



AUSTRALIAN LOGISTICS COUNCIL

DRIVING A SEAMLESS SUPPLY CHAIN



STRATEGIC PLAN FOR 2010-2011

MARCH 2010



WHO WE ARE

The Australian Logistics Council (ALC) is the peak national body for Australia's freight Transport & Logistics (T&L) industry. The aim of ALC is to influence government policy decisions to ensure that Australia has a safe, secure, reliable, sustainable and competitive freight T&L industry.

KEY ALC POLICY DOCUMENTS

- » The National Strategy for the Transport & Logistics Freight Industry – Enhancing Australia's Supply Chains 2008 -2015 (2008)
- » ALC Discussion Paper - A Smarter Supply Chain - Using ICT to Increase Productivity in the Australian Transport and Logistics Industry - January 2010
- » "Cross Border Regulation in Australia"
 - Cross Border Regulation Report - Sunraysia/Riverland (Summary)
 - Cross Boarder Regulation Report - Sunraysia/Riverland (Full Report)
- » "Australia's supply chains - fixing the blockages. Advancing Australia's Competitiveness"
 - ALC Supply Chain Blockages Summary
 - ALC Supply Chain Blockages Final
- » Who Moves Australia? – Workforce participation in Australian Transport and Logistics.
 - Who Moves Australia Summary
 - Who Moves Australia Full Report



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1. Background

The Australian Logistics Council (ALC) was established by the Australian Government in September 2002 as a partnership between the Australian Transport & Logistics (T&L) supply chain and Government. ALC initially comprised 26 members, mainly from the freight T&L industry but with some representation from users and government agencies.

In 2004, ALC restructured into two groups - the full Council, comprising around 80 senior representatives of logistics firms, their customers and governments, and an Executive Committee of 11 members, responsible for ongoing management of the agreed annual work program.

The Commonwealth Department of Transport and Regional Services provided initial secretariat support until January 2005. From this time ALC set up its own office and employed an Executive Director and support staff. In 2008 the ALC was established as a not for profit Company, Limited by Guarantee, with a Board of Directors, and Members who are the financial supporters of the Council and the 'owners' of the company.

In December 2008, the Hon Anthony Albanese MP, Minister for Infrastructure, Transport, Regional Development and Local Government, advised ALC that it was an opportune time for the Government to take a step back to allow the industry to fully support the work ALC does on its behalf. ALC is now funded entirely by subscription from members.

2. Strategic Positioning

In September 2009, ALC announced a significant re-positioning to focus on advocacy, regulation and infrastructure, aimed at improving the efficiency of Australia's freight Transport and Logistics (T&L) Industry. ALC moved its headquarters to Canberra and appointed a new Canberra-based CEO.

In December 2009 ALC advised members, industry and government stakeholders that in 2010 ALC will be focused on influencing:

- » The national transport policy and regulatory reform agenda being driven by the Council of Australian Governments (CoAG) and Ministers of the Australian Transport Council (ATC).
- » The National Ports Strategy, the National Freight Network Plan, and the National Transport Policy Framework being developed by Infrastructure Australia.

Industry and government stakeholders have expressed the view that ALC should take the necessary steps to establish itself as the "go to" organisation in Canberra representing the 'big end' of the Australian freight Transport & Logistics industry. The desired outcome was that ALC should be viewed by Government as the primary source of information on freight T&L issues.

On 4 February 2010, the ALC Board met to implement the necessary changes to ALC to reflect the move to a national member-funded policy focussed industry council that is:

- » Driven, funded by and representative of the major participants in the Australian freight T&L industry.
- » Viewed by Government as the primary source of information on the national freight T&L issues that all governments will be considering in the next few years.

The ALC Strategic Plan 2010-2011 outlines the approach to ensure that ALC is policy focussed, representative of the T&L industry, and financially sustainable.

3. Economic Positioning

The Bureau of Transport Economics (BTRE) has defined logistics as: *“the activities required for the movement and handling of goods and materials, from inputs through production to consumers and waste disposal”*.

The Australian Bureau of Statistics (ABS) does not classify freight logistics as an item in the national accounts. Freight logistics is partly recognised in the Transport and Storage (T&S) category, with the remainder in other categories such as Retail and Mining. Estimates by ALC and BTRE on the contribution of freight logistics to GDP take a broader definition of freight logistics than that covered by T&S in the National Accounts.

The Australian freight T&L Industry is a critical part of the Australian economy, generating 14.5% of Australia’s GDP and providing more than 1 million jobs across 165,000 companies. ALC estimates that every 1% increase in efficiency will save Australia around \$1.5 billion¹.

The necessity to drive efficiencies in the T&L supply chain is critically imperative given recent Treasury estimates that Australia’s population will increase to 35 million by 2050. Australia’s freight task has more than doubled over the last 20 years, is expected to almost double again by 2020, and triple by 2050².

4. ALC Mission Statement, Aim and Strategic Objectives

The Australian Logistics Council (ALC) is the peak national body for Australia’s freight Transport & Logistics (T&L) industry.

The aim of ALC is to influence government policy decisions to ensure that Australia has a safe, secure, reliable, sustainable and competitive freight T&L industry.

ALC members have interests across the full spectrum of the Australian freight T&L supply chain, including owners, providers and users of infrastructure, as well as suppliers of goods and services.

Membership of ALC is extended to major T&L businesses, organisations and associations with an interest in Australia’s domestic and international T&L supply chains. The primary member contact will be the Chair, CEO or senior decision making executive.

The Objectives of ALC are to:

1. Be the nationally recognised voice of the major participants in Australia’s domestic and international freight T&L supply chains.
2. Support appropriate nationally consistent regulatory frameworks and transparent markets to ensure Australia enjoys the full benefits of national freight T&L policy development and reform.
3. Promote the freight T&L industry’s image and profile and encourage greater recognition by governments and the community of the importance of the industry’s contribution to Australia’s economy.
4. Drive implementation of strategies to improve Australia’s domestic and international supply chains.

¹ ALC National Strategy for the Transport and Logistics Freight Industry - Enhancing Australia’s Supply Chains 2008-2015.

² Infrastructure Partnerships Australia - Meeting the 2050 Freight Challenge.

5. ALC Objectives, Strategies and Actions for 2010

OBJECTIVES	STRATEGIES	ACTIONS
<p>1. Be the nationally recognised voice of the major participants in Australia's domestic and international freight T&L supply chains.</p>	<p>Position ALC with Government, industry stakeholders and media as the peak national body for Australia's major freight Transport & Logistics industry owners, providers, users and suppliers.</p>	<ul style="list-style-type: none"> » Use the ALC <i>National Strategy for the Transport and Logistics Freight Industry - Enhancing Australia's Supply Chains 2008-2015</i> as the basis for advocacy across: <ul style="list-style-type: none"> - Safety – T&L Vision Zero. - Investment. - Regulatory Reform. - People. - Energy & Environment. - Innovation and Technology. - Leadership. » Prepare ALC Policy document “<i>A Seamless Economy: A Seamless Supply Chain</i>” setting out the next steps in the reform of the Australian Transport and Logistics Industry, eg a Single Land Transport Regulator with a seamless regulatory approach across all transport modes. » ALC to communicate 2010 Strategic Plan to members, prospective members and key government stakeholders. » Conduct a survey in late 2010 on members' expectations of ALC, how external stakeholders view ALC and future opportunities for ALC. Results to feed into an ALC Strategic Planning session in early 2011.
<p>2. Support appropriate nationally consistent regulatory frameworks and transparent markets to ensure Australia enjoys the full benefits of national Freight T&L policy development and reform.</p>	<p>Engage with CoAG, ATC Ministers, and their Departments to advocate a national approach to the Australian transport industry.</p>	<ul style="list-style-type: none"> » Advocacy and support for the national transport policy and regulatory reform agenda being driven by the Council of Australian Governments (CoAG) and ministers of the Australian Transport Council (ATC). » Advocacy and submissions on the National Ports Strategy, the National Freight Network Plan, and the National Transport Policy Framework being developed by Infrastructure Australia and National Transport Commission. » Capital City Strategic Planning Systems - CoAG has agreed to national objectives and criteria for the future strategic planning of Australia's capital cities. <ul style="list-style-type: none"> - ALC to ensure capital city strategic planning systems take into account Transport & Logistics issues. » Promote the adoption and development of safety best practices in T&L through the National Logistics Safety Code (NLSC) and Retail Logistics Supply Chain Code of Conduct (RLSC). » Advocate ALC Reports on: <ul style="list-style-type: none"> - “<i>Cross Border Regulation in Australia</i>” - “<i>Australia's supply chains - fixing the blockages. Advancing Australia's Competitiveness</i>”

<p>3. Promote the Freight T&L industry's image and profile and encourage greater recognition by governments and the community of the importance of the industry's contribution to Australia's economy.</p>	<p>Engage with ALC Members and stakeholders to influence perceptions of the freight T&L sector.</p>	<ul style="list-style-type: none"> » Manage the Women Moving Forward Program. » Work closely with the Australian Freight Council Network and state freight councils. » Establish forum with the Dept of Infrastructure & Transport with T&L sectoral associations. » Decision Makers Dinners with jurisdictional Ministers for Transport: <ul style="list-style-type: none"> – One dinner in each state and territory – to be open to all ALC members. Non-members to pay premium for attendance. – Two Chairman's Dinners with Commonwealth Minister for Transport - invitation list to be at discretion of Chairman. » At opportune times promote outcomes of ALC document "<i>Who Moves Australia – Workforce participation in Australian Transport & Logistics</i>".
<p>4. Drive implementation of strategies to improve Australia's domestic and international supply chains.</p>	<p>Promote effective and efficient supply chains in Australia through regulatory reform and appropriate infrastructure investment, including by maximising the use of our existing supply chains.</p>	<ul style="list-style-type: none"> » Release and advocacy of Discussion Paper on <i>A Smarter Supply Chain - Using Information & Communications Technology (ICT) to Increase Productivity in the Australian Transport Logistics Industry</i>. <ul style="list-style-type: none"> – ALC to Develop ALC Position Paper on <i>A Smarter Supply Chain</i>. » Development of ALC Discussion Paper on the role of competition policy in a seamless supply chain. <ul style="list-style-type: none"> – Purpose is to analyse government/ACCC requirements around cooperation and information, which creates uncertainty and is a constraint on a seamless supply chain. » Future Supply Chain 2020 Project - role of collaboration in the organisation and operation of Future Supply Chains that will deliver sustainable Collaboration and Future Supply Chain business models.

6. Positioning of ALC with allied T&L Associations

There is a role for ALC in ensuring that associations in the T&L freight industry have the opportunity to present a united view to Government.

ALC will engage with other associations to progress policy issues that reflect the ALC objectives to:

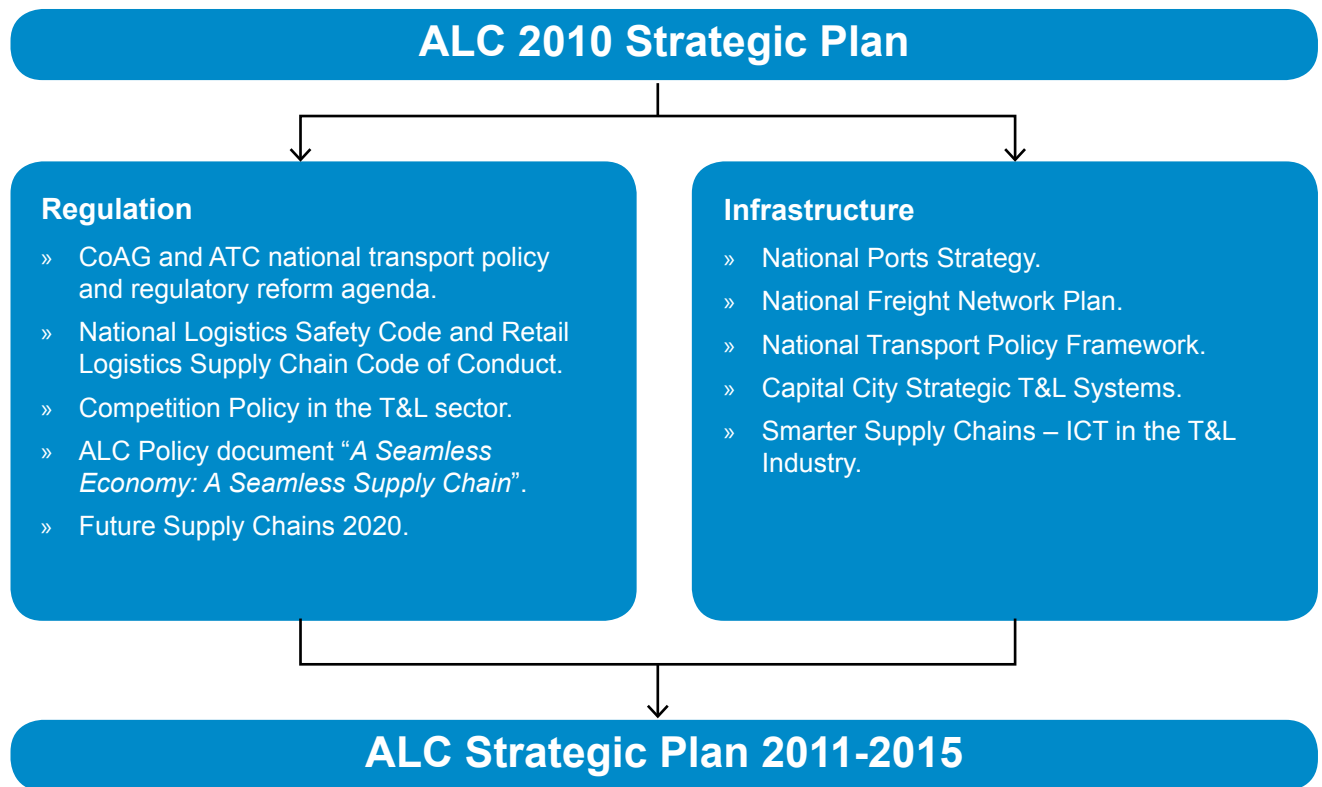
1. Be the nationally recognised voice of the major participants in Australia's domestic and international freight T&L supply chains.
2. Support appropriate nationally consistent regulatory frameworks and transparent markets to ensure Australia enjoys the full benefits of national freight T&L policy development and reform.
3. Promote the freight T&L industry's image and profile and encourage greater recognition by governments and the community of the importance of the industry's contribution to Australia's economy.
4. Drive implementation of strategies to improve Australia's domestic and international supply chains.

ALC will organise a regular forum for key freight T&L associations with the Department of Infrastructure and Transport to discuss key issues on the CoAG and ATC agenda.

ALC will encourage all T&L industry and professional associations to maintain active membership of ALC.

7. ALC Priority Policy Issues

Over 2010, ALC will focus on a number of key policy issues, reflecting the desire by the ALC Board to focus on advocacy, regulation and infrastructure.



8. Membership Fees and Structure

ALC members have interests across the full spectrum of the Australian Freight T&L supply chain, including owners, providers and users of infrastructure, as well as suppliers of goods and services.

Membership of ALC is extended to major T&L businesses, organisations and associations with an interest in Australia's domestic and international T&L supply chains.

The primary member contact will be the Chair, CEO or senior decision making executive.

In 2010, ALC will double its membership and take the necessary steps to establish itself as the "go to" organisation in Canberra representing the 'big end' of the Australian freight Transport & Logistics industry.

The desired outcome is that ALC should be viewed by Government as the primary source of information on freight T&L issues.

The target member demographic for ALC are Australia's major freight T&L providers, supply chains, consignors and consignees.

Actions for 2010

- » That all ALC members must be fully financial members.
- » That ALC will double its membership and take the necessary steps to establish itself as the "go to" organisation in Canberra representing the 'big end' of the Australian freight Transport & Logistics industry
- » That the fee levels be redefined as follows:

PLATINUM \$40,500 (+GST)

- » Membership of ALC Chairman's Industry Advisory Board.
- » Two representatives on ALC Council.
- » Substantial input into all ALC submissions and policy papers.
- » Invitation to all Chairman's and Decision Makers Dinners.
- » Prime position of Logo on the ALC website and link to website.
- » Automatic Sponsorship of ALC Forum.
- » Automatic Sponsorship of ALC Council meetings.
- » First right of refusal on all other ALC sponsorship opportunities.
- » Recognition as an ALC supporter at all Chairman's Dinners.
- » Prominent recognition in the ALC Annual Report.
- » Extensive networking opportunities with industry and government leaders.
- » Receipt of all newsletters and press releases.

GOLD \$28,500 (+GST)

- » Membership of ALC Chairman's Industry Advisory Board.
- » Two representatives on ALC Council.
- » Substantial input into all ALC submissions and policy papers.
- » Invitation to one Chairman's Dinner and all Decision Makers Dinners.
- » Prime position of Logo on the ALC website and link to website.
- » Automatic Sponsorship of ALC Forum.
- » First right of refusal on all other ALC sponsorship opportunities.
- » Prominent recognition in the ALC Annual Report.
- » Extensive networking opportunities with industry and government leaders.
- » Receipt of all newsletters and press releases.

SILVER \$18,500 (+GST)

- » Two representatives on ALC Council.
- » Substantial input into all ALC submissions and policy papers.
- » Invitation to all Decision Makers Dinners.
- » Logo on the ALC website and link to website.
- » Option on all other ALC sponsorship opportunities.
- » Recognition in the ALC Annual Report.
- » Extensive networking opportunities with industry and government leaders.
- » Receipt of all newsletters and press releases.

BRONZE \$7,500 (+GST)

- » Representative on ALC Council.
- » Opportunity for input into all ALC submissions and policy papers.
- » Invitation to all Decision Makers Dinners.
- » Recognition on the ALC website and link to website.
- » Recognition in the ALC Annual Report.
- » Extensive networking opportunities with industry and government leaders.
- » Receipt of all newsletters and press releases.

Government Sponsor \$10,500 (+GST)

- » Opportunity to attend and participate in ALC Council.
- » Opportunity for input into all ALC submissions and policy papers.
- » Invitation to all Decision Makers Dinners.
- » Logo on the ALC website and link to website.
- » Prominent recognition in the ALC Annual Report.
- » Extensive networking opportunities with industry and government leaders.
- » Receipt of all newsletters and press releases.

Industry Associations \$5,500 (+GST)

- » Representative on ALC Council.
- » Substantial input into all ALC submissions and policy papers.
- » Invitation to all Decision Makers Dinners.
- » Logo on the ALC website and link to website.
- » Recognition in the ALC Annual Report.
- » Extensive networking opportunities with industry and government leaders.
- » Receipt of all newsletters and press releases.

Associate Membership - \$5,500 (+GST)

This membership is for businesses that have indirect involvement in Australia's domestic and international supply chains. Eg consulting, banking, finance, accounting and legal firms, and other suppliers of T&L related goods & services.

- » Participation in ALC Council and all ALC policy working groups.
- » Opportunity for input into all ALC submissions and policy papers.
- » Invitations to Decision Makers Dinners.
- » Recognition on the ALC website and link to website.
- » Opportunity to sponsor ALC events.
- » Recognition in the ALC Annual Report.
- » Extensive networking opportunities with industry and government leaders.
- » Receipt of all newsletters and press releases.

9. Governance

As of January 2010, Members of the ALC Board are:

Name	Title	Company
Ivan Backman	Chairman	Australian Logistics Council
Ian Murray	Executive Director	Australian Institute of Export Ltd
David Anderson	Executive Director	Ports Australia
Tony Sheldon	Federal Secretary	Transport Workers Union
John Begley	Chairman	Victorian Freight and Logistics Council
Michael Carter	Executive General Manager QR Network	QR Limited
Paul Little	Managing Director	Toll Holdings Limited
Len Harper	International President	CILTA
Ingilby Dickson	General Manager Supply Chain and Logistics	BlueScope Steel
David Williams	Chairman	Wexco Pty Ltd
Daryll Hull	Managing Director	Transport and Logistics Centre
Michael Kilgariff	Chief Executive	Australian Logistics Council
Alternates		
Andrew Ethell	GM Group Corporate Affairs	Toll Group
Brett Reed	National Industry Director	TWU

Number of Board Members

Section 3.1 of the ALC Constitution - Number of Directors, states that *The Company must have at least 7 Directors and, until otherwise decided by ordinary resolution, not more than 20 Directors.*

S3.7 One Third of Directors to Retire Annual

At each annual general meeting one third (or if that is not a whole number, the whole number nearest to one third) of the Directors who are not Directors only because they are alternates must retire from office and may be eligible for re-election.

Role of the ALC Chairman

Generally:

- » The ALC Chair should act as an important link between the board and the CEO between Board meetings, without inhibiting direct access of fellow directors.
- » The ALC Chair will Chair all board meetings efficiently and shaping the agenda in relation to goals, strategy, budget and executive performance.
- » Obtain appropriate information to present to the board.
- » Assist with the selection of potential board committee members.

Role of the Board

The ALC Board has the responsibility to identify ALC's direction and goals and it is the CEO's responsibility to implement these plans. All decisions are made collectively by the board and all directors share equal responsibility for those decisions.

The Board's responsibilities will be made clear in its own charter. These documents are meant to give both parties freedom to act within boundaries, rather than to constrain actions.

The Board has agreed to amend the ALC Constitution to allow the election of two Deputy Chairs.

The Board will meet three times per year to utilise the board's skills, knowledge and experience. ALC Directors will cover their own travel and/or accommodation costs.

ALC Chairman's Industry Advisory Board

ALC will establish a Chairman's Industry Advisory Board, consisting of senior T&L industry figures. It will not have any formal Governance role in the company.

The role of this Board will be to:

- » Provide advice to the Board and the CEO on key T&L issues.
- » Act as a key link to senior T&L industry leaders and ALC on policy and membership issues.
- » Provide advice to the Chairman on attendees at the Chairman's and Decision Makers Dinners.

Role of the Chief Executive Officer

Section 7 of the ALC Constitution allows the CEO to be appointed to the Board. The CEO's role is to:

- » Implement the strategy approved by the ALC Board.
- » Prepare Papers for Quarterly Board meetings, in consultation with the Chairman.
- » Submit reports, budgets and financial statements to the board.
- » Implement all approved plans, and policies.
- » Maintain awareness of the business, economic and political environment as it affects ALC.
- » Protect and enhance the image and reputation of the company.
- » Ensure compliance with legal and regulatory obligations.

Delegations

The CEO's powers and responsibilities are to be formalised in writing. Examples of delegations that boards typically make to CEOs include:

- » management of major operational activities
- » financial management limitations, eg capital and operational expenditure
- » staff appointments and management.
- » writing contracts
- » role in strategic planning.

Board committees

Boards are responsible for monitoring and overseeing most aspects of an organisation. A Board committee should have a clear purpose outlined in a written charter, eg:

- » role, purpose and responsibilities;
- » scope of authority, extent of power and decision making abilities;
- » membership requirements and attendance procedures;
- » composition and structure;
- » frequency of meetings;
- » terms of access to internal and external resources and information;
- » requirements for reporting to the board;
- » special powers of the committee chair; and
- » tenure.

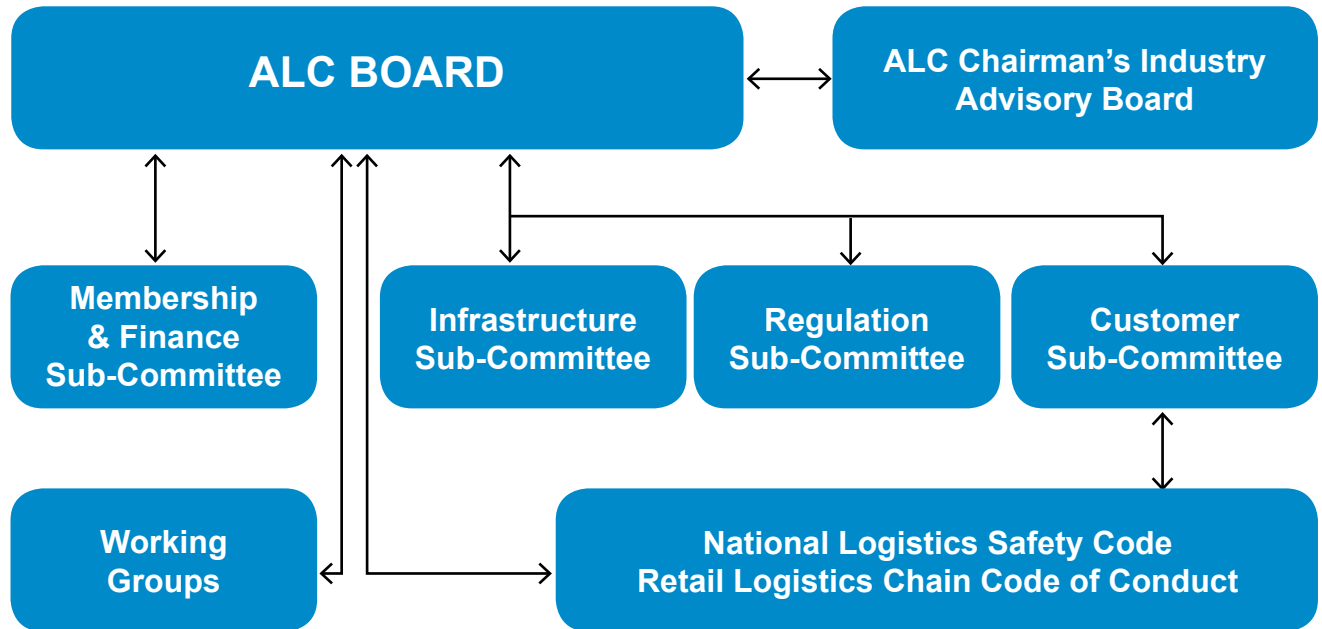
ALC Council

ALC Council was originally created to ensure there was engagement between the Government and industry. That requirement is no longer relevant, however, Council does still serve as a forum for Australia's freight Transport & Logistics (T&L) industry. For that reason, ALC will convene three meetings of members in 2010, to be reviewed in 2011.

Actions for 2010

- » ALC Directors have agreed to limit the term of the Chairman to 3 years; in an exigency, the Board could elect the Chairman for a fourth year only.
- » ALC Directors have agreed to amend Section 3.6 of the ALC Constitution to allow the election of two Deputy Chairs.
- » ALC will develop and approve Charters to create the following Board Committees:
 - Membership and Finance Committee.
 - Infrastructure Committee.
 - Regulation Committee.
 - Customer Committee
- » Working Groups may be formed by the Board as required, with members being appointed from within or outside the ALC membership.
- » ALC will develop and approve Charters for the National Logistics Safety Code and Retail Logistics Supply Chain Code of Conduct.
- » ALC Board meetings will be held three times annually, with Board Committees undertaking their proper role in between Board meetings.
- » ALC will establish an Advisory Board consisting of senior T&L industry figures.
- » The CEO's powers and responsibilities will be formalised by way of delegations and the board's responsibilities will be made clear in its own charter.
- » ALC will convene three Board and Council meetings in 2010, in addition to the AGM:
 - 2 March Sydney
 - May (AGM) Melbourne
 - August Melbourne
 - November tbc

ALC 2010 Committee Structure



ALC SECRETARIAT

Michael Kilgariff	Chief Executive
Vacant	Manager Policy
Natasha Diduk	Office Manager/Events
Melinda Buker	Program Director
Ian Ross	Program Director
Tracee Pratt	Contract Accountant

10. Conferences and Events in 2010

People

ALC does not have *people* issues as a core policy issue; however it is recognised as an important freight T&L industry policy issue.

ALC recognises that the Australian Transport Council endorsed a Strategic Action Plan for workforce planning and skills at the November 2009 meeting, which will be auctioned in 2010.

ALC will review the possibility of supporting a “*T&L People Summit*” or similar forum with industry allies later in 2010.

Safety Summit

ALC will review the possibility of holding a “*Safety Summit*” later in 2010.

ALC Annual Forum

The ALC Annual Forum will be held on 3 March 2010 in Sydney, the theme for which is *Driving a Seamless Supply Chain* - designed to be consistent with the ALC’s key strategic policy priorities.

Planning is underway for the 2011 Forum.

Decision Makers Dinners

ALC organises very successful T&L Decision Makers Dinners (DMD’s) in every state and territory with the jurisdictional Minister for Transport, which are recognised for their value to industry and government.

ALC will convene one Decision Makers Dinner in each jurisdiction over 2010:

In 2010, ALC financial members will be given priority when issuing invitations to DMD’s. Non members will be invited if space allows, but tickets will be issued at a premium price.

Chairman’s Dinners

In 2010 the ALC Chairman will host two private dinners for key industry leaders with the Hon Anthony Albanese MP, Minister for Infrastructure, Transport, Regional Development and Local Government. Minister Albanese has requested that ALC organise at least two such events each year to keep him personally informed on T&L industry issues.

Invitations will be issued at the Chairman’s discretion; however a primary purpose of these dinners is to reinforce the high level access enjoyed by ALC to potential and existing ALC members.

Pricing will reflect the prestige attached to attending such events.

Other dinners with important stakeholders will be considered on merit.

11. Strategic Plan 2011-2015

The key to success of ALC in the future will be:

1. Its ability to be a truly unified voice for its industry.
2. The financial commitment and engagement of its members. That is, it needs to have all the key stakeholders “on board” and they all need to be, at least, committed to the direction of ALC.

To ensure that this remains the case, in 2010 ALC will conduct an Environmental Scan that explores issues such as:

- » members’ needs, expectations and desired outcomes of ALC;
- » how well members believe the ALC is fulfilling their demands today;
- » how external stakeholders, such as the Australian Government, view ALC;
- » what opportunities exist to grow the membership and influence of ALC; and
- » what ALC needs to do if it is to deliver key outcomes for the industry.

Approach

Step one - conduct research with key stakeholders to understand:

- » The needs and expectations of ALC members, including the key outcomes or issues that stakeholders would like to see ALC address.
- » How stakeholders perceive ALC, including points such as its strengths and weaknesses, its reputation and image, its structures and processes, its perceived ethics and values and anything else that is relevant to its performance. Other issues that should be explored include attitudes toward ALC; why and how these attitudes affect stakeholders’ behaviours toward ALC.
- » How stakeholders believe ALC can further enhance its effectiveness and improve its ability to deliver the key outcomes they desire.
- » Stakeholders’ information needs of ALC (what information they want, when and how they want to be communicated with).

Step two - conduct another strategic planning meeting in 2011 to establish:

- » What ALC needs and wants to achieve over the next 3-5 years.
- » How it will achieve these outcomes and, in doing so, address any issues raised in the research.



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