

RECOMMENDED ACTIONS

1. The freight logistics industry, users of logistics services and government agencies to define data requirements and develop improved ongoing data collections. This will enable the analysis of industry characteristics and trends for the purposes of policy formulation, strategic business decision-making and infrastructure and other investments.
2. The freight logistics industry to promote examples of best logistics chain practice, and develop information packages to help users of logistics services to adopt those best practices. The information packages should include:
 - a critical assessment of current logistic practices in Australian industry—particularly as they relate to small and medium enterprises (SMEs)—and case studies of successful and unsuccessful examples and relevant overseas experience
 - a self-assessment guide to enable firms to benchmark their existing logistics practices
 - a tool kit of the types of strategies available to move to best practice logistics and the resources available to support those strategies.
3. The freight logistics industry and users of logistics services to develop and promote templates which can form the basis of service level agreements to improve the overall standard of service delivery, safety and logistics chain performance. These agreements should clearly demonstrate their relevance to achieving best logistics chain practice.
4. The freight logistics industry and users of logistics services, in conjunction with government agencies, to review accreditation arrangements in the freight logistics industry to identify and address inconsistent practices, duplication, cost and domestic and international recognition.
5. The freight logistics industry, in conjunction with Federal Government agencies, to commission an analysis of the industry's innovation process and the industry's ability to access relevant government assistance as part of that process.
6. The freight logistics industry, tertiary institutions and governments to develop a process for establishing appropriate research and development capabilities for freight logistics—for example, by establishing a Cooperative Research Centre (CRC) or other joint arrangements.
7. Government agencies, the freight logistics industry and users of logistics services to increase their efforts to demonstrate the commercial benefits of e-Logistics applications and support their use—particularly by small and medium enterprises (SMEs).
8. The freight logistics industry, with government agencies, to conduct feasibility studies to improve freight distribution through the integrated application of intelligent transport systems (ITS), cargo tracking and e-Business.
9. The freight logistics industry and users of logistics services to work with appropriate technical organisations and government agencies to achieve greater

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- connectivity of messaging standards and related business technologies, nationally and internationally.
10. The freight logistics industry and users of logistics services to promote the benefits of flexible work arrangements to facilitate 24x7 operations, and analyse the extent to which demarcation, employment practices, regulatory arrangements and industry structure impede the achievement of efficient and effective freight logistics chains.
 11. The freight logistics industry and government agencies to undertake a detailed analysis of the industry's occupational health and safety (OH&S) record and identify priority measures to achieve an agreed quantifiable improvement in the industry's performance.
 12. The freight logistics industry to work with educational and training institutions to develop strategies to raise the industry's profile and to highlight career and training opportunities to school leavers, career advisers, parents, companies with in-house logistics operations, industry employees and the wider community.
 13. Education and training providers and Transport and Distribution Training (TDT) Australia, consulting with industry and regulatory authorities, to develop and implement a national education framework for freight logistics, including appropriate recognition and articulation of skills and knowledge across jurisdictions and between education and training levels, and the alignment of training with licensing and accreditation requirements.
 14. The freight logistics industry, working with education and tertiary institutions and users of logistics services, to facilitate collaborative informal learning strategies for logistics chains/networks in business processes and appropriate managerial training programs, with particular focus on small and medium enterprises (SMEs) and regional operators.
 15. The freight logistics industry, users of logistics services, the Australian National Training Authority (ANTA) and education and training institutions to develop and implement a self-funding national logistics web portal, that incorporates a database of all education and training courses and other resource material.
 16. The freight logistics industry, firms with in-house logistics operations, tertiary institutions, the Australian National Training Authority (ANTA), registered training organisations and Transport and Distribution Training (TDT) Australia to review the provision of funding available for freight logistics education and training and make a case to Federal, State and Territory governments for an appropriate allocation of funds.
 17. The freight logistics industry and governments to review solutions—including those identified under the *National Strategy for Intelligent Transport Systems (e-transport)*—for increasing efficiency and reducing congestion and greenhouse gas emissions associated with freight movements, and implement strategies to promote awareness and support take-up.
 18. The freight logistics industry, users of logistics services and government agencies to undertake a full life-cycle assessment of several representative freight logistics

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- chains to examine opportunities for applying the principles of reverse logistics to achieve improved environmental outcomes.
19. The freight logistics industry, users of logistics services, and government agencies to establish an awareness program of the technologies available to eliminate packaging waste from freight logistics chains.
 20. The freight logistics industry, in conjunction with government agencies, to develop and implement a national freight logistics accreditation scheme that encourages Australian firms to adopt the Australian Standard/New Zealand Standard (AS/NZS) International Standards Organisation (ISO) 14000 series and improve environmental management within the freight logistics industry.
 21. The freight logistics industry, with assistance from government agencies, to establish a freight logistics export working group to review current approaches and to address how best to achieve the increased export of freight logistics services and related products.
 22. The Federal Government, in cooperation with State and Territory governments, to explore the potential for using export assistance programs to promote the development of the global logistics chain capabilities of Australian exporters in partnership with Australian logistics services providers.
 23. Federal, State and Territory governments, working with the freight logistics industry and local government, to develop a long-term strategic framework to guide freight logistics infrastructure planning and investment decisions, which:
 - identifies and defines a national logistics network covering the major freight corridors, related modes and intermodal points
 - reviews the network's adequacy against future requirements, sustainability and sound asset management principles
 - commits to maintaining a high standard of freight infrastructure and to prioritising planning and investment decisions.
 24. On the basis of this strategic framework, relevant governments to secure adequate transport corridors and modal interface areas for the efficient development of major seaports and airports and related road, rail and storage and warehousing services.
 25. Federal, State and Territory governments to work with the freight logistics industry and local government to:
 - identify the role of major metropolitan and regional freight centres in the national strategic framework
 - develop an analytical structure which can be used in planning for the development or expansion of these centres and the related infrastructure, including the links with smaller local distribution points.
 26. The Federal Government to review its approach to infrastructure funding to provide for improved logistics chain outcomes through flexibility in program design and cooperation across traditional government boundaries and, through the

