Checklist for the transport of perishable food in road/rail transport and refrigerated containers

Prepared by the Innovation, Training and People Working Group
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**Please Note**

While all reasonable care has been taken in the production of this checklist SAFC accept no liability resulting from the interpretation or use of the information set out in this publication.
A number of industry forums and studies have reinforced the importance of effective freight logistics management as a critical success factor for South Australian food exports. They have also pointed to the need for all players in the logistics chain to understand each other’s role and function and to improve communications.

In May 2002, the formerly separate South Australian Sea and Air Freight Councils (now merged into the South Australian Freight Council Inc) produced separate air and sea freight checklists for the export of perishable foods. These Checklists are aimed at assisting new and existing food exporters to discuss their sea and air freight arrangements with other participants in the cargo chain, including land transport elements. With the incorporation of the SA Land Freight Council into SAFC (2003), it is appropriate that the Council now produces an Integrated Land Freight Checklist.

This Checklist for the transport of perishable food in road/rail transport and refrigerated containers (The Land Freight Checklist) is principally directed at freight consignors, but relevant sections will be helpful to the various service providers along the logistics chain.

The Checklist is in question format and does not cover all aspects of land freight logistics. Instead it focuses on a selected range of issues that are sometimes overlooked or may not be fully understood by all parties in the freight logistics chain. Please note that the checklist does not cover additional issues associated with finance, insurance, documentation, labelling, legal responsibilities, Australian exporting and the importing country regulations. All can cause delay and/or heartache, inevitably leading to extra cost!

So as to be best placed to facilitate the most effective and least cost path to market for your goods, users of the Checklist are advised to:

1. Seek advice from several potential service providers to ensure that you are receiving the most appropriate price/product mix for your business;
2. Research your market and customer requirements (as well as your customer’s customer);
3. Ensure that you are complying with relevant regulations and requirements.

It is important to note that new food safety legislation has recently come into force in South Australia, specifically the Food Act 2001 and Primary Produce (Food Safety Schemes) Act 2004. These Acts state that any ‘Food Transport Vehicle’, whether self propelled or not and whether used on land or sea or in the air is considered a ‘Food Business’ and is required to notify their local council of various business and contact details. Further information is available at www.dhs.sa.gov.au/pehs

Importantly, the Checklist is not intended to substitute for the expert advice that is both available and necessary for those involved in export.

Finally, this checklist will inevitably be improved by industry input. Comments on the Checklist’s value and how it could be modified or enhanced would be appreciated and should be sent to:

Neil Murphy, General Manager, South Australian Freight Council Inc Phone: (08) 8447 0688, Mobile: 0427 089 240, Fax: (08) 8447 0606 murphy.neil@flindersports.com.au

www.safreightcouncil.com.au
Product quality can quickly deteriorate during handling and transport if inappropriate conditions and practices are used. Whether moving your product locally or around the world it can experience a variety of environments and conditions on its journey. However, problems can be minimised and quality maintained with the use of correct packaging, handling, service and route selection and effective cold chain management.

Land transport of perishable goods occurs on both road and rail, either in vehicles or in containers. Whatever mode you are using, it is suggested you discuss the nature of the product to be carried with your transport service providers. They should be able to suggest the most appropriate mode of transport along with technologies that best maintain your product’s quality throughout its journey.

Even with the best plans, road and rail transport schedules can suffer disruption and delay due to factors such as mechanical failure or poor weather. Therefore it is prudent to have contingency plans in place.

Please note that refrigerated vehicles and containers are designed to hold cargo at a selected carrying temperature NOT to bring a “hot” product down to the required carrying temperature. Therefore, it is important that a product is pre-cooled to the desired carrying temperature prior to loading into the vehicle or container.

It is important to select the most appropriate equipment to maximise FCL (Full Container Load) stowage without overloading the vehicle or container. When using a container, check that the loaded weight of the container is within Australian legal limits. This will ensure that it can be moved safely and legally throughout Australia by road, rail or indeed a combination of both. If the product is destined for export markets, the legal limits in these markets should also be considered. Your road and rail service providers and your Freight Forwarder can help you with these matters.

Less than full container loads (LCL) along with mixed vehicle loads are used with smaller consignments that cannot justify the expense of a full container or truck. This service may be offered by Freight Forwarders, Transport Companies and Rail Operators who will organise to pack your cargo with that of other producers. When transporting in mixed loads, it is firstly important to check that all products have compatible temperature requirements. Care also needs to be taken that co-loaded products do not cross-contaminate each other. For example, ethylene producing products such as apples or ripe bananas should not be transported with ethylene sensitive products such as broccoli or cut roses.
The checklist that follows flags a number of issues and provides space for you to write in your own notes and comments. Some questions may not be relevant to your circumstances, but any question answered with a NO requires further attention.

Naturally, the questions provided do not cover every possible consideration, and there are a number of other excellent sources of information that may be of use. Publications to look at include:

SAFC publications including:
- Perishable Handling for Export
- Handling Guideline Wall Charts for various product sectors
- Pocket Guides such as ‘Maintaining the cold chain’
  - Refrigerated Road Transport’
- Refrigerated Shipping Container Vent Settings Guide
  all available from www.safreightcouncil.com.au

‘The Code of Practice For Handling Fresh Fruit And Vegetables In Refrigerated Shipping Containers’ produced by The Australian Chamber of Shipping, CSIRO, DPIE and AQIS (Tel:08-8333 1662)

‘The Australian Cold Chain Guidelines 1999’ produced by the Australian Food & Grocery Council, Australian Supermarket Institute, Refrigerated Warehouse and Transport Association of Australia Ltd.

  www.business-sa.com

‘Transport and Handling of perishable products in remote areas of South Australia, 2003’ produced by the South Australian Government with the support of the South Australian Freight Council (www.safreightcouncil.com.au).

This publication has been prepared by the Innovation, Training and People Working Group of the South Australian Freight Council.

Significant input has also been provided by the SAFC Cold Chain Working Group, Alastair Elliot of Elliot Containers, whose early input was appreciated, and members of the Department of Transport and Urban Planning’s Ports and Logistics group, whose technical, editorial and design skills have enhanced the content, presentation and readability of the document.
### Planning the Chain

**Product Quality and Meeting Customer Requirements**

<table>
<thead>
<tr>
<th>Comments</th>
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<tbody>
<tr>
<td>e.g. ambient, chilled or frozen</td>
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<tr>
<td>e.g. humidity, fresh air exchange rates, controlled atmospheres, ethylene absorbers</td>
</tr>
<tr>
<td>Possible incompatibilities include temperature, carbon dioxide, ethylene or odours. See the Transport and handling of perishable products in remote areas of South Australia for examples</td>
</tr>
<tr>
<td>Information may be found in SAFC’s Perishable Handling for Export Guidelines</td>
</tr>
</tbody>
</table>

### Product Quality

- Are you providing a product that meets your customer’s specifications?
- Does your product need to be in a temperature-controlled environment before, during & after transport?
- Have you determined storage and transport temperature requirements for your product to achieve optimal out-turn?
- Do you know if there are any incompatible products, which should not be stored or transported along with your product?
- Do you know what the shelf life of your product is under optimal conditions? Or the shelf life if something goes wrong during transport or storage?
- Do you have in house quality procedures for handling your product?
- Do your food safety/quality standards meet regulatory requirements as well as your customer’s needs?
- Do all players in your transport chain have quality systems/accreditation in place?
Packaging your product

Is your product labelled to meet the requirements of relevant regulations, your transporter and your customer(s)?

Are you using the right packaging material/carton to protect product quality during land transport?

Is your product bar coded? Is it EAN-UCC compliant?

Is your product or package designed for transport on pallets suitable for your customer?

Customer needs

Does your customer have a preferred freight transport mode, carrier or route that is suitable for the product?

Does the customer understand the storage and transport requirements of the product to maintain optimum quality?

Does the customer have the necessary facilities and cold chain infrastructure if further distribution is required?

Comments
e.g. origin/destination, handling advice, labelling laws etc.

Information may be found in the ‘Transport and handling of perishable products in remote areas of South Australia’ Guidelines

Further information regarding EAN-UCC is available from EAN Australia, www.ean.com.au telephone (03) 9558 9559

Australian size (1165mm x 1165mm) or ISO pallets (1200mm x 1000mm)
Planning the Chain

Transport options and selection

Selecting an appropriate freight forwarder, road transport company or rail operator

In selecting your road transport company, freight forwarder, or rail operator, have you considered the following?

- Services provided
- Total delivered cost
- Ability to track and trace your cargo
- Quality systems in place
- Potential to take remedial action if problems occur (e.g., product temperature rises, delays)
- Standard of Equipment
- Accessibility (for pick up and delivery)
- Track Record
- Communication systems used (Email, EDI and other IT capabilities)
- Contactability (24 hours?)

Do you know that you can deal directly with either a freight forwarder, road transport company or rail operator to negotiate rates and cargo arrangements?

Do you understand the advantages and disadvantages of dealing with a freight forwarder or direct with a road transport company or rail operator?

Will the freight forwarder or transport company provide regular communication to:

- Confirm the cargo arrives at its destination within the time frame stipulated?
- Advise you and your customer of any delays or variations in the agreed total transit period?
- Advise you if your product is out of temperature specification?

Transport Options

Do you require covered, chilled or refrigerated transport?

Have you investigated transport options?

Have you checked with your freight forwarder, transport company or rail operators if new technology trucks, trailers, rail vans or containers or handling techniques could improve your product out-turn?

Have you considered the internal dimensions of possible trucks, trailers, rail vans or containers so that you can maximise cargo loading within vehicle or container constraints?

Are you able to maximise loading without overloading the vehicle or container internally (above the Red Line) and beyond its legal safe working and/or land transport capacity?

Can the loaded vehicle, van or container be legally moved by road or rail in Australia, and if moving on to an overseas destination, can the container be moved onboard the vessel/aircraft and within the destination country?

Are you aware that if you knowingly or negligently cause an operator to breach road regulations, you may be liable under Chain of Responsibility Legislation?

Will the container require power for refrigeration during any rail/road journey?

Are you sure that the truck, trailer or container you have selected is the correct one to convey your product to your customer?

Have you taken steps to ensure vibrations will not affect your product throughout its road journey?

If the product is to be carried by rail, will the container be packed correctly so the product is not damaged during shunting activities?

Comments

Refrigerated options for road include road pantechnicon truck and trailer, refrigerated curtainside vehicle or shipping container (includes modified and controlled atmosphere)

See “Transport and Handling of perishable products in remote areas of South Australia”

Air flows must be maintained

Size and Weight restrictions apply

Gross combined Mass and axle loadings may be regulated

Your State Government Transport Agency or Industry association will be able to provide information.

Information may be found in the SAFC’s “Maintaining the Cold Chain – Refrigerated Road Transport” Pocket Guide

Considerations for road transport include air bag suspension on the vehicle, or checking that the product is not loaded directly over steel spring suspended axles.

Sensitive products can be accommodated with innovative product, pallet and container packing
## Planning the Chain

**Transport options and selection**

### Route selection

<table>
<thead>
<tr>
<th>Route selection</th>
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<tbody>
<tr>
<td>Have you investigated alternative routes for the shipment to determine the best option?</td>
</tr>
<tr>
<td>Do you know the duration of your chosen route and is that acceptable to maintain product quality?</td>
</tr>
<tr>
<td>If your product will be trans-shipped, do you know how this will affect the product?</td>
</tr>
<tr>
<td>Have you taken into account other considerations such as service regularity, reliability, availability and cost?</td>
</tr>
<tr>
<td>When evaluating road and rail transport, have you considered the cost/time/risk tradeoffs?</td>
</tr>
</tbody>
</table>

### Comments

<table>
<thead>
<tr>
<th>Comments</th>
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<tbody>
<tr>
<td>The shortest route is not always the best</td>
</tr>
<tr>
<td>An example of trans-shipment is Adel-Melb by road then Melb-Albury Wodonga by Rail</td>
</tr>
<tr>
<td>This may impact on product quality</td>
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</tbody>
</table>

### Trans-shipments (Includes transport depot)

<table>
<thead>
<tr>
<th>Trans-shipments (Includes transport depot)</th>
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<tbody>
<tr>
<td>Are temperatures checked on receipt? Can you access that information? When and How?</td>
</tr>
<tr>
<td>Does any organisation signify that the agreed temperatures are being monitored or advise if they are not correct?</td>
</tr>
<tr>
<td>When transporting in a trailer, will the vehicle’s refrigeration unit remain running while stationary at the depot or elsewhere?</td>
</tr>
<tr>
<td>When transporting in containers, do you know how long it will be before the container is plugged into power on arrival at the terminal?</td>
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</table>

### Responsibilities

<table>
<thead>
<tr>
<th>Responsibilities</th>
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<tbody>
<tr>
<td>Do you know when the ownership of the product changes?</td>
</tr>
<tr>
<td>Do you know who is responsible for the selection and payment of the freight?</td>
</tr>
<tr>
<td>If your customer pays the freight and selects service providers, do you know how that affects your price and product output-turn?</td>
</tr>
<tr>
<td>Have you assessed and costed the total freight transport movement and time?</td>
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<table>
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<tr>
<th>See Incoterms 2000 for description</th>
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<tbody>
<tr>
<td><a href="http://www.iccwbo.org/index_incoterms.asp">www.iccwbo.org/index_incoterms.asp</a></td>
</tr>
<tr>
<td>You could be better or worse off if you take this responsibility</td>
</tr>
<tr>
<td>It is important to consider the whole of the chain, not just the section you are directly responsible for</td>
</tr>
</tbody>
</table>
### Calculating total cargo journey time

What is the total journey time for your product to reach its customer, from ‘paddock to plate’ including:

- From the paddock, boat or field to your premises?
- From you premise to any intermediate point of processing?
- From your premises (or intermediate point) by vehicle to the customer, Freight Forwarder/Road-Rail Operator/Distribution Centre?
- Waiting to be unloaded at the FF/Road/Rail operator/DC etc?
- At the FF/Road/Rail operator/DC awaiting collection/delivery to your customer?
- Being transported by vehicle from the FF/Road/Rail Operator/DC to the customer?

Have you also allowed for:

- the cargo cut off time at the terminal or depot by which time you must have delivered your goods?
- the dwell time (between delivery and reloading) at the terminal / depot (including discharge and storage etc)?
- any mismatch of working hours?

How often and by how much do the planned schedules vary from actual?

Will the total journey time impact on your product quality?

Bearing in mind the shelf life/use by date of your product, and using transport schedules, have you selected the best service route for your product?

<table>
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<tr>
<th>Calculation</th>
<th>Comments</th>
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9
Planning the Chain
Transport options and selection

Identifying breaks in the cold chain

Is your product sensitive to breaks in the cold chain? If so, have you identified any breaks, or potential breaks in the cold chain?

Some typical points where the cold chain may be broken include:
- When loading the truck, trailer or container
- From your premises by truck to the customer
- Waiting to be loaded at the road depot or, rail terminal
- On the vehicle/train without refrigeration and/or power
- During trans-shipment at the freight forwarders, transport companies or rail operators depots
- At the customer’s place of business awaiting unloading
- Being transported by truck from the depot or cold store to the customer
- At the customer’s warehouse
- At the retail outlet

Do you know the impact of a break in the cold chain for your product and the maximum time before there is risk of sub-optimal out-turn for your product? Are there any breaks in the cold chain likely to exceed this time? If so, have you spoken to your freight forwarder/transport company/rail operator about options available to reduce the risk of spoilage to your product?

Is temperature monitoring being used to evaluate the complete transport process?

Note that every break in the chain will impact on product quality and numerous small breaks add up across the entire journey.
Packaging your product

Have you ensured that cartons are not over packed?

Are your pallets the correct size for your customer?

Have you ensured that wooden pallets do not have exposed nails?

Does package venting line up to ensure good airflow through the load?

Are any packaging materials or box liners placed to allow airflow through the vents?

Have you avoided stacking the pallet/container too heavy or too high, as this can damage lower tiers of packages or cartons?

Is your pallet loaded safely, securely and to your customer’s specifications?

If palletising cargo, is the pallet loaded flush on all sides?

If the pallet will be shrink wrapped, have you considered if it will cause problems due to reduced air circulation?

Have you checked the quantity of product packed matches the quantity ordered?

Pre cooling the goods

Does your product require pre-cooling before transporting?

Have you brought the product temperature down to the required carrying temperature prior to transport?

Over packing can cause damage during transport

Australian size (1165mm x 1165mm) or ISO pallets (1200mm x 1000mm)?

Goods overhanging the pallets are easily damaged and can cause loading problems

Containers are designed to maintain temperature, not to cool product
### Transport conditions and instructions

<table>
<thead>
<tr>
<th>✓/✗</th>
<th>Comments</th>
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<tbody>
<tr>
<td>✓</td>
<td>Different temperature compartments can be achieved in specially designed trailers</td>
</tr>
</tbody>
</table>
| ✓ | You may consider the “Never Warmer Than” principle. i.e. keep chilled foods at 0°C to +4°C to ensure that the product temperature is **Never Warmer Than +5°C** (or **Never Warmer Than – 18°C** for frozen)  
Note: The “never warmer than” rule may not necessarily lead to optimal out-turn. The ‘Never Warmer Than’ principle is described within “The Australian Cold Chain Guidelines 1999” |
| ✓ | Unless loading takes place in a temperature controlled environment or docks, the trailer or container is generally not pre-cooled before loading and should not have any cooling machinery running whilst the doors are open as the coils can freeze. |
| ✓ | May require calibration or service |

Is your transport provider aware of the product shelf life, and your transport requirements?

Have you provided clear written instructions to the road transport company or rail operator regarding the carriage temperature required, and any other handling instructions?

Have they read and understood your procedures?
Are there alternate arrangements if there are delays or problems?
Is their performance measured?
Have they got a quality system/accreditation in place?

If your product is being transported in mixed loads are the other products compatible with yours?

Or, is it possible to maintain acceptable transport conditions throughout the entire transit time?

Have you checked to ensure that your product will be delivered when the facility/distribution centre/supermarket is open and able to be received?  
(Problem days include festivals, holidays and weekends)

Has the vehicle/container been cleaned to food grade quality standard?

Has the vehicle/container been pre-cooled to the required temperature where appropriate?
Will the product be loaded in a temperature controlled area or at temperature controlled docks?

If using a container do you require a generator or truck power unit to provide power for the refrigerated container during land transport?

If at any point the unit is off power for a lengthy period, can you supply power? (Containers 415 volt, 32 amp 3 phase)

Have the vehicle’s or container’s digital system or Partlow temperature monitoring chart and needle been set correctly?
Loading

Is the pallet height or box stacking below the red ‘Load Line’?

Has the vehicle or container been packed in a proper manner to allow correct air circulation?

Has any load bracing been placed to avoid interference with proper air circulation?

Have you taken random product temperature samples and recorded them with the time, date and location?

Truck Driver

Are you making reasonable time/schedule demands on the driver(s) that can be achieved realistically without risking fatigue?

Does your driver have sufficient “driving time” remaining to deliver your cargo within statutory driving hours limits?

Are you aware of the implications of Chain of Responsibility legislation?

Temperature Monitoring

Will the temperature be monitored throughout the journey?

Are your temperature data loggers in the right place, and are they clearly labelled for easy retrieval?

Are your customers aware of the temperature monitoring process and their role in collecting, downloading and/or returning the loggers?

Final checks

Is the cargo stable and secure?

Prior to transport, have the doors, vents and ports been closed?

For safety reasons, have you checked to see that trucks, trailers and rail wagons are fitted with twistlocks?

Comments

Refer to Fatigue and Chain of Responsibility legislation

Information available from your State based road transport authority

Information is available in the SAFC’s Perishable Handling for Export guide

When transporting by road, exhaust fumes can enter the container
Moving the Goods

Transport procedures

Arrival at discharge premises

Do you know if it is you or the customer who takes responsibility for the goods once they arrive at the customer’s premises?

Will you receive feedback if the goods are delayed?

Do you have an agreement for the freight forwarder/transport company/ rail operator to notify you of any delays?

Have you checked:
- What facilities exist for refrigeration and/or storage?
- That those receiving the goods are aware of the product storage requirements and that the goods will be immediately transferred to the cold store?
- Who is responsible for assessment and maintenance of product quality once the goods arrive?
- If the goods are to be trans-shipped, how long is the wait before transport arrives to collect the goods?
- How can the procedures be verified?

Is your customer aware of the procedures required should the outturn be unsatisfactory?

Do you know how to make a claim against the freight forwarder, transport company or rail operator and/or the insurance company if the goods do not arrive in premium condition?

Can you check that any claim against you is legitimate and justified?

Is the temperature data logger going to be retrieved by the customer and returned to you?

Comments

It is important to ensure the cold chain is continuous so that your goods remain in peak condition

e.g. survey of product, joint survey with the shipping company etc.

You may also organise for your customer to retrieve the data
Maintaining the Chain

Evaluating the chain

<table>
<thead>
<tr>
<th>✓</th>
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<tbody>
<tr>
<td>Are there procedures in place to verify the condition of the goods on arrival with the customer?</td>
<td></td>
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<tr>
<td>Have you verified the accuracy of the transit times to ensure your products arrive in the best possible condition?</td>
<td></td>
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<tr>
<td>Have you checked/audited the performance of your freight forwarder and/or transport service?</td>
<td></td>
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<tr>
<td>Have the temperature data loggers been returned and the data analysed?</td>
<td></td>
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<tr>
<td>Was the cool chain maintained throughout the entire journey?</td>
<td></td>
</tr>
<tr>
<td>If not, Can you identify where the breaks occurred?</td>
<td></td>
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<tr>
<td>Were they serious enough to impact on product quality?</td>
<td></td>
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<tr>
<td>Can any improvements be made in the future?</td>
<td></td>
</tr>
<tr>
<td>Are your customers, and your customer’s customers happy with procedures along the chain and the product out-turn?</td>
<td></td>
</tr>
</tbody>
</table>
SAFC’s objectives are to:

- Promote the welfare and development of the freight and logistics industry in South Australia, including the movement of goods to urban, intrastate, interstate, and overseas markets across all modes of transport.
- To facilitate improved efficiency and integration of freight transport improvements throughout the freight logistics chain.
- To focus on “common interest” issues and identify solutions for the benefit of the Association and South Australia.
- To identify constraints on competitive freight transport, generate innovative solutions and make recommendations to Government and Industry on their implementation, for the benefit of South Australia.
- To provide a forum for the exchange of views within industry and between industry and Government on matters affecting the efficiency of freight logistics.
- To offer practical “strategic” advice to government.

The SAFC has approximately 110 association members representing all branches of the transport, export and logistics industries. Through the various associations and organisations that are members, the SAFC represents some 10 000 persons and businesses.

Membership of the council is open to:

- Freight Service Customers (i.e. consignors and consignees of freight, including domestic customers, importers and exporters)
- Freight Forwarders and providers of services to freight transport and logistics service customers.
- Freight Transport Operators, Companies and Associations across all transport modes.
- Government Departments and Agencies.
- Other institutions, companies or organisations with direct or indirect interests in freight activities
- Road, rail, sea and air port and terminal owners, managers or operators.
- Road, rail, sea and air infrastructure providers.

If you or your organisation fit these criteria and would like to become a member, please contact the SAFC General Manager.

Membership fees are kept at a minimum due to the generous support SAFC receives from both the State (DTUP) and Federal Government (DoTARS), as well as office facilities and support provided by Flinders Ports Pty Ltd, and Adelaide Airport Limited.

Membership applications are subject to approval by the Council’s Executive Committee at its monthly meetings.

Further information is available from:

Neil Murphy
General Manager
South Australian Freight Council Inc
Phone: (08) 8447 0688
Fax: (08) 8447 0606
Mobile: 0427 089 240
murphy.neil@flindersports.com.au

www.safreightcouncil.com.au
<table>
<thead>
<tr>
<th>Glossary Term</th>
<th>Definition</th>
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<tbody>
<tr>
<td>Chilled</td>
<td>Cold (less than +5°C), but not frozen</td>
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<tr>
<td>Chilling sensitive</td>
<td>A product that is adversely affected by cold temperatures</td>
</tr>
<tr>
<td>Ethylene producing</td>
<td>A product that generates ethylene gas</td>
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<tr>
<td>Ethylene sensitive</td>
<td>A product that is affected by ethylene gas</td>
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<tr>
<td>Frozen</td>
<td>Food at a temperature of less than or equal to –18°C</td>
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<tr>
<td>Potentially hazardous food</td>
<td>Product that has to be kept at a certain temperature to minimise the growth of any pathogenic micro-organisms that may cause food to be harmful.</td>
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<tr>
<td><strong>Product temperature</strong></td>
<td>The core temperature of the product</td>
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<tr>
<td>S.A.</td>
<td>South Australia</td>
</tr>
<tr>
<td>DC</td>
<td>Distribution Centre</td>
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<tr>
<td>FF</td>
<td>Freight Forwarder</td>
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<tr>
<td>Storage temperature</td>
<td>The temperature of air at which product is stored</td>
</tr>
<tr>
<td>Transport temperature</td>
<td>The temperature of air at which product is transported</td>
</tr>
<tr>
<td>°C</td>
<td>degrees Celsius</td>
</tr>
<tr>
<td>&lt;</td>
<td>Less than</td>
</tr>
<tr>
<td>&gt;</td>
<td>More than</td>
</tr>
<tr>
<td>SAFC</td>
<td>South Australian Freight Council</td>
</tr>
<tr>
<td>DTUP</td>
<td>Department of Transport and Urban Planning</td>
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<tr>
<td>DoTARS</td>
<td>Department of Transport and Regional Services</td>
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</tbody>
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