

Performance Management, Measurement and Audit

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Introduction – ACT Auditor-General's Office

- About 35 staff
- External audit of all ACT Government bodies
- Financial audit, performance audit and other
- Annual audit of performance measures

Performance Audit and Evaluation

Factor	Evaluation	Performance Audit (External)
Main Purposes	Effectiveness, Appropriateness, Value-for-money Formative or Summative	Efficiency, Effectiveness, Economy, Accountability, Conformance Findings and Recommendations
Sponsor	Funder of activity	Audit Office
Main techniques used	Stakeholder consultation, surveys, focus groups, analysis of documentation, observation, reviews of processes	Reviews of processes, analysis of documentation, stakeholder consultation, analysis of data bases, observation
Connection with performance monitoring	Uses results and reviews validity	Uses results and reviews validity
Team members	Specialist	Generalist plus specialist
Period	Two months to many years	Typically 4-12 months
Reported to	Management	Parliament
Standards	Evaluation standards	Auditing standards

Summary

- Key points
- Performance Audit and Evaluation
- Performance measures and performance audit
- Road safety audits
- Courts administration audit
- Addressing concerns about performance measures

Key points

- Two uses
 - Accountability
 - Performance improvement
- Four parts to performance measurement cycle
 - Definition
 - Collection
 - Reporting
 - Action
- Three organisational elements
 - Senior management
 - Line management
 - Governance coordination

Organisational responsibilities

- Senior management
 - Final Outcomes
 - Public measures
- Operational level
 - Hierarchy of measures
 - Collection of data
- Governance area
 - Risk
 - Audit
 - Evaluation
 - Reporting

Potential Problems with Performance Measures

- Timescales
- Displacement of activity
- Volume not quality
- Cost
- Perversity
- Target levels

Case study: Road Safety audits

- Report 1 of 2004: Administration of Policing Services
- Report 4 of 2006: Road Safety

Road Safety measures

Type of measure	Measure	Comment
Input	Number of police allocated to traffic duties	Not reported publicly. Total numbers are of community interest
Activity	Average number of police on traffic patrol	Not reported publicly
Output	Number of random breath tests conducted	No longer reported publicly
Outcome	Proportion of drivers admitting (in an anonymous survey) to driving over the limit	Reported publicly
Ultimate outcome	Road deaths	Reported publicly

Road Safety measures (police)

Measure	Definition	Collection	Reporting	Action
Number of police allocated to traffic duties	Yes	Yes	No	?
Average number of police on traffic patrol	Yes	Yes	No	?
Number of random breath tests conducted	Yes	Yes	No	?
Proportion of drivers admitting to drink-driving	Yes	Yes	Yes	No?
Road deaths	Yes?	Yes	Yes	No?

Road Safety measures (departmental)

Type	Measure	Definition	Collection	Reporting	Action
Input	Total resources to road safety	Needs defining			
Outcome	Quality of driving instructors	No			
Input	Resources for road safety education	Yes	No		
Outcome	Impact of road safety education	Needs defining			
Outcome	Accidents at 'black spots'	Yes	Yes	Yes	Yes
Output	Volume of traffic camera assessments	Yes	Yes	Yes	Yes?
Ultimate outcome	Road deaths.	Yes?	Yes	Yes	No?

Courts administration

- **Lack of influence over outcomes**

Courts performance measures

- clearance indicator (output);
- complaints (output);
- backlog (output);
- attendance indicator (output);
- judicial resources (input); and
- cost per case (input)

Response to problems of performance measures

- **Displacement**
 - Use for both accountability and performance improvement
- **Volume not quality; Perversity**
 - Include higher level performance measures (outcome as well as output)
- **Timescales**
 - Use of process and output as well as outcome indicators
- **Cost**
 - Dual use
 - Involvement of all levels of organisation
- **Target levels**

Questions?