

# Developing better practice performance information

- a Commonwealth perspective

# Purpose



- › Corporate planning and performance measurement – Commonwealth context



- › Building an authentic performance story – using a logic approach



- › Advantages and challenges / troubleshooting

# The Commonwealth corporate performance story

what is it?

goodreads?

- Corporate Plan primary planning document, setting out objectives and strategies the Commonwealth entity / company intends to pursue in achieving its purpose/s. Its content is informed by strategic as well as Divisional/Group planning processes.
- Performance measurement framework identifies how progress towards achieving purpose/s will be monitored and reported
- Annual reports inform the Parliament and the public about its performance at the end of each reporting year.

Provides a statement about the progress towards achieving the entity's purpose/s

- supported by multiple lines of quantitative and qualitative evidence and describes the causal links that show how the achievements were accomplished.
- this means the performance story is reliant on the identification and collection of appropriate performance information through a set of relevant performance criterion.
- illustrates the causal links that demonstrate how achievements are accomplished and should be supported by various quantitative and qualitative data sources.

# Contextual landscape

## LEGISLATION

Section 16EA of the *Public Governance, Performance and Accountability Rule 2014* states that performance measures must:

- a) relate directly to one or more of those purposes or key activities
- b) use sources of information and methodologies that are reliable and verifiable
- c) provide an unbiased basis for the measurement and assessment of performance
- d) where reasonably practicable, comprise a mix of qualitative and quantitative measures
- e) include measures of outputs, efficiency and effectiveness if those things are appropriate measures of performance
- f) provide a basis for an assessment of performance over time.

## BETTER PRACTICE

DoF's RMGs (e.g. 131) a meaningful performance story is a narrative that seeks to answer:

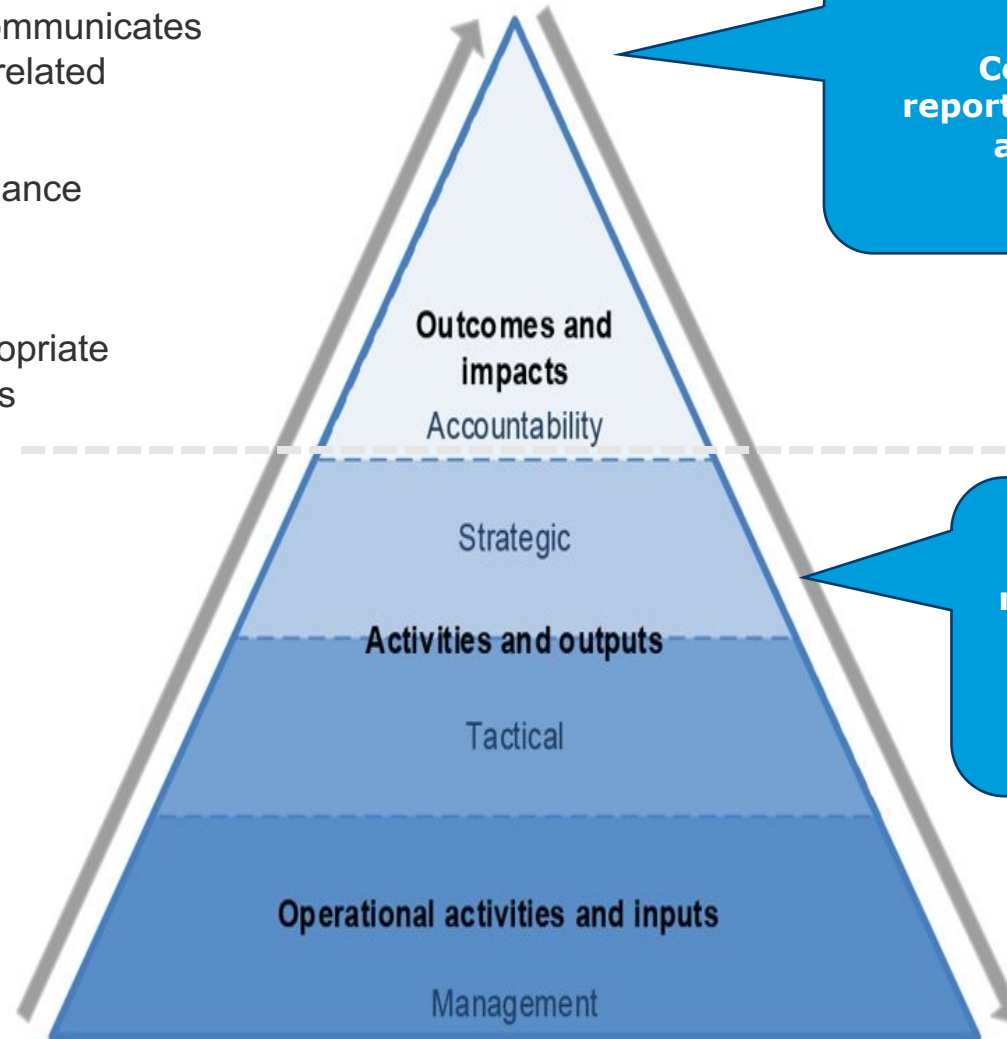
- What the organisation did and how much to fulfil its purpose (including what difference did the Department make?)
- How well did the Department perform?
- Who was better off and why?

## AUTHENTICITY

Not just telling a good story – it's about telling the right story

# In theory...

- > (DoF) highlights performance reporting is the focus of the PGPA (and made public through corporate plans)
- > categorises performance information by how it communicates accountability, strategic, tactical or management related information (see ANAO diagram right)
- > performance statements should focus on performance reporting for accountability purposes.
- > performance information with limited connection to accountability information is therefore not appropriate for inclusion in corporate plans and annual reports



**Corporate planning / reporting should focus on the accountability level**

**Division planning and reporting takes place at strategic and tactical levels**

In real life - egs  
of what can  
happen ...

- > Corporate PMF is a mash up of accountability, strategic, tactical and operational related information
- > Significant number of performance measures and criteria – which could do with a good pruning
- > Inconsistent use of definitions and application of performance related terminology
- > Difficulty with attribution – some of the outcomes associated with the PMF are difficult to link with the work undertaken by the entity – e.g., because the level of influence is limited or because the involvement by other players makes it difficult to identify the it's impact

# Grosvenor's approach – using a logic model / theory of change

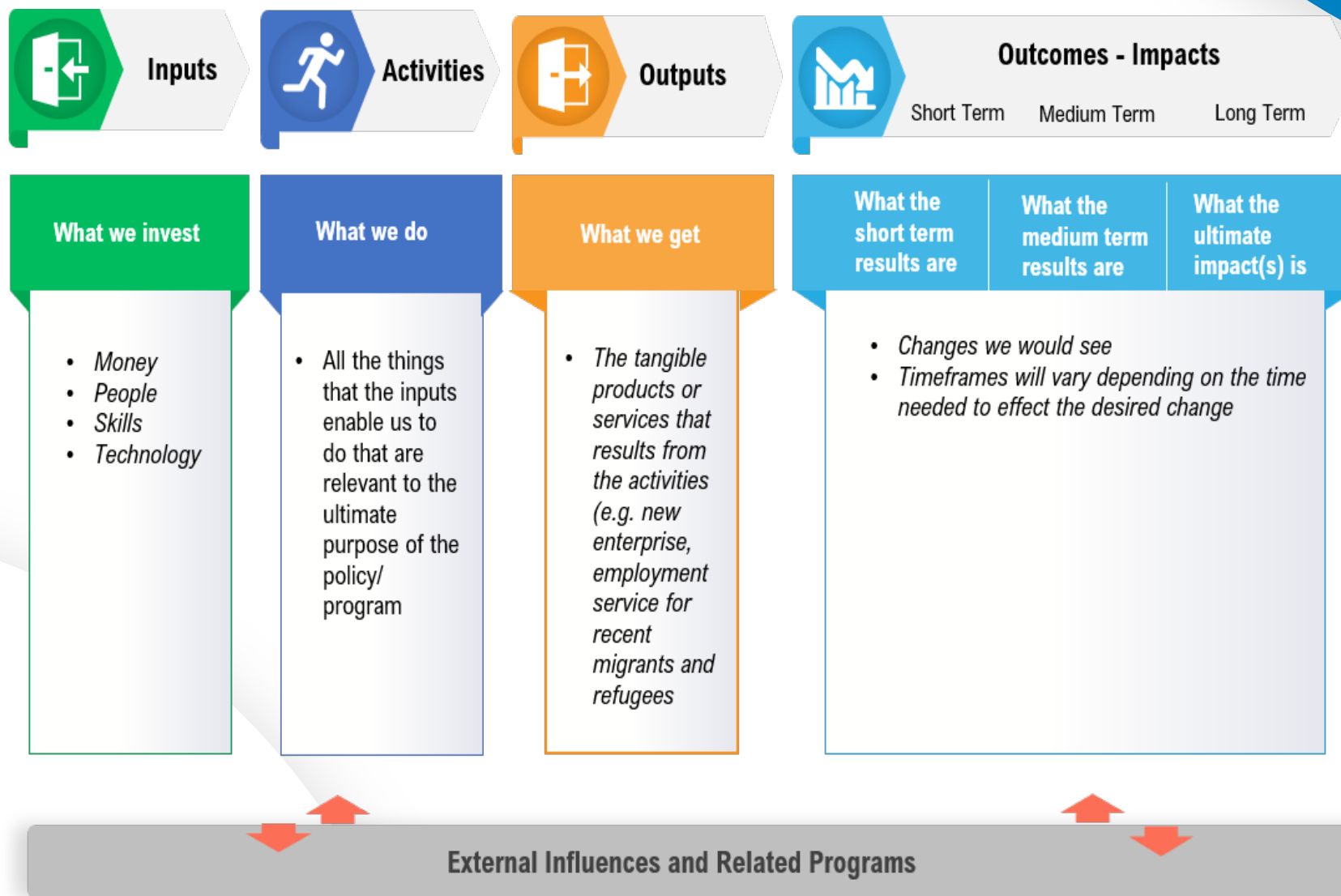
Using a logic model is recognised as a better practice approach to drive development of the performance measurement framework as:

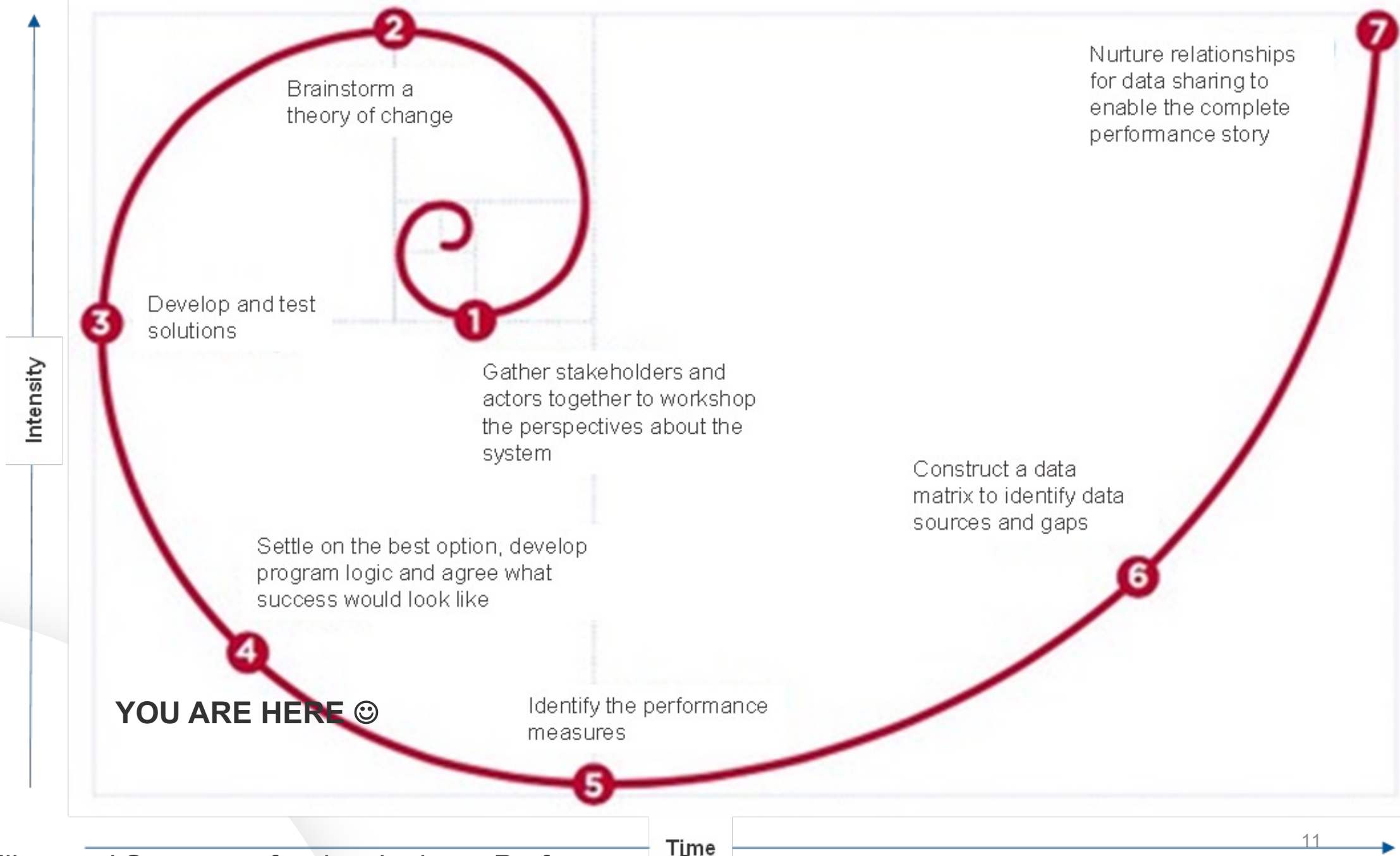
- 1.the approach forces critical thinking around priority outcomes – which then drive development of associated and relevant performance measures and reporting
- 2.it helps isolate and highlight elements that should be monitored and therefore inform development of associated performance information to demonstrate accountability.



# What is a logic model approach?

- › methodology to map how inputs and activities will produce a series of results that contribute to achieving final intended impacts. (A visual tool that illustrates the Theory of Change.)
- › key logic model elements and definitions described overleaf





Grosvenor's Fibonacci Sequence for developing a Performance Story

# Advantages

- **Helps facilitate consensus**
- **Identifies critical outcomes (that should be measured)**
- **Supports aligned divisional/group and branch planning – and in some examples – individual performance plans and aligned with resource planning**
- **Drives critical outcome related data collection**

# Trouble shooting

- **Challenges - its hard! There are no magic bullets**
- **Disagreement relating to measures and targets**
- **No appetite for reporting of some measures with potential to indicate negative results**
- **Attribution – where results of outcomes are beyond span of control, e.g. policy advice**
- **Measuring tricky outcomes e.g., trust, influence**
- **Getting the data – e.g., no data!, very expensive to collect, inconsistent / misaligned internal IMS**

# Discussion

**Observations**

**Experiences**

**Questions and answers (no promises 😊)**

For further information  
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**[www.grosvenor.com.au](http://www.grosvenor.com.au)**

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