

LAST  
EVENT  
SOLD OUT!18 CASE  
STUDIES

APPENDIX 2

# PERFORMANCE MEASURES STATE AND LOCAL GOVERNMENT

EMPLOYING APPROPRIATE PERFORMANCE MEASURES TO PROPEL YOUR  
CORPORATE STRATEGY, DRIVE SERVICE DELIVERY AND ACHIEVE QUALITY OUTCOMES

Back by popular demand, this event showcases **18** cutting-edge case studies from leading government agencies to demonstrate how to dramatically improve your performance measurement system. Current pressures on public sector management confirm that you cannot afford to be complacent about your business strategies and by attending this event, you will discover how to:

- **STREAMLINE** your reporting and data collection processes
- **ESTABLISH** an online performance measurement system
- **MAXIMISE** internal performance for greater productivity
- **INCREASE** customer satisfaction and service delivery
- **MANAGE** the triple bottom-line
- **INTEGRATE** your measurement system into a wider business strategy
- **PROFIT** from innovative cost-cutting and time management techniques
- **CASCADE** information through multiple levels within your organisation
- **INCORPORATE** whole-of-government initiatives into your current performance measurement system

PLUS

ONE SEPARATELY BOOKABLE  
INTERACTIVE PRE-CONFERENCE WORKSHOP  
28 May 2001 The Marriott Hotel, Brisbane

AND

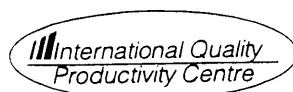
THREE SEPARATELY BOOKABLE  
INTERACTIVE POST-CONFERENCE WORKSHOPS  
31 May 2001 The Marriott Hotel, Brisbane

*Featuring case studies and winning strategies from:*

- DEPARTMENT OF PREMIER AND CABINET (VIC)
- DEPARTMENT OF EMERGENCY SERVICES (QLD)
- PARRAMATTA CITY COUNCIL (NSW)
- SOUTH AUSTRALIAN POLICE DEPARTMENT
- QUEENSLAND TREASURY
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# PERFORMANCE MEASURES FOR STATE AND LOCAL GOVERNMENT

**DAY ONE: TUESDAY, 29 MAY 2001**

## 8.30 REGISTRATION AND COFFEE

### 9.00 OPENING REMARKS FROM THE CHAIR

Margaret Mayhew

Principal Project Officer - Business and Executive Services  
DEPARTMENT OF EQUITY AND FAIR TRADING &  
DEPARTMENT OF ABORIGINAL AND TORRES  
STRAIT ISLANDER POLICY AND DEVELOPMENT  
(QLD)

### SELECTING THE MOST APPROPRIATE PERFORMANCE MEASURES

### 9.10 DEVELOPING EFFECTIVE ORGANISATIONAL PERFORMANCE MEASURES

**CASE STUDY**

This presentation will explore the history of measuring performance management throughout the Department of Education, Training and Employment (SA), leading to the development of new organisational performance measures. In particular, Margaret will focus on:

- What performance management issues were identified from previous policies?
- How were these issues identified?
- What actions were taken?
- What new performance measures have been put in to place?

Margaret Darcy, Senior Project Officer  
DEPARTMENT OF EDUCATION, TRAINING AND  
EMPLOYMENT (SA)

### 9.50 PERFORMANCE MEASURES AS A GOVERNANCE AID

**CASE STUDY**

- Performance measures in a Victorian best value context
- Community participation in setting measures
- Driving continuous improvement
- Promoting accountability within an organisation

Clare McArdle, Director  
Sector Development - Local Government Division  
DEPARTMENT OF INFRASTRUCTURE (VIC)

## 10.30 MORNING TEA

### 10.50 DEVELOPING AN INTEGRATED APPROACH TO PERFORMANCE MEASUREMENT THROUGHOUT YOUR ORGANISATION

**CASE STUDY**

- Linking the processes between internal divisions to create a more streamlined and manageable performance strategy
- Maintaining the need for flexibility in each area to implement required outputs
- Analysing and interpreting performance information

Margaret Mayhew  
Principal Project Officer - Business and Executive Services  
DEPARTMENT OF EQUITY AND FAIR TRADING &  
DEPARTMENT OF ABORIGINAL AND TORRES  
STRAIT ISLANDER POLICY AND DEVELOPMENT  
(QLD)

### 11.30 MULTI-PURPOSE PERFORMANCE MEASURES - WHAT'S WORKED, WHAT HASN'T, WHAT COULD

**CASE STUDY**

Primary Industries and Resources (SA) is a diverse business comprised of several former agencies. The choice and use of indicators for internal and external reporting has been a quest for simplicity and meaning.

- Measuring at different levels and for multiple purposes
- Minimising measures and keeping it simple
- Using the Balanced Scorecard as a common framework and a strategic tool
- Aiming to make performance measurement everyone's business

Brad Smith  
General Manager, Policy and Strategic Development  
DEPARTMENT OF PRIMARY INDUSTRIES AND  
RESOURCES (SA)

### 12.10 CRITICAL LESSONS LEARNED FROM SIX YEARS OF CORPORATE PERFORMANCE MEASURES DEVELOPMENT

**CASE STUDY**

- The impact of the Internet on performance measurement, benchmarking and monitoring
- Adapting performance measures to changing circumstances, such as amalgamation, revenue loss and restructuring

- Lessons in performance measurement and benchmarking from a trial of best value approaches
- Use of Balanced Scorecard and triple bottom-line concepts, including development of social indicators
- Using performance measures to improve performance including internal provider units under service level agreements

David Spearritt, Finance Director  
IPSWICH CITY COUNCIL (QLD)

## 12.50 LUNCH

### IMPLEMENTING PERFORMANCE MEASURES TO REFINE YOUR CORPORATE STRATEGY

### 2.00 TRANSITIONING PERFORMANCE MEASURES TOWARDS WEB-ENABLED INITIATIVES

**CASE STUDY**

- How to establish an online system for your performance strategies
- Using the intranet to support your budgeting processes to evaluate budget initiatives
- Development of online business plans
- Quarterly reporting of business plan achievements against targets
- How council's intranet is providing a single gateway to information, applications and knowledge for staff
- Employing best practice standards online to produce high quality results

James Kirton  
Manager, Organisation and Strategic Development  
CITY OF JOONDALUP (WA)

### 2.40 OUTSOURCING CORE BUSINESS TO ENHANCE THE SUCCESS OF PERFORMANCE MEASURES

**CASE STUDY**

- Identifying which business processes need to be outsourced and determining the economic and social indicators used to make this judgement
- Finding a balance between business tenders and staff development
- Monitoring the effectiveness of outside agencies and establishing a clear criteria for performance and service delivery
- Using comparative tendering to measure the value of outsourcing core business

Barry McKenna, Councillor  
CITY OF BAYSWATER (WA)

## 3.20 AFTERNOON TEA

### 3.40 PERFORMANCE MEASUREMENT AND YOUR AGENCY'S CORPORATE STRATEGY - BUILDING PRACTICAL LINKS

**CASE STUDY**

- Using the Balanced Scorecard to align performance and drive strategy
- Building meaningful links between corporate planning, budget and performance management systems
- Evaluating program outcome achievement and true cost
- Performance management and future scenario planning

Peter Ryan  
Corporate Performance Management and Planning Officer  
BRISBANE CITY COUNCIL (QLD)

### 4.20 USING ENTERPRISE AGREEMENTS TO DRIVE PERFORMANCE MEASUREMENT

**CASE STUDY**

- Enterprise Agreements and the performance measurement framework
- Understand the potential of incorporating an Enterprise Agreement into your management plan
- Linking Enterprise Agreement pay increases to organisational goals
- Using incentive payment schemes
- The benefits and pitfalls of performance and process benchmarking

John Waghorn, Executive Manager  
NEWCASTLE CITY COUNCIL (NSW)

## 4.50 CLOSING REMARKS FROM THE CHAIR AND END OF DAY ONE

**CALL (02) 9223 2600 TO REGISTER OR (02) 9229 1005 TO EXHIBIT**

29 &amp; 30 MAY 2001 @ THE MARRIOTT HOTEL, BRISBANE

DAY TWO WEDNESDAY 30 MAY 2001

**9.00 OPENING REMARKS FROM THE CHAIR**

Doug Oliver  
Manager, Corporate Planning and Performance  
PARRAMATTA CITY COUNCIL (NSW)

**LINKING PERFORMANCE MEASURES WITH  
CUSTOMER SATISFACTION AND  
SERVICE DELIVERY**
**9.10 CUSTOMERS AND INNOVATION: THE BROADER CONSIDERATIONS OF PERFORMANCE MEASURES**

- Methods for determining customer satisfaction levels
- Developing models for gathering information, including the gap analysis technique
- The importance of customers and innovation in your overall performance measurement strategy
- Using best value practices to manage the triple bottom-line

Stephen Lardner

Manager of Property and Corporate Planning  
CITY OF STONNINGTON (VIC)

**9.50 DEVELOPING A CULTURE OF PERFORMANCE MANAGEMENT AND MEASUREMENT IN A SERVICE-ORIENTED AGENCY**

- Outputs and key management areas as part of a simplified planning model
- Completing the links between planning, budget, resource allocation and performance measurement
- Collectible performance measures that relate to a service organisation

Kathryn Powell, Senior Project Officer

SOUTH AUSTRALIAN POLICE DEPARTMENT

**10.30 MORNING TEA**
**PERFORMANCE REPORTING AND  
DATA EVALUATION**
**10.50 PERFORMANCE MEASUREMENT - THE BASIS OF COMPLIANCE OR AN AID TO IMPROVEMENT?**

- Identifying the right things to measure
- Meeting the obligation to provide stakeholder data
- Determining the most useful metrics
- Using data from performance measurement systems to drive improvement

Leo McNamara, Executive Director, Operations

Russell Linwood, Manager, Executive Support Unit  
DEPARTMENT OF EMERGENCY SERVICES (QLD)

**11.30 INTEGRATING PURCHASES, PROVIDERS, PROJECTS AND PERFORMANCE IN YOUR MEASUREMENT STRATEGY**

In this session, Richard will outline the impact of the purchaser-provider model on agency culture, activity and performance, particularly in regard to findings from a benchmarking study undertaken with the Australian Quality Council and Institute of Project Management.

Elements to be covered include:

- Optimising data collection processes for performance assessment
- Interpreting and using information from benchmarking practices
- Linking government outcomes to project outputs
- Linking performance measures to the planning process

Richard Payne

Manager - Project Management and Evaluation  
AGRICULTURE WESTERN AUSTRALIA

**12.10 STATISTICAL ASPECTS OF PERFORMANCE MEASUREMENT REPORTING**

- Developing a framework for what needs to be measured
- The significance of calculation and use of indices
- Benchmarking methods to assess relative performance
- Using time series to assess temporal changes in performance
- Implementing and analysing sample surveys to acquire measures of outcomes for the community

Walter Robb, Assistant Government Statistician  
OFFICE OF ECONOMIC AND STATISTICAL  
RESEARCH (QLD)

**12.50 LUNCH**
**LINKING PERFORMANCE MEASURES TO  
OUTCOMES**
**2.00 STRATEGIC POLICY DEVELOPMENTS - A REVIEW OF NEW IDEAS AND THEIR IMPLICATIONS FOR GOVERNMENT AGENCIES**

- National measures of progress, including the genuine performance indicator
- Developing measures to target new phenomenon, especially social capital/social cohesion and the Knowledge-Based-Economy (KBE)
- Community building and placed based performance, especially rural and regional performance
- How to address cross-cutting issues and the triple bottom-line

Dr David Adams

Director - Policy Development and Research

DEPARTMENT OF PREMIER AND CABINET (VIC)

**2.40 REFOCUSING YOUR PERFORMANCE MEASUREMENT SYSTEM TOWARDS OUTCOMES**

- How to determine the value of current performance measures
- Restructuring the culture of the organisation to one of accountability and delegation
- Upgrading present information systems to meet the needs of your performance measurement strategy
- Generating a new set of performance measures for long-term efficiency

Doug Oliver

Manager, Corporate Planning and Performance  
PARRAMATTA CITY COUNCIL (NSW)

**3.20 AFTERNOON TEA****3.40 WHOLE-OF-GOVERNMENT OUTCOME MEASUREMENT - THE QUEENSLAND GOVERNMENT'S FIRST REPORT ON OUTCOMES**

Matthew will discuss the development of the Queensland Government's overall performance management framework, including:

- The recently released report on outcomes titled 'Priorities in Progress'
- Linkages between outcome and output measures
- The role of performance measurement in the resource allocation (budget) process of the Queensland Government

Matthew Smith, Principal Advisor - Fiscal Performance  
QUEENSLAND TREASURY

**4.20 IMPLEMENTING LEAD AGENCY AND WHOLE-OF-GOVERNMENT PERFORMANCE MEASURES**

- Developing performance measures and systems for assessing policy advice
- Lead agency measures for whole-of-government initiatives
- Simple but effective survey methods for measuring the satisfaction of key clients, including government agencies and their ministers
- Performance measures for the Queensland Government and Aboriginal and Torres Strait Islander ten-year partnership

Robert Saunders, Principal Planning Officer

DEPARTMENT OF ABORIGINAL AND TORRES  
STRAIT ISLANDER POLICY AND DEVELOPMENT  
(QLD)

**5.00 CLOSING REMARKS FROM CHAIR AND CLOSE OF CONFERENCE**

CALL (02) 9223 2600 TO REGISTER OR (02) 9223 1005 TO EXHIBIT

# SEPARATELY BOOKABLE POST-CONFERENCE WORKSHOPS

## IMPLEMENT AND SUSTAIN THE BALANCED SCORECARD

**9:00AM - 12:30PM**

The Balanced Scorecard is used widely throughout government agencies as an important tool in their performance measurement strategy. Are you utilising this model to gain the maximum benefit to your organisation? If the Balanced Scorecard is an integral process in your measurement system, you must attend this workshop to understand how to achieve the best results for your organisation. *In this highly interactive workshop, you will learn how to:*

- Use customer research to make your offering more competitive

- Determine the role of specific functions in the implementation of the Balanced Scorecard
- Identify the right indicators to help translate strategy in to action
- Select and monitor measures that truly reflect organisational growth
- Successfully align your scorecard with business strategy
- Develop an holistic and coordinated approach to the improvement activities throughout the organisation

### ABOUT YOUR WORKSHOP LEADER:

As a Business Partner with **Imprint Consulting**, **Ian Nadge** has had extensive experience in the areas of introducing and maintaining quality systems, customer service and performance measurement in a diverse array of public and private organisations. He has 25 years experience in management at AMP, where his major role was Australian Quality Manager and has consulted to such leading organisations as Qantas, Macquarie Equities, Sydney Water, Adelaide Brighton Cement and NSW Tafe.

OR

## THE ESSENTIAL STAGES OF DEFINING AND SPECIFYING OUTCOMES, HIERARCHIES AND OUTPUTS AND LINKING PERFORMANCE INFORMATION

**9:00AM - 12:30PM**

One of the greatest challenges for organisations adopting an outcomes and outputs focus is the development of meaningful outcomes and breaking down into outcome hierarchies and strategies. The essential linkages to outputs, activities and inputs can then be more structured and meaningful, allowing the development of performance indicators and measures to drive performance improvement. *In this comprehensive and informative workshop, you will learn how to:*

- Specify and define meaningful outcomes and outputs
- Develop outcome hierarchies and strategies linked to outputs
- Develop performance indicators and measures
- Consider the implications on organisational structure and the issues relating to the roles and responsibilities of staff
- Develop a strategy for managing the change

### ABOUT YOUR WORKSHOP LEADER:

**Mark Wood** is a Director for **BRW Financial Training** and was previously a Director with **Coopers & Lybrand**. Mark has been heavily involved in consulting and training in Commonwealth and State Government agencies in all aspects of financial management, outcome and output management and accrual accounting for the past ten years. Mark has assisted more than 100 agencies within Australia. He has an enviable reputation for managing high quality, value adding consulting assignments and for developing and delivering highly successful training programs.

## HOW TO CREATE A PERFORMANCE STRATEGY THAT TARGETS, MEASURES AND IMPROVES CUSTOMER SATISFACTION

**1:30PM - 5:00PM**

Managing customers is the foundation of organisational success, particularly in the public sector. It is an essential consideration of any worthwhile performance measurement system, yet many agencies struggle with the operational methods needed to effectively execute these ideals.

*This highly interactive workshop will arm you with the essential tools to design, implement and evaluate performance measures to achieve real customer satisfaction.* The program uses lectures, Australian research and models, practical group and individual exercises and discussions relevant to the public

sector customer environment. *Participants will explore many aspects of strategic customer and service delivery measures, including:*

- Creating a customer program that is a profit strategy
- The balance between process passion and business alignment
- Key strategies for resolving issues relating to customer satisfaction
- A balanced methodology to develop strategic customer plans
- The four levels of customer requirements/satisfaction
- Critically assessing the capability of current systems to deliver the desired service

### ABOUT YOUR WORKSHOP LEADERS:

**Natalie Verdon** and **Norm Merrigan** are Principals of **Imprint Consulting**. Natalie and Norm have consulted extensively to the public and private business sectors for over 10 years, specialising in the areas of the Balanced Scorecard, performance measures and systems, organisational change management, customer service programs and process improvements.

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2000-2001 IQPC CONFERENCE WORKBOOK

## IS YOUR PERFORMANCE MEASUREMENT SYSTEM ENABLING YOU TO MANAGE FOR RESULTS - OR JUST GATHERING RESULTS TO BE MANAGED?

The processes employed by state and local government agencies to measure performance are highly complex and are continually being re-evaluated and upgraded. But are these improved and revised methodologies actually providing you with the right performance information?

As government organisations are being held increasingly accountable to achieve outcomes, the pressure is on not only to initially implement a rigorous performance measurement framework, but also to ensure the results of such measures provide you with a meaningful indication of your agency's performance.

**Are you satisfied with the way your business is managed? Are your customers content with the quality and range of services you provide? Can you confidently report that your agency has contributed to the achievement of government outcomes?**

If these questions pinpoint but a few of your concerns, then you must attend IQPC's most comprehensive and up-to-date conference on *'Performance Measures for State and Local Government'*.

This national event will provide you with the opportunity to hear first-hand what leading government organisations are undertaking to reap maximum results from their performance measurement strategies to generate continuous improvement. Register for this conference today and discover how:

- **Department of Premier and Cabinet (VIC)** has identified new directions for performance measures and the implications for government agencies
- **City of Joondalup** established a performance strategy online for increased productivity
- **South Australian Police Department** significantly improved service delivery and developed a culture of performance management
- **Brisbane City Council** incorporated performance measures into a broader business strategy and directly improved the performance of the entire organisation
- **Department of Emergency Services (QLD)** streamlined their reporting and evaluation processes to analyse data in a more effective and timely manner
- **Parramatta City Council** generated an increase in internal performance by maximising staff productivity and time management

Additionally, the conference will feature a special presentation from *Queensland Treasury*, analysing the critical issue of **whole-of-government** performance measurement.

Featuring **18** advanced case studies, this conference is a must attend for anyone involved with the design, implementation, reporting, analysis and future direction of performance measurement and management. There is no better way to refine and develop your own strategies than to learn from the experts who are prepared to give you experienced, practical advice on how to make your own system stronger, more results driven and much more beneficial to your organisation and customers.

**ACT NOW!** Register yourself and a key team of decision-makers to stay abreast of leading techniques and generate more productive results from your new and improved performance measurement strategy!

*This conference has been researched and designed for Directors, Senior Managers, Managers and Advisors responsible for:*

- **PERFORMANCE MEASUREMENT MANAGEMENT**
- **PERFORMANCE EVALUATION**
- **CORPORATE AND STRATEGIC PLANNING**
- **CORPORATE RESOURCES AND SERVICES**
- **EXECUTIVE SERVICES**
- **BUSINESS DEVELOPMENT**
- **ORGANISATIONAL DEVELOPMENT**
- **SERVICE DELIVERY**
- **CUSTOMER AND COMMUNITY SERVICES**
- **QUALITY ASSURANCE AND EVALUATION**
- **DATA EVALUATION AND ANALYSIS**
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## SEPARATELY BOOKABLE PRE-CONFERENCE WORKSHOP

**MONDAY, 28 MAY 2001 • THE MARRIOTT HOTEL, BRISBANE**

### DEVELOP SKILLS TO BUILD AND USE PERFORMANCE INDICATORS

**9:00AM - 5:00PM**

This highly successful workshop deals with both the development and application of key performance indicators (KPIs) to enhance organisational results. It equips participants with the base skills, techniques and tools necessary to undertake performance measurement exercises in their own business settings. The day features the facilitator's innovative ITO (Inputs-To-Outcomes) model which explains how inputs, processes, outputs and outcomes are related and where performance indicators fit. Syndicate groups

will use 'mini' case studies to explore a simple but powerful KPI development methodology. Other topics to be covered include the role of KPIs in management and the limitations of the Balanced Scorecard approach. The workshop also tackles three widely held misconceptions about performance measurement, which often cause these initiatives to fail.

*This dynamic workshop addresses performance measurement in four key sections covering:*

- The business context
- Performance management and measurement

- The ITO model
- Developing performance measures

### ABOUT YOUR WORKSHOP LEADER:

**John Smyrk** is the Principal of **Sigma Management Science Pty Ltd** and a Certified Management Consultant, specialising in process innovation and business project management. He is also a Visiting Fellow in the National Graduate School of Management at the Australian National University, where he teaches on both the MBA and Master of Technology Management programs.

# PERFORMANCE MEASURES FOR STATE AND LOCAL GOVERNMENT

29 & 30 May 2001 @ The Marriott Hotel, Brisbane

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**WORKSHOPS** ☐ A and/or ☐ B or ☐ C and/or ☐ D

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Position: \_\_\_\_\_

Email: \_\_\_\_\_

#### Delegate 2:

Name: \_\_\_\_\_

Position: \_\_\_\_\_

Email: \_\_\_\_\_

Organisation: \_\_\_\_\_

Address: \_\_\_\_\_

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Telephone: ( ) \_\_\_\_\_ Fax: ( ) \_\_\_\_\_

#### Approving Manager:

Name: \_\_\_\_\_

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Email: \_\_\_\_\_

#### Payment prior to the conference is mandatory for attendance

☐ Cheque enclosed for \$ \_\_\_\_\_ (Please make cheques payable to: IQPC)

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Note: Payment includes lunches, refreshments, a detailed conference workbook and all meeting materials. If payment has not been received two weeks before the conference, a credit card hold will be taken. This card will only be processed if we have not received payment two weeks before the conference date.

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IQPC recognises the value of learning in teams. Take advantage of one of these special rates:

① Groups of 3 or more booking on the conference at the same time from the same company receive a \$500 discount from the total registration fee

② Register a team of 4 to the conference at the same time from the same company and receive a free pass for a 5th delegate

③ Ask about multi-conference discounts. Ring (02) 9223 2700 for more details

Please Note: Only one discount applies

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