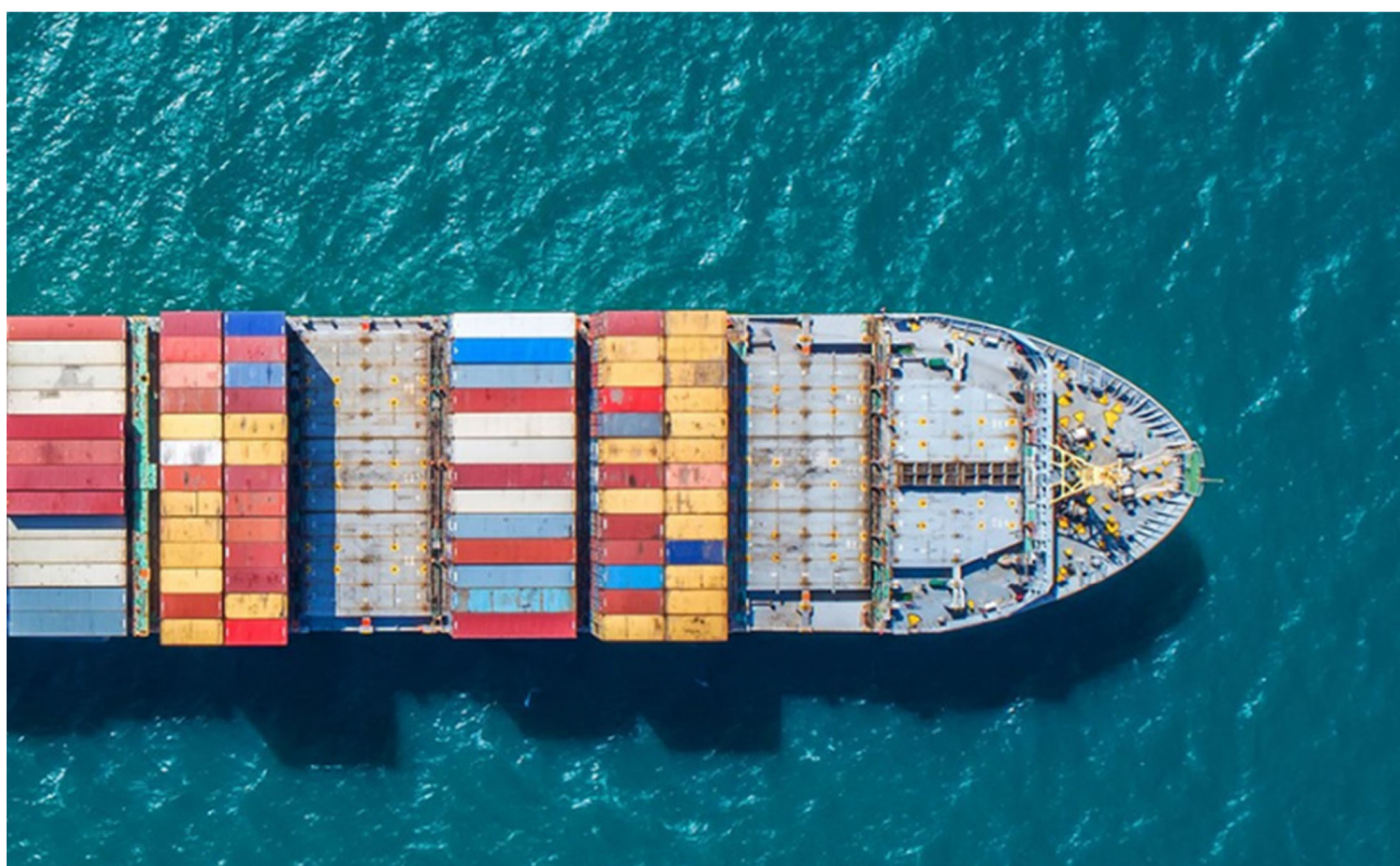




**FREIGHT AND LOGISTICS COUNCIL OF WA**  
CONNECTION, COLLABORATION, RESULTS

## Annual Report 2025



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## Message from the Chair

The Freight and Logistics Council of WA (the Council) was established in 2009 to provide a high-level conduit between industry and the State Government and facilitate improved strategic policy outcomes related to freight movement.

The Council's purpose is to provide direct advice to the Minister for Transport on high-impact issues affecting freight and logistics efficiency and sustainability within the Western Australia (WA) supply chain. This includes relationships on cross-modal issues. The Council promotes the common interests of those engaged in strategic freight and logistics activities impacting WA. Its members represent all modes of transport in the freight and logistics industry, state and local government organisations and maritime and transport unions.

When issues are raised within the Council, they are progressed through research and discussion. The research is enabled through the resources of our staff and membership, as well as our broad network in industry and government at both the state and national levels. This dialogue allows an exchange of views during policy formulation and encourages industry ownership of subsequent State Government positions.

This report highlights the key activities of the Council during 2025, some of which will be carried forward into 2026.

### Thank you

My appreciation to the Council's executive team for their extraordinary support in 2025, with many thanks to Executive Officer Drew Gaynor and Executive Assistant Lynne Karow. These thanks extend to all Members for their continued engagement with the important work of the Freight and Logistics Council.

I look forward to continued engagement with our members, industry, and stakeholders on strategic freight and logistics issues in 2026.



**Megan McCracken AICD**  
**Chair**  
**Freight and Logistics Council of WA**



## Council Membership and Planning

The Council is a dynamic group and from year to year, its membership may change to ensure that a broad range of voices from industry are heard. The Council's membership for 2025 was:

- Centurion Transport
- Fremantle Ports
- Arc Infrastructure
- Perth Airport
- Qube Bulk
- Western Roads Federation
- Transport Workers Union
- Department of Transport Major Infrastructure
- Co-operative Bulk Handling
- Mid-West Ports
- WA Local Govt Association
- Maritime Union of Australia
- Livestock Rural Transport Assoc of WA
- Watco/Intermodal Group
- Main Roads WA
- Dept of Primary Industries and Regional Development
- Public Transport Authority of WA
- Aurizon
- WA Planning Commission
- Chamber Minerals & Energy WA
- StarTrack
- Container Transport Alliance Australia
- Pacific National

The Hon. Jessica Stojkovski MLA, Minister Assisting the Minister for Transport, attended our Council meeting on 28 August 2025 in her new role. It was a valuable opportunity for the Council members to share their views.

### ➤ Council and Board Changes during 2025

We note the following Council and Board changes in 2025:

Anna Dartnell (Aurizon) and Nathan Speed (Arc Infrastructure) stepped off the Council and the Board in mid-2025. John Mitchell (Livestock Rural Transport Association of WA (LRTAWA)) stepped off the Council in October 2025. Many thanks to them for their generous contributions.

We welcomed Todd Emmert, from Qube Bulk, to the Council Board in 2025.

Council membership changes in 2025 were:

- David Wright (Aurizon) was appointed to the Council on 2 July 2025, replacing Anna Dartnell.
- Stephanie Unwin (Arc Infrastructure) was appointed to the Council on 1 September 2025, replacing Nathan Speed.
- Jayson Penn (LRTAWA) was appointed to the Council on 31 October 2025, replacing John Mitchell.

We welcome these new members and thank Anna, Nathan and John for their exceptional contributions.

## ➤ Council Meetings 2025

In addition to standing items and ongoing work, the Council invites organisations to address the Council.

The Council met four times in 2025 and thank the following guest speakers who attended our Council meetings:

- David Harrison, Chief Executive Officer, Kwinana Industries Council, providing insight into Kwinana's Next Chapter.
- Elwyn Gearon, A/Managing Director, Public Transport Authority, on the workforce skillset changes required with electric buses and zero-emissions.
- Clint Sullivan, Manager Risk & Governance, Fremantle Ports, on the closure of the Queen Victoria St Bridge in 2026.
- Kieron Hendicott, Deputy Chief Executive Officer, Infrastructure WA (IWA), provided an overview of the IWA's Infrastructure Strategy.
- Tony Sewell, General Manager Operations, Perth Airport, presented Perth Airport's new draft Master Plan.
- Patrick Seares, Managing Director, Westport, on the progress of Westport.
- Sue Hellyer, Director Freight, Department of Transport and Major Infrastructure (DTMI), on the progress of developing the Regional Freight Strategy.

## Alliances

In 2025, the Council continued its strategic partnership with the Australian Logistics Council (ALC). The mutually recognised partnership benefits the two organisations by allowing them to work together on common policy issues and to participate in national discussions. The Council attended the ALC's supply chain summit in August 2025, which provided insights into national and international challenges in the resilience of freight supply chains. The theme was "Australia's Supply Chains Under Pressure - Solutions for a Resilient Future."

The Council maintains contact with other state-based freight councils, including the Queensland Transport and Logistics Council and the South Australian Freight Council, as well as other associations and industry groups.

## Our Focus

The Council addresses various freight and logistics issues each year. In 2025, this included Board-endorsed projects, standing work items, and other activities that came before the Council.

Projects included:

- Investigations into the east-west supply chain (rail, road and coastal shipping) and exploring ways to mitigate disruptions.



- Scenario planning to identify implications of a range of implications (i.e. future challenges and opportunities) for WA's freight systems out to 2050.

The Council continued to liaise with the DTMI on the development of the government's Regional Freight Strategy (RFS). The RFS is nearly complete, and the Council expects to see the early results shortly before its anticipated release in early 2026.

The Council was also involved in important state programs, including land freight access considerations, infrastructure planning, and the protection of freight corridors, as well as planning for land-side freight access to the proposed Westport.

At a national level, the Council continues to be involved in matters that support the resilience of the Australian freight system, including the National Freight Data Hub, the Federal Government's freight and logistics national policy agenda, and the activities of national transport associations.



## Strategic Issues

The Council has several strategic projects underway in 2025 and into 2026.

### ➤ **Scenario Planning for Future Freight Movement in WA**

The Council conducted a workshop on 30 October 2025 to identify implications of a range of implications (i.e. future challenges and opportunities) for WA's freight systems to 2050. It also generated and validated strategic options to address the challenges and capitalise on the opportunities for the State.

The workshop primarily focused on infrastructure but also explored the efficiency and capacity of the State's supply chains under various future scenarios. Issues such as the resilience of international, interstate, and intrastate freight supply chains were examined, and the external factors presented by the scenarios were taken into consideration.

Under four scenarios, the workshop identified some key implications for the freight and logistics sector in the state, including:

- Skills shortages and mobility.
- Education towards specialised skills.
- Maintaining existing infrastructure and funding new infrastructure.
- The necessity for long-term planning.

Over 40 people attended, including 21 of the 23 Council members and representatives from our Freight Reference Group. The participants were diverse, comprising transport companies from the three modes, major freight users, associations, and universities.

This ensured a wide range of perspectives were brought for discussion at the workshop. The workshop's findings will be presented to the Council in early 2026.

### ➤ **East West Supply Chain Research**

The Council continues to have a focus on the east-west supply chain (rail, road and coastal shipping), noting that rail is the primary freight transport mode. The Council is currently undertaking research into the east-west supply chain.

The three parts of research are:

- Collection of data available on east-west freight by volume and, where possible, the type of freight. This also includes identifying gaps in the data.
- Engaging with key stakeholders on:
  - How disruption to the supply chain impacts them.
  - How to mitigate the impact when the rail is disrupted (e.g. quicker transfer to the road of priority goods, such as pharmaceuticals).
- Economic Analysis:
  - Understanding the value of the supply chain to the WA economy.
  - What is the impact on the WA economy when the supply chain is disrupted?

The data collection report has been completed. Some findings from the report included:

- There have been improvements in the centralisation of freight data in recent years.
- Publicly available reporting and data provide aggregates and modelled estimates of freight movements.
- Some data and relevant commentary specific to the east-west supply chain can be extracted.
- The enormous variety of road freight transported by many suppliers makes it difficult to obtain detailed data.

The report serves as a basis for a future, more detailed collection and examination of the freight moving east-west.

The Council has engaged the Bankwest Curtin Economics Centre (BCEC) to conduct the economic analysis study.

The evaluation will:

- Estimate the values of the east-west freight supply chain flows to the WA economy (in terms of gross value added, output and employment).
- Identify WA's key sectors dependent on interstate trade and logistics with the eastern states.
- Develop scenario analysis and assess the economic impacts of disruptions (e.g. rail outage, floods) on WA businesses, consumers and the state's economy.
- Explore supply chain risk, resilience and policy responses.

## Submissions

The Council submitted the following submissions.

Organisation	Submission
Northern Australia Joint APH	Joint Select Committee on Northern Australia Energy, Food and Water Security
Australian Rail Transport Corporation	The Trans Australian Railway Land Bridge Concept
Dept Transport Major Infrastructure	Regional Freight Strategy regional action plans (FLC's priority projects)



## Standing Committees

The Council sits on several standing committees.

- Westport's Supply Chain Industry Reference and Working Group.
- Westport's Freight and Road User Working Group.
- Perth Airport Community Briefing Group.
- State Resupply Reference Group.
- National Freight Data Hub Industry Advisory Panel.
- Main Roads Intelligent Transport System External Advisory Group.
- Fremantle Ports Supply Chain Forum.

### ➤ **Westport's Supply Chain Industry Reference and Working Group**

The Council is a key stakeholder in the Westport Supply Chain Industry Reference and Working Group, advising on land access and freight challenges to efficiently supply the new port, and providing meaningful industry input to ensure optimal outcomes, including futureproofing the port.

### ➤ **Westport's Freight and Road User Working Group**

The Freight and Road User Working Group aligns with key planning and development milestones to ensure the group can provide timely and productive input into the Network Operations Plan as it is developed and refined.

### ➤ **The Perth Airport Community Briefing Group**

The Perth Airport Community Briefing Group provides a forum for discussions on airport planning, development, and operations.

It aims to:

- Achieve broad community engagement on airport planning, development and operations, and their impact.
- Provide advice regarding communication, consultation and engagement to other stakeholders, including Perth Airport.
- Assist Perth Airport to fulfill its obligations as a responsible corporate citizen within the local and broader community, while recognising its role as a significant economic contributor to the local region, Perth and WA.
- Enhance the long-term sustainability and growth of Perth Airport.

### ➤ **The State Resupply Reference Group**

This group has been established to provide specific advice and support about resupply risk management and business continuity across the State.

### ➤ **National Freight Data Hub Industry Advisory Panel**

The role of the National Freight Data Hub Industry Advisory Panel is to provide advice and advocacy that will:

- Build the Hub's profile and credibility.
- Build trust and value through co-design.
- Create a collaborative community.

➤ **Main Roads Intelligent Transport System External Advisory Group**

Main Roads is implementing an Intelligent Transport System Masterplan and Roadmap to 2030, which includes roadside technologies, control, and data systems that enhance safety, improve efficiency, and increase reliability. The Council is a member of the External Advisory Group alongside the State Government and industry.

➤ **Fremantle Ports Supply Chain Forum**

Fremantle Ports organises quarterly sessions to serve as a platform for knowledge exchange and collaboration, promoting sustainable and economic growth in our rapidly evolving industry.

