Improving KPIs for the National Freight and Supply Chain Strategy

- **Outcomes sought:** A balanced set of KPIs that addresses all key aspects of the Strategy's performance is critical to measuring and reporting on the success of the Strategy.
- **Proposed approach:** KPIs would be updated accordingly taking into account the need for continuity of indicators over the next 20 years and be based on an outcomes and outputs framework that is integrated with the Strategy.
- **Process to develop:** Sharing the draft document and consulting across the Department, Government and Industry.

Actions	Progress Indicators (matched to the Strategy's critical action areas)	Outcome Indicators (matched to the Strategy's objectives)
The actions underway at the Commonwealth, State and Territory levels to implement the Strategy, which will be reviewed every five years. Reporting to occur through qualitative annual reports.	How governments and industry achieve outcomes. Outputs are the deliverables – goods and services and clearly linked to intended outcomes. Reporting to occur through the updated Freight Performance Dashboard.	What governments and industry seek to achieve. Outcomes measure and report on the effectiveness and efficiency of outputs. Reporting to occur through the updated Freight Performance Dashboard.

Critical Action Area 1: Smarter and targeted infrastructure investment

1.1: Ensure that domestic and international supply chains are serviced by resilient and efficient key freight corridors, precincts and assets
1.2: Provide regional and remote Australia with infrastructure capable of connecting regions and communities to major gateways, through land links, regional airports or coastal shipping
1.3: Identify and support digital infrastructure and communication services necessary for improved and innovative supply chains
1.4: Advance heavy vehicle road reform to facilitate efficient investment in infrastructure

Progress Indicator	Status
Infrastructure share of total government expenditure by industry (source: budget papers)	~
Costs of new construction work, repair and maintenance (source: budget papers)	✓ *
Reduction in travel times along corridors	~ *
Infrastructure construction by type, region and sector (i.e. public or private)	~
Qualitative descriptors of progress on deliverables	~
Linking investment in mode with tracking increased use of that mode	X

Strategy Goal 1: Improved efficiency and international competitiveness

Outcome Indicator	Status
Cost per payload tonne & per tonne per km (road, rail, sea – ABS PPI)	✓
Imports/Exports (sea, air – ABS via BITRE)	✓
Truck turnaround time (ports – BITRE)	✓
Time to market	X

Strategy Goal 2: Safe, secure and sustainable operations

Outcome Indicator	Status
Emissions (road, rail, sea - BITRE)	✓
Fatalities (road, sea - BITRE)	✓
Average fleet age (national regulators and Lloyds data base – BITRE)	~
Transport fatalities *& injuries* (logistics/workplace) (fatalities – BITRE)	~
Indicators of progress in ensuring secure operations	X
Resilience indicators e.g. freight interruptions (source: jurisdictions?)	X
Sales of heavy vehicles (source: Truck Industry Council?) (new)	~

Critical Action Area 2: Enable improved supply chain efficiency

2.1: Adopt and implement national and global standards, and support common platforms, to reduce transaction costs and support interoperability along supply chains
2.2: Promote training and re-skilling of industry and government workforces appropriate to current and future needs
2.3: Facilitate new and innovative technologies that improve freight outcomes and understand the deployment, skills and workforce requirements for operators and infrastructure
2.4: Build community acceptance of freight operations

Progress Indicator	Status
Time spent offloading/loading in ports/intermodals	X
Supply chain cycle time – time taken to fill an order which can help recognise pain points or competitive advantages	X
Inventory turnover – number of inventory cycles per year to indicate efficiency levels of a supply chain i.e. production planning, fulfilment abilities, marketing and sales management	X
Truck turnaround time (source: BITRE?)	✓ *
Ports loading and waiting times (source: Ports Australia)	~

Strategy Goal 3: A fit for purpose regulatory environment

Outcome Indicator	Status
World Bank cost of export, border and documentary compliance (not mode-specific)	✓
Indicators for domestic regulation on productivity gains e.g. average time for permits (source: national regulators?)	X
Cost of complying with unnecessary regulation *[Potential new industry survey]*	X

Critical Action Area 3: Better planning, coordination and regulation

3.1: Ensure freight demand is integrated in transport and land use planning across and between jurisdiction boundaries and freight modes
3.2: Strengthen the consideration of freight in all other government planning and decision-making
3.3: Investigate policy, planning and operational solutions to improve freight access and movement along domestic and international supply chains
3.4: Improve regulation to be more outcomes focused and risk-based to support innovation and reduce regulatory burden whilst maintaining safety, security and sustainability

Progress Indicator	Status
Number of freight hubs subject to curfew restrictions	~
Qualitative scale of curfew restrictions (hours / vehicle type)	~
Proportion of urban areas with cross-council freight strategies (source: desktop research?)	~
Compliance with approved freight routes map	~

Strategy Goal 4: Innovative solutions to meet freight demand

Outcome Indicator	Status
ABS 'innovation in Australian business' series *(NB: Appears to have been discontinued)*	X
Percentage of funding the logistics industry spend on research and development	X
Trials/industry case studies of road freight innovations	X
Level of innovation within organisations *[Potential new industry survey]*	X

Strategy Goal 5: A skilled and adaptable workforce

Outcome Indicator	Status
Total employment (road, rail, sea – ABS LFS)	✓
Workforce diversity (age, gender, education – ABS)	✓
Mobility (years in current role; years in industry)	X
Industry identification of skills shortages	~
Five-year labour demand forecasts, surveys on student graduate completions and intentions, post-education employment (DESE?)	~
Skilled migrant visas (BITRE to consider freight specificity)	~

Critical Action Area 4: Better freight location and performance data

4.1: Develop an evidence-based view of key freight flows and supply chains and their comparative performance to drive improved government and industry decision-making, investment and operations

Progress Indicator	Status
Number and *quality* of publicly available freight data sets (source: desktop research?) *(to be defined)*	~ *
Number / proportion of trucks with telematics tracking	~ *

Strategy Goal 6: An informed understanding and acceptance of freight operations

Outcome Indicator	Status
Number of freight-related cases heard by planning courts/tribunals (new)	X
Local government data on curfews and complaints	~
Community attitudes to freight – baseline research and over time *[Potential new industry survey]*	X

Key:

✓	Data available for 2020-21 Annual Report
~	Data (possibly) available for future reports given minimal additional resourcing / time
X	Data unavailable without significant resources and lead-time
*	Data will be available through the Freight Data Hub