	Other Transport Support Services	3-digit
530	Warehousing and Storage Services	3-digit
I00	Transport, Postal and Warehousing, nfd	3-digit
5210	Water Transport Support Services, nfd [†]	4-digit
521	Water Transport Support Services [†]	3-digit
5000	Other Transport, nfd	4-digit
5010	Scenic and Sightseeing Transport [†]	4-digit
501	Scenic and Sightseeing Transport [†]	3-digit

Stakeholder Survey Summary

The stakeholder survey was conducted between February and March 2025 and was designed to test the identified challenges and drivers and to capture proposed strategies from industry.

Table 6: Stakeholder Consensus on Workforce Issues

	Challenge/Driver	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
A	A lack of diversity is contributing to occupational shortages		10%	30%	40%	20%
	Lack of skilled migration pathways to address workforce shortages		5%	25%	45%	25%
	Limited training incentives is a barrier to recruitment and skilling	5%			35%	60%
	Shortages of heavy vehicle drivers, customs brokers and warehouse workers		5%	5%	15%	75%
B	Barriers for new drivers: industry image, age limits, insurance, and rest facilities			10%	45%	45%
	Bus driver training needs to be updated to better support disabled passengers and deal with anti-social incidents			55%	25%	20%
	Industry is struggling to replace retiring drivers			10%	40%	
	National consistency needed for Bus Driver's Authority			60%	30%	5%
C	Digital divide worsened by poor connectivity in remote areas			35%	55%	10%
	High turnover in regional areas due to inadequate housing and essential services			35%	45%	20%
	Industry struggles with inconsistent funding opportunities across jurisdictions	5%		5%	25%	
	Lack of quality training resources and skilled trainers impacting rural workforce development			30%	40%	30%
D	Shortage of trainers and assessors, particularly in rural areas			10%		40%
	Training gaps must be addressed in leadership, waste transport, electric vehicle recovery, and oversize/overmass (OSOM) loads			35%	55%	10%
	Training must be consistent and accessible, particularly in rural and remote areas			20%	45%	35%
	Training needs to be updated for workers in transport compliance roles, livestock, dangerous goods transport, and crane operations			30%	55%	15%
E	Decarbonisation and Environmental, Social, and Governance (ESG) compliance are driving demand for new industry skills		5%		30%	15%
	Digital literacy, AI, and cyber security are essential skills for the T&L workforce		5%	15%	70%	10%

Impact on organisations

Survey participants were asked about how the identified drivers and challenges affect their organisations. Below is a summary of the key insights they provided.

- A. Industry struggles to attract and retain workers: Addressing the shortage key occupations such as skilled heavy vehicle drivers and customs brokers, caused by high training costs and an aging workforce, is crucial to overcoming growth and operational challenges.
- B. Heavy vehicle driver shortages persist: Persistent shortages are exacerbated by age restrictions, prolonged licensing processes and high insurance costs for young drivers.
- C. Limited access to industry relevant training: Skills development is hindered by limited access to industry-relevant training, driven by trainer shortages, inconsistent funding, and high costs, particularly in regional areas.
- D. Skills gaps in specialised roles/sectors: The skills gap is driven by a lack of entry-level pathways, evolving compliance requirements, regulatory updates, high training costs in remote areas, and inconsistent funding.
- E. New skills needed for emerging technologies: Many organisations are struggling to adapt to technological change, with outdated training, low digital literacy, and emerging needs in areas like AI, cyber security, ESG compliance, and alternative fuels, risking future workforce capability.

Proposed solutions

Participants were invited to suggest solutions for addressing the identified drivers and challenges. Here is a summarised overview of their suggestions.

- A. Industry struggles to attract and retain workers
 - Advocacy for the introduction of more T&L qualifications into the Apprenticeship Incentive System to encourage employer investment in training.
 - Enhancing funding and awareness for VET sector pathways and training incentives to attract new entrants.
 - Promoting the implementation of truck driving simulators, advocating for better career pathways and funding support in the transport industry.
- B. Heavy vehicle driver shortages persist
 - Promoting career change opportunities for experienced drivers and streamlining licensing with mentoring systems.
 - Highlighting the benefits of the transport industry to young people, emphasising income, stability, travel, and job progression.
 - Supporting the inclusion of driving apprenticeships/traineeships on the Australian Apprenticeship Priority List and negotiating lower insurance premiums for trainees to attract young talent.

- C. Limited access to industry relevant training hinders skills development
 - Implementation of a collective approach to regional training.
 - Establishing a unified funding model to address state-specific needs and nationwide skills shortages.
 - Support for utilising transportable simulators for remote training to ensure safety and accessibility.
 - Advocacy for the inclusion of TLI training packages in fee-free courses and increase funding for regional training positions.
 - Encouraging industry professionals to become mentors and trainers and provide regional incentives and standardised training resources.
- D. Skills gaps in specialised roles/sectors
 - Encouraging the use of simulators for risk-free emergency response training and scenario practice.
 - Support for development of specialised training to provide comprehensive knowledge and skills for recognised roles in the T&L sector.
 - Enhancing incentives and specific leadership training for rural and remote areas.
 - Ensuring quality training and mentorship in compliance roles, regardless of regional location, and more funding.
- E. New skills needed for emerging technologies
 - Advocacy to legislate and enforce new technology adoption to drive change and innovation.
 - Better collaboration with software providers to contextualise training content and develop comprehensive training for emerging technologies.
 - Establishing industry-led workgroups to create consistent ESG measures and providing grants for small business training.
 - Advocacy for government-funded professional development for trainers and enhance media support for small to medium businesses.

Other key drivers

Participants were asked to share additional key drivers and challenges affecting skills and workforce development in their sector. Below is a summary of these critical issues.

- Promotion to educate parents on the benefits of the transport industry for their children.
- Improving the Government's recognition for T&L's economic importance and addressing shortage of skilled trainers.
- Advocacy for Government funding and incentives for training, especially in regional areas and for new entrants.
- Improving industry awareness and digital literacy among potential entrants.
- Establishing better career pathways and mentorship programs within the T&L sector.
- Further consultation to simplify complex workers' compensation arrangements.
- Addressing the ageing workforce of customs brokers and improve promotions to younger individuals.

- Improving the real-world experience of trainers in the T&L industry.

Explanatory Notes to Data

Occupational data (Workers) vs Industrial data (Workforce)

When analysing the workforce and industry data in Australia, two classifications are commonly used: ANZSCO/OSCA and ANZSIC.

- ANZSCO (Australian and New Zealand Standard Classification of Occupations) or OSCA (Occupation Standard Classification for Australia) categorises occupations based on skill level and specialisation.
 - In December 2024, OSCA replaced ANZSCO for use in Australia, however, it will take some time for these changes to appear in occupational data or shortage lists.
- ANZSIC (Australian and New Zealand Standard Industrial Classification) classifies businesses into industry sectors. This groups companies based on the primary activities they are engaged in.

In simple terms, ANZSCO/OSCA is about what people do in their jobs, and ANZSIC is about the industry or sector where businesses operate. They are used for different purposes and are not directly comparable.

In this document, we use the term 'Workers' when referring to occupational data (ANZSCO) and industry 'Workforce' when referring to industrial data (ANZSIC).

Occupational Shortage vs Skills Shortage

In this document, we distinguish between occupational shortages and skills shortages.

- Occupational shortage: This occurs when employers struggle to fill vacancies for a specific occupation or can't find employees with specialised skills needed in that occupation. Essentially, there aren't enough qualified people available to do the job.
- Skills shortage: This refers to a situation where the existing workforce does not possess the right skills to meet the demands of their sector or occupation. It's not about the number of employees, but about the quality or suitability of their skills.

Business Count

In the Counts of Australian Businesses data, industries are classified by the main industry linked to a business ABN. This method has limitations. Firstly, businesses operating in several States/Territories are counted only once, making enterprise figures appear low in some areas. This does not mean that there are no enterprises in those regions; rather, that their headquarters are located elsewhere. Secondly, if an organisation operates in multiple industries, it is only counted in one, leading to potential inaccuracies in industry classification.

⁹³ ABS Census 2021

⁹⁴ NCVER 2024, VET qualification completion rates 2023, NCVER, Adelaide

Training Data

Total VET Activity (TVA) data is collected from all types of RTOs and not only those in receipt of Commonwealth or State funding.

Endnotes/Special References

[†] Scenic and Sightseeing Transport is an industrial category that covers all transport modes, and the workforce is split proportionately among the transport sectors according to historical Census distributions.

Water Transport Support Services is an industrial category that is split between the Maritime workforce (port and terminal operations sub-categories) and Transport and Logistics workforce (Stevedoring Services sub-category). This split is based on historical Census distributions.

Data Gaps

1. In December 2024, the [Occupation Standard Classification for Australia \(OSCA\) 2024](#), replaced ANZSCO for use in Australia. OSCA has been established by the Australian Bureau of Statistics (ABS) through a comprehensive review of ANZSCO, conducted between July 2022 and December 2024.

It will take some time for OSCA occupations to appear in occupational data or shortage lists. Within the new standard, the number of transport and logistics occupations has increased both at the 6-digit level (36 to 44 occupations) and at the 4-digit level (16 to 23 occupational groups).
2. The Labour Force Survey significantly underrepresents the true size of the workforce in the Transport and Logistics industry. While the survey confines its count to those working specifically within the Transport, Postal and Warehousing Industry, it overlooks the fact that Transport and Logistics workers are prevalent across all sectors. Fewer than half (42%⁹³) of these workers are employed in their 'home' industry, with the majority dispersed in various other sectors. For example, the forklift driver occupation would traditionally be considered a Transport and Logistics occupation. However, a worker performing this role may be engaged by a business who primarily operates in the Manufacturing, Wholesale Trade, Retail Trade or Public Administration and Safety industries.

3. [Qualification Completions](#) should not be compared with enrolment numbers to ascertain completion rates. Instead, completion rates⁹⁴ are calculated by the National Centre for Vocational Education Research (NCVER), reflecting the proportion of qualifications that are ultimately completed. It's important to note that these rates are available for all qualifications collectively, but not for specific training packages or individual qualifications.

Sources for infographics

Data	Source
Business No Business distribution by state %	ABS Counts of Australian Businesses
Female %	ABS Labour Force 2024
Australian households making an online purchase in 2023	Australia Post, 2024 Inside Australian Online Shopping
Tonne kilometres of road freight moved 2024 Domestic freight task growth (projected to 2030)	BITRE Yearbook 2022
First Nations % With a disability % Workforce with VET as highest qualification Workforce nearing retirements (aged 56-66) Median age Top 5 occupations	Census 2006 to 2021
GDP contribution \$b 2023-2024 Estimated annual revenue \$b 2024	IBISWorld Industry Wizard
Qualification enrolment	NCVER, Total VET Activity 2023
Workforce	JSA Labour Force Trending 2025
Residential distribution of workers	JSA NERO 2025 and ABS Remoteness Areas - 2021
Commercial vehicles on Australian roads in 2024	Road Vehicles, Australia, January 2024
Registered training organisations (RTO)	training.gov.au, RTOs with explicit scope to deliver quals

Appendix B
Glossary of
Terms

Gap analysis - The process of quantifying and identifying the difference between current workforce and skills needs and what will be required into the future.

Labour shortage - Where the demand for unskilled labour (entry level or otherwise) is greater than the supply of those available and willing to work under existing industry conditions

Registered Training Organisation - Organisations that are approved by ASQA, WA TAC or VRQA to deliver nationally recognised training in the VET sector

Reskilling - Involves learning new skills outside of a person's existing skillset which are often closely adjacent to their current function, but can be geared toward a different path entirely

Skill Set - A single unit of competency or a combination of units of competency from a training package that link to a licensing or regulatory requirement, or a defined industry need

Training Provider - Any organisation or individual providing education or training services

Upskilling - Undertaking learning to expand a person's existing skill set. Upskilling enhances a worker's performance in their current role, potentially advancing them along their career path

Workers - The term refers to occupational data (ANZSCO/OSCA)

Workforce development - Design or delivery of initiatives to build the skills and capability of the workforce. May include but is not limited to: skills audits and skills analyses; on or off-the-job training; skills recognition; recruitment, job design and career pathways; assessment and evaluation.

Workforce Plan - The repeated, systematic and cyclical identification, analysis and planning of workforce skill needs at the enterprise (micro) or sector/region (meso) or whole of industry/economy (macro) level

Workforce Planning - Analysis, research and strategies to identify, forecast and respond to the current, emerging and future workforce challenges and opportunities

Workforce - The term refers to industrial data (ANZSIC)

Appendix C
Methodology

The Workforce Plan adopts a comprehensive approach to understand and address workforce drivers and challenges in our industries. Our methodology is designed to be evidence based, industry supported and actionable, ensuring that the insights we generate are both relevant and practical.

1. Industry Consultation and Issue Identification
Throughout the year, ISA actively engages with industry stakeholders through consultations, roundtable discussions across states, territories, and regional areas, events such as the Supply Chain Leaders' Summit, and participation in relevant conferences and meetings. Insights gathered from these engagements are documented, reviewed, and categorised according to key labour market dynamics, such as skills shortages, occupational shortages, or occupations with attraction and retention issues. This structured identification of issues provides the context necessary to inform hypothesis development.

2. Generating Hypotheses
Using the categorised issues identified through industry consultations and events we develop hypotheses about the workforce. A hypothesis is an idea that is proposed so that it can be tested to see if it might be true. For example, we might hypothesise that the demand for truck drivers is high due to ongoing issues with attracting and retaining employees in these roles. Individual hypotheses are grouped into narrative sections, for example "A. Industry struggles to attract and retain workers". These hypotheses guide our research and analysis, helping us to focus on specific areas of interest.

3. Data and Research Support
To validate our hypotheses, we draw on both qualitative and quantitative sources, including labour market reports, academic studies, news articles and a wide variety of data. This step is crucial for grounding our hypotheses, ensuring that the problems we have identified are backed by solid evidence.

4. Stakeholder Survey
The stakeholder survey is designed to test our hypotheses with industry. For each hypothesis we:

- measure agreement among stakeholders
- gain an understanding of how the identified issues are impacting organisations
- capture suggested responses to the issues
- identify any additional key drivers not previously considered.

The insights gathered from stakeholders play a pivotal role in shaping the Plan. Their feedback not only tests the relevance of the identified challenges but also enriches the development of Proposed Actions with practical solutions.

5. Developing Proposed Actions
A key part of our methodology involves the Labour Market Dynamics and Potential Strategies Mapping tool. This tool allows us to:

- diagnose our hypotheses as having one or more 'symptoms', symptoms being categories of shortages/surpluses of skills and workers. These symptoms indicate how the labour supply is meeting demand
- identify potential strategies to respond to the identified issues
- evaluate existing initiatives, identifying any that are aligned with our hypotheses. This helps to ensure our Proposed Actions complement, rather than duplicate, existing efforts.

6. Incorporating Feedback
Prior to public consultation, our Strategic Workforce Planning Committees (SPWC) identified priority areas for investigation across sectors. This step is crucial for ensuring our findings and recommendations are relevant, practical, and aligned with the needs and priorities of industry.

7. Public Consultation
A draft of our report is made available for public consultation, allowing a broader audience to contribute their insights and feedback via a feedback form. This phase enables us to fine-tune our challenges/drivers and validate Proposed Actions through direct engagement with our stakeholders.



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