Performance Management Framework

Service Delivery Statements: Performance Statement

Toolkit

The *Financial and Performance Management Standard 2009* (FPMS) (section 14) describes the need for an agency's objectives to be delivered 'efficiently, effectively and economically'. The Queensland Government Performance Management Framework (PMF) addresses this by requiring agencies to publish non-financial performance in *Budget Paper 5 – Service Delivery Statements* (SDS).

This toolkit should be read in conjunction with the *PMF Service Delivery Statements: Performance Statement - Better Practice Guide* https://www.qld.gov.au/gov/sites/default/files/performance-statement-better-practice-guide.pdf.

This toolkit includes:

- developing an SDS Performance Statement (general information)

- naming service areas and services

- service standards – better practice characteristics

- data dictionary template

- principles for reviewing SDS performance information.

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Contact

For further information or advice, contact:
Performance Unit
Cabinet Services
Department of the Premier and Cabinet
Email: pm@premiers.qld.gov.au
Telephone: 07 3003 9192

SDS Performance Statement

When developing the SDS Performance Statement, you should take a 'top down' approach, first considering your agency's strategic objectives (as outlined in the current published strategic plan); then determining the services that will deliver on these objectives and grouping these into related service areas; and finally developing service standards that will demonstrate the efficiency and effectiveness of service delivery. This approach is commonly referred to as 'service logic', the principles of which are explained in further detail in the *PMF SDS: Performance Statement - Better Practice Guide* (section 3.2).

Agencies must develop the following key elements for each service area presented in the Performance Statement:

- the **service areas** for the agency

- the **purpose** (objective) of the service area (how the service area contributes to the achievement of agency objectives)

- **service area description** (supporting contextual information such as related services, customers and stakeholders)

- **material services** within each service area (if appropriate), ensuring that material services identified have a separate line item budget, where practicable

- **service area highlights** – a brief discussion of the highlights for the budget year

- a balanced set of **service standards** and **targets** for each service area/material service (at least one efficiency measure and at least one effectiveness measure for each service area/material service).

Suggested information sources to assist with developing an SDS Performance Statement

At a minimum, you should review your agency's:

- previous year's SDS – http://budget.qld.gov.au/

- current published strategic plan – as per your agency's website

- previous year's Annual Report – as per your agency's website

- current operational plan/s – your agency's records management system (not published)

You may also require copies of:

- Queensland Government objectives for the community
  http://www.premiers.qld.gov.au/publications/categories/plans/governments-objectives-for-the-community.aspx

- Ministerial Charter letters
  http://www.cabinet.qld.gov.au/ministers/charter-letters.aspx

- COAG Agreements and cross jurisdictional commitments
  http://www.coag.gov.au/agreements_and_reports

- Report on Government Services (for relevant departments)
  http://www.pc.gov.au/research/ongoing/report-on-government-services

- whole-of-Government priorities and strategies

- sources of external benchmarks and industry standards (see *PMF Reference Guide – Measuring, Monitoring and Reporting Performance*)

Suggested references

📖   ***PMF Service Delivery Statements: Performance Statement – Better Practice Guide***

Department of the Premier and Cabinet

https://www.qld.gov.au/gov/sites/default/files/performance-statement-better-practice-guide.pdf

📖   ***PMF Reference Guide – Measuring, Monitoring and Reporting Performance***

Department of the Premier and Cabinet

https://www.qld.gov.au/gov/sites/default/files/measuring-monitoring-reporting-performance.pdf

Naming service areas and services

The name of a service area or service should be clear and consistent so that it is easy for customers and stakeholders to understand the purpose of the service area or service from its name alone. The SEAMLESS service management method provides a service naming convention that allows an agency to objectively and consistently name and classify services. This is depicted below.

SEAMLESS can be used to:

➔ identify and name services areas and services consistently across the portfolio

➔ identify and improve gaps and duplication in service delivery across government agencies

➔ develop a performance framework to ensure quality and outcomes were achieved when delivering services.

The SEAMLESS service naming convention

Suggested reference

📖 *Service design – SEAMLESS*

Queensland Government Chief Information Office

https://www.qgcio.qld.gov.au/products/service-design-seamless/naming-services-seamless

Service standards

Better practice characteristics

The performance information of each agency published in the SDS includes a selection of service standards for each service area or service to demonstrate the efficiency and effectiveness of service delivery. This enables government and the public to make an assessment of whether or not agencies are delivering services to acceptable levels of efficiency and effectiveness. Service standards define the level of performance that is appropriate for the service and is expected to be achieved. The following list of better practice characteristics may be useful when developing service standards (and targets).

A service standard should be . . .

➔ **measurable** - there should be a clear and transparent standard of success

➔ **achievable** – the measure should be stretching, and reflect the Government's ambitions for improved standards of public services. However it must be achievable within the agency's available resources

➔ **relevant** – the measure should reflect what the agency is trying to achieve – not simply what is easy to measure

➔ **time-framed** – it should be clear when the service should be delivered by

➔ **prevent unintended consequences** – not encourage unwanted or wasteful behaviour

➔ **attributable** – the relevant service must be capable of being influenced (not necessarily fully controlled) by actions which can be attributed to the agency or more broadly by government, and it should be clear where accountability lies

➔ **comparable** – with either past periods or similar services in other jurisdictions

➔ **well-defined** – with a clear, unambiguous definition so that data will be collected and the measure is easy to understand and use with minimal explanation. Clear documentation of measurement processes should be maintained

➔ **timely** – performance data should be produced regularly enough to track progress and quickly enough for the data to still be of value for decision-making

➔ **reliable and verifiable** – able to produce accurate data for its intended use, able to be measured consistently and be responsive to change

➔ **cost-effective** – in terms of gathering and processing the data

➔ **credible** – a measure that has the support of stakeholders and, where appropriate, is supported by research and/or established industry standards.

Data dictionary template

Presentation of the Service Standard in the SDS Performance Statement			
Service standard			
Service standard type	☐ Efficiency		☐ Effectiveness
Service	[previous year]	[current year]:	[following year]
Service area	[previous year]	[current year]:	[following year]
Service area objective			
Notes			

Description			
Definition (include definitions for all key terms used in the service standard)			
Purpose			
Related strategic plan objective/s	☐ ☐		
Related measures			

Data management			
Measure target	[previous year]	[current year]:	[following year]
Target rationale			
Limitations and risks			
Calculation methodology			
Data sources			
Measure source (select all applicable sources)	☐ Service Delivery Statement ☐ Strategic Plan		
Years reported (select all applicable years)	☐ [insert year] ☐ [insert year]	☐ [insert year] ☐ [insert year]	☐ [insert year] ☐ [insert year]

Reporting					
Frequency	☐ Weekly	☐ Monthly	☐ Quarterly	☐ Annually	☐ Other (specify)
Internal	☐ Operational Reporting		☐ DG report		
External	☐ Annual Report	☐ Service Delivery Statement		☐ Other (specify)	
Next review date					

Accountability				
Responsible officer (Contact officer for queries relating to data and definitions)	Name:		Name:	
	Position:		Position:	
	Business Unit:		Business Unit:	
	Email:		Email:	
	Phone:		Phone:	

Date reviewed:				
Approved by:	Name:			
	Position:			
	Signature:		Date approved:	

Principles for reviewing SDS performance information

#	Principle	Proposed Application
1	Provide more relevant and appropriate performance information that highlights the efficiency and effectiveness of agency service delivery	Ensure each service area has at least one measure of efficiency and at least one measure of effectiveness. Consider if other measures should continue to be reported in the Performance Statement or elsewhere, for example: - contextual sections of the SDS - notes directly following the performance statement in the SDS - agency annual report - agency website, and/or - internal management reports of the agency.
2	Increase alignment between the Government's objectives for the community and agency objectives	Require the Performance Statement to include measures that align with: - Government's objectives for the community - whole-of-Government priorities and strategies - cross jurisdictional commitments - Ministerial Charter letters - agency strategic plan.
3	Decrease the reporting burden on agencies	Source service standards from existing performance measures already collected and reported for other purposes, for example: - COAG Agreements - *Report on Government Services* - external benchmarks - industry standards.
4	Improve consistency across agencies	Apply the same principles to address common inconsistencies across agencies, including: - encouraging consistent measurement of satisfaction using the *PMF Reference Guide: Measuring Customer Experience* https://www.qld.gov.au/gov/sites/default/files/measuring-customer-experience.pdf - discouraging service standards that measure the delivery of a service within regulatory timeframes – as compliance with state legislation should be a minimum requirement for all agencies (and is not a measure of efficiency) - encouraging agencies to use consistent language when they are describing the same thing (for example, 'People with a disability' rather than 'disabled people') - minimising the use of overly technical or complex language that potentially confuses readers - encouraging the use of the notes to the Performance Statement in the SDS to provide context and understanding for the reader, rather than having overly descriptive service standards.
5	Encourage high quality data management	- Require agencies to develop a data dictionary and encourage publication on agency websites as a companion document for the SDS - Encourage the use of the ABS Data Quality Standard that is required for all performance data reported under COAG National Agreements and National Partnership Agreements.
6	Allow for trend analysis	- Encourage consistent reporting of service standards over time to enhance transparency over time and provide a clear assessment of achievements.