
1 The approach to performance measurement

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1.1 Aims of the Review and the Report on Government Services

Heads of government (now the Council of Australian Governments or COAG) established the Review of Government Service Provision (the Review) to provide information on the equity, efficiency and effectiveness of government services in Australia, through the publication of the annual Report on Government Services (RoGS).

A Steering Committee, comprising senior representatives from the central agencies of each of the Australian, State and Territory governments, and chaired by the Chairman of the Productivity Commission, manages the Review, with the assistance of a Secretariat provided by the Productivity Commission.

The Review was established in 1993 to:

- provide ongoing comparisons of the performance of government services

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- report on service provision reforms that governments have implemented or that are under consideration.

RoGS, now in its eighteenth edition, is a tool for government (see terms of reference for RoGS, p. xxxvi). It has been used:

- for strategic budget and policy planning, for policy evaluation and to demonstrate government accountability
- to assess the resource needs and resource performance of government agencies
- to identify jurisdictions with which to share information on services.

The data in RoGS can also provide an incentive to improve the performance of government services, by:

- enhancing measurement approaches and techniques, such as activity based costing
- helping jurisdictions identify where there is scope for improvement
- promoting greater transparency and informed debate about comparative performance.

In 2009, a high level review of RoGS was endorsed by COAG. COAG recognised RoGS as ‘the key tool to measure and report on the productive efficiency and cost effectiveness of government services’. In 2010, COAG agreed to a new terms of reference and charter of operations for the Steering Committee, as well as a separate terms of reference for RoGS (www.pc.gov.au/gsp/review/tor; COAG 2010).

The Steering Committee has implemented the recommendations of the review, including:

- alignment of RoGS’ and National Agreement indicators
- a review of RoGS’ Performance Indicator Framework by an Independent Reference Group (IRG 2010) (outcomes implemented in the 2012 RoGS)
- a review of all performance indicators and measures by the IRG against the principles in the Intergovernmental Agreement on Federal Financial Relations (outcomes implemented in the 2012 and this edition of RoGS)
- development of formal criteria to determine whether RoGS should include particular service sectors (endorsed by Senior Officials in February 2012)
- developing sector overviews for the six broad service areas and emphasising its commitment to further streamlining of RoGS
- introducing data quality information for indicators (being iteratively introduced over time)

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- expanding time-series reporting
 - introducing mini-case studies

Under its new terms of reference, the Steering Committee is required to produce a triennial report on its operations to COAG. The first report was provided to COAG in September 2012. In December 2012, COAG:

- noted the triennial report
- re-endorsed the Steering Committee's terms of reference
- agreed to commit, on behalf of all governments, to improving the quality and timeliness of data provided to the Steering Committee through:
 - working with data agencies to reduce data lags (where data are not available for the most recent financial or calendar year)
 - improving data comparability by agreeing and implementing national definitions and, where required, updating definitions to accommodate new models of service
 - providing data in accordance with the Steering Committee's deadlines
- agreed to make the report public
- agreed that future triennial reports be considered by COAG Senior Officials on COAG's behalf.

The full report and a link to COAG's response is available from the Review website.

1.2 The role of government in delivering services

All services included in RoGS affect the community in significant ways. Some services form an important part of the nation's social welfare system (for example, public housing and other community services), some are provided to people with specific needs (for example, aged care and disability services), and others are typically used by each person in the community at some stage during their life (for example, education and training, health services, police services and emergency services).

The current focus of RoGS is on social services, such as health, education, justice and community services, which aim to improve the wellbeing of people and communities, by supporting people's ability to participate in social and economic activities. Services typically aim to provide intangible outcomes (such as health, education, safety), rather than the provision of physical products, general income

support or the creation of capital assets (although physical products, targeted income support and capital assets may be associated with the delivery of some services).

Generally, the services that governments deliver are largely concerned with:

- providing ‘public goods’,¹ including:
 - creating a legal framework that determines the rules for ownership of property and the operation of markets (for example, enforcing property rights, checking abuses of power and upholding the rule of law) — a framework that encompasses the work of the courts, police and corrective services agencies in maintaining law and order
 - managing adverse events, including the work of emergency services (such as fire and flood control) and some aspects of the health system (such as vaccinations)
- enabling higher levels, higher quality and/or more equitable consumption of services that governments consider to have particular merit or that generate beneficial spillover effects for the community.² Examples of such services include education, health services, ambulance services, community services and housing.

How governments deliver services

Governments use a mix of methods to deliver services to the community, including:

- delivering or providing the services directly (a ‘delivery/provider’ role)
- funding external providers through grants or the purchase of services (a ‘purchaser’ role)
- subsidising users (through vouchers or cash payments) to purchase services from external providers
- imposing community service obligations on public and private providers

¹ Public goods are those where one person’s consumption does not reduce consumption by others, and where it is not possible to exclude individuals from access (for example, national defence). These goods tend not to be produced in private markets because people can consume the goods without paying for them.

² In private markets, the production of services that result in positive (or beneficial) spillover effects tends to be lower than is desirable for society as a whole, because producers cannot charge for the wider benefits to society.

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- providing incentives to users and/or providers, such as reducing tax obligations in particular circumstances (known as ‘tax expenditures’).

1.3 Reasons for measuring comparative performance

Comparative information on the performance of government service delivery contributes to the wellbeing of all Australians, by encouraging improvements in those services. Public reports such as RoGS improve government accountability and create incentives for better performance. In turn, improving government service provision can lead to major social and economic benefits.

Traditionally, much of the effort to improve the effectiveness of government services has focused on increasing the level of resources devoted to them. Another way of improving services is finding better ways to use existing resources. Performance measurement provides one means of shifting the focus from the level of resources to the efficient and effective use of those resources. Performance measurement can:

- help clarify government objectives and responsibilities
- promote analysis of the relationships between agencies and between programs, enabling governments to coordinate policy within and across agencies
- make performance more transparent, and enhance accountability
- provide governments with indicators of their policy and program performance over time
- inform the wider community about government service performance
- encourage ongoing performance improvements in service delivery and effectiveness, by highlighting improvements and innovation.

The three main reasons for reporting *comparative* performance information across jurisdictions are:

- to verify high performance and identify agencies and service areas that are successful
- to enable agencies to learn from peers that are delivering higher quality and/or more cost effective services
- to generate additional incentives for agencies and services to improve performance.

The Steering Committee’s terms of reference (paragraph 2) emphasise the importance of ‘enabling performance comparisons and benchmarking between

jurisdictions and within a jurisdiction over time'. Comparative data are particularly important for government services, given that limited information is available to those supplying, and receiving, services. Each jurisdiction has, for example, one police service and one child protection and support service. As a result, those responsible for delivering the services do not have access to the same level of information that is available to providers in competitive markets. Comparisons across jurisdictions also offer a level of accountability to consumers, who have little opportunity to express their preferences by accessing services elsewhere.

Reporting comparative performance also facilitates inter-jurisdictional learning, particularly where governments have adopted different policy approaches.

Governments have considered a range of general policy approaches when deciding how to deliver services. These approaches include:

- moving from historical or input based funding to output based funding (for example, casemix funding in public hospitals)
- separating the purchaser and provider roles for government organisations (for example, corporatisation of agencies providing services)
- outsourcing the provider roles (for example, competitive tendering for service delivery)
- devolving and decentralising decision making by government service providers (for example, devolving school decision making in to local school communities)
- examining alternative delivery mechanisms (for example, deinstitutionalising community services and offering greater consumer choice)
- implementing user charging (for example, the use of co-payments to help ration service use).

RoGS facilitates improved service delivery and accountability to governments and the public, by providing a repository of meaningful, balanced, credible and comparative information on the provision of government services. Although RoGS does not extend to recommendations on how best to provide government services, the information in RoGS assists governments to make such assessments. Reliable comparative performance information can help governments better understand the strengths and weaknesses of each approach, and the circumstances in which each can work best.

1.4 Scope

This RoGS contains performance information on 15 broad service areas (box 1.1). These government services have two important features:

- their key objectives are common or similar across jurisdictions (lending themselves to comparative performance reporting)
- they make an important contribution to the community and/or economy (meaning there are potentially significant gains from improved effectiveness or efficiency).

Box 1.1 Services included in the 2013 RoGS

Early childhood, education and training

Early childhood education and care (chapter 3)

School education (chapter 4)

Vocational education and training (chapter 5)

Justice

Police services (chapter 6)

Courts (chapter 7)

Corrective services (chapter 8)

Emergency management

Fire and ambulance services (chapter 9)

Health

Public hospitals (chapter 10)

Primary and community health (chapter 11)

Mental health management (chapter 12)

Community services

Aged care services (chapter 13)

Services for people with disability (chapter 14)

Child protection and youth justice services (chapter 15)

Housing and homelessness

Housing (chapter 16)

Homelessness services (chapter 17)

The Steering Committee has developed a set of formal criteria to determine whether RoGS should include particular service sectors, and to consider the inclusion of significant services that are jurisdiction-specific. The criteria were endorsed by Senior Officials at their meeting on 17 February 2012 (summarised in box 1.2). All current service areas will be assessed against the criteria during 2013.

Box 1.2 **Criteria for selecting service provision sectors**

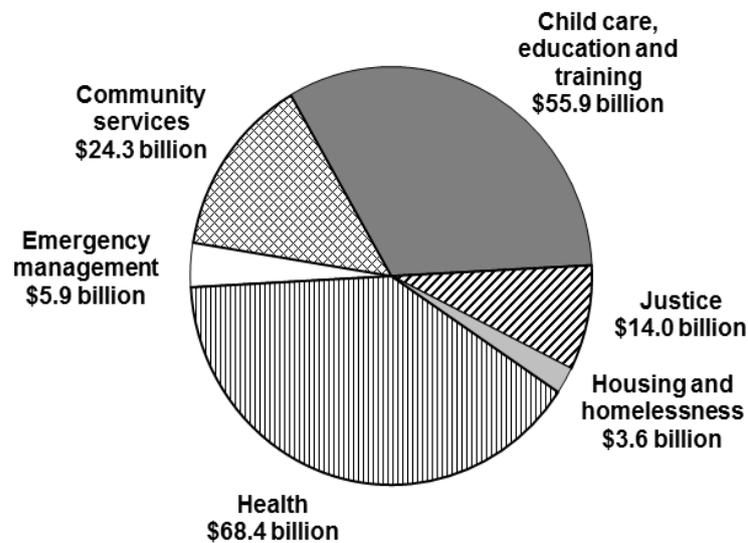
The Steering Committee will apply the following criteria to ensure that new services included in RoGS offer the greatest potential return for the resources invested in performance reporting. Services already included in RoGS will be reviewed from time to time to ensure that they continue to satisfy the criteria for inclusion.

1. RoGS' focus will be the effectiveness and efficiency of services provided directly to the community by or on behalf of government. Information on targeted income support or subsidies may be reported where it provides contextual information relevant to service performance or influences the achievement of service objectives.
2. Services included in RoGS should either:
 - have common or similar objectives across jurisdictions, lending themselves to comparative performance reporting; or if jurisdiction-specific
 - be of such community or economic significance to the national context in its own right that time series analysis in RoGS is appropriate
 - make a significant contribution to the outcomes of services provided by other governments
 - be part of a suite of services delivered across government.
 - or make an important contribution to the community and/or economy, such that there is a significant public interest in the effectiveness and efficiency of service provision.
 - Significance to the community may be indicated by the recognition of a service as a COAG priority or other measures of national public importance, recognising that priorities change over time. Significance to the economy may be indicated by the level of government expenditure or by the direct or indirect economic impact of a service.
3. In making a decision about including new services in RoGS, the Steering Committee will consider:
 - the scope to rationalise or reduce reporting in other areas of the Report (particularly when Review resourcing costs are likely to be significant)
 - whether proposed reporting will add sufficient value to other existing reporting exercises to offset the reporting burden
 - whether relevant data collections to enable reporting according to the Steering Committee's guiding principles exist
 - the benefits and costs of establishing any new reporting requirements.
 - Relevant benefits of establishing new data collections include those to potential users of RoGS, and other users of the data, such as service clients, service providers, government purchasers of services, policy makers and researchers.
 - Relevant costs of establishing new data collections include those to jurisdictions, service providers, data providers and the Productivity Commission in resourcing the Review Secretariat.

Source: SCRGSP (2012).

The services reported in RoGS absorb a significant level of government expenditure. While not all data relate to the same time period, the services in the 2013 RoGS accounted for approximately \$172 billion in government recurrent expenditure (figure 1.1), representing around 65.6 per cent of total government recurrent expenditure in 2011-12. This expenditure is equivalent to about 11.8 per cent of gross domestic product.³

Figure 1.1 **Estimated government recurrent expenditure on services covered by the 2013 RoGS^{a, b, c, d, e}**



^a Data for 2011-12 were not available for all services. Table 2.1 in chapter 2 indicates the latest year for which data are available for each service area. ^b Child care, education and training: expenditure excludes higher education. ^c Emergency management: expenditure includes fire and ambulance services only and cannot be compared with the 2012 RoGS which also included State and Territory emergency services expenditure. ^d Health: expenditure includes only the public hospitals, primary and community health services, and specialised mental health services reported on in the health chapters of this edition. ^e Data exclude user cost of capital for some services.

Source: Sector overviews C, F and G; Chapters 3–17.

Funding from government may not meet the full cost of delivering a service to the community. Users of services and not-for-profit organisations can also contribute funding and other resources. However, the scope of RoGS is confined to the cost to government, for reasons explained in box 1.3.

³ General government final consumption expenditure and gross domestic product sourced from ABS *Australian National Accounts: National Income, Expenditure and Product, Australian National Accounts, September 2012*, Cat. no. 5206.0, Canberra.

Box 1.3 **Cost to government and total cost**

This RoGS provides information about the cost to government of providing services. Governments aim to maximise the benefit to the community from the use of government funds. It may be argued that RoGS should also account for the costs where non-government groups such as charities, not-for-profit organisations, private providers and users of services contribute resources for the services covered by RoGS. Although the contributions of these other groups are not negligible, the purpose of RoGS is to provide information to assist governments in making decisions about the effectiveness and efficiency of government expenditure.

If a government provides services directly, then it is accountable for all resources used. In such circumstances, RoGS aims to include the full costs of providing the service, including the cost of capital. This approach allows governments to compare the internal management of their services with that of counterparts in other jurisdictions.

RoGS also includes information on the cost to government of services delivered in other ways, including the purchase of services from government and non-government providers. This information can assist governments in assessing their purchase decisions.

Sometimes, a private organisation will offer to deliver a service at a lower cost to government than the cost of government providing that service directly, even though the private organisation may use at least as many resources as the government provider. This situation can arise for not-for-profit organisations such as charities, which may be able to charge less because they operate the service as an adjunct to another activity or because they have access to resources that are not costed at market rates (such as donations, church buildings and volunteers).

RoGS does not seek to facilitate comparisons between the internal management of government providers and the internal management of non-government providers, and there would be difficulties in collecting data to make such comparisons. As a result, there is no attempt to compare the full cost of delivery by non-government organisations with the full cost of delivery by government service providers.

The focus of RoGS is on the effectiveness and efficiency of government purchase or supply of specific services, rather than on general government income support. That is, RoGS covers aged care but not the aged pension, disability services but not disability pensions, and children's services but not family payments (although descriptive information on income support is provided in some cases). The impact of child care subsidies on the affordability of childcare services is reported (chapter 3), and some information on Commonwealth Rent Assistance is reported, on the basis that it is a targeted payment to assist in the purchase of housing services, and is not general income support (sector overview G).

1.5 Approach

RoGS uses a common method for reporting comparative performance for a range of services. Adopting a common method has several benefits:

- a convenient and useful resource for people interested in multiple service areas
- insights into approaches to performance assessment across services
- progress in performance reporting in one service area can demonstrate what is possible and encourage improved reporting by other services
- a capacity to address issues that arise across service areas (for example, how to measure timeliness and other aspects of quality)
- an opportunity to address issues that have an impact on (or are affected by) multiple service areas.

A number of the services covered by RoGS are also subject to other performance measurement exercises. Distinguishing features of the approach taken in RoGS are:

- a focus on non-technical information, making it accessible to non-specialists
- regular publication, allowing monitoring of performance over time
- inclusion of much otherwise unpublished data to present comprehensive performance information
- the compilation of performance reporting across a number of service areas in a single report, facilitating the sharing of insights across service areas.

Guiding principles

The primary aim of RoGS is to provide objective performance information, in order to facilitate informed policy judgments. The guiding principles in box 1.4 are drawn from extensive Steering Committee experience, the review of RoGS, the terms of reference and charter of operations, and performance reporting criteria set out in the Intergovernmental Agreement on Federal Financial Relations.

Box 1.4 **Guiding principles of RoGS**

RoGS primary purpose is to provide comparative information to governments about the equity, effectiveness and efficiency of government services. An important, but secondary purpose is to promote public accountability.

The Steering Committee will use its influence to encourage working groups, parallel exercises and technical experts to develop collections, definitions, counting rules and measurement standards to implement the following guiding principles.

Comprehensiveness — performance indicator frameworks should be comprehensive, assessing performance against all important objectives.

Streamlined reporting — performance indicator frameworks aim to provide a concise set of information about performance against the identified objectives of a sector or service. Annual strategic plans will review performance indicator frameworks to identify redundant or unnecessary indicators, or gaps in reporting.

A focus on outcomes — high level performance indicators should focus on outcomes, reflecting whether service objectives have been met.

Hierarchical — where a greater level of sector specific detail is required, high-level outcome indicators should be underpinned by lower level output indicators (such as those reported in chapters) and additional disaggregated data (such as information in attachment tables).

Meaningful — reported data must measure what it claims to measure. Proxy indicators will be clearly identified as such and the Steering Committee will encourage the development of more meaningful indicators to replace proxy indicators where practicable.

Comparability — the ultimate aim is data that are comparable — across jurisdictions and over time. However, comparability may be affected by progressive data availability. Where data are not yet comparable across jurisdictions, time series analysis within jurisdictions is particularly important. Sometimes, there will be a trade-off between continuing a time series and reporting performance indicators that change when improved or more appropriate performance indicators are developed.

Progressive data availability — progress may vary across jurisdictions and data are generally presented for those jurisdictions that can report (not waiting until data are available for all).

Timeliness — to be relevant and enhance accountability, the data published will be the most recent possible — incremental reporting when data become available, and then updating all relevant data over recent years, is preferable to waiting until all data are available. Sometimes, there will be a trade-off between the degree of precision of data and its timely availability, because more recent data has had less time for validation.

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Box 1.4 (continued)

Use acceptable (albeit imperfect) performance indicators — use relevant performance indicators that are already in use in other national reporting arrangements *wherever appropriate*. Adopting existing indicators can ensure consistency with other, relevant reports where this adds value, lowers the costs of data collection and avoids delays in reporting.

Understandable — to improve public accountability, data must be reported in a way that is meaningful to a broad audience, many of whom will not have technical or statistical expertise. Reported data will be accessible, clear and unambiguous so that the community can come to its own judgements on the performance of governments in delivering services.

Accurate — data published will be of sufficient accuracy to provide confidence in analysis based on information in RoGS.

Source: Steering Committee for the Review of GSP (unpublished); Ministerial Council for FFR (2009).

Benchmarking

The terms ‘comparative performance reporting’ and ‘benchmarking’ are sometimes used interchangeably. However, ‘benchmarking’ can have a particular connotation of measuring performance against a predetermined standard (box 1.5). Using the terms in box 1.5, RoGS can be considered as a form of results or process benchmarking, but RoGS does not generally establish best practice benchmarks. However, governments can use the information in RoGS to identify appropriate benchmarks.

Box 1.5 **Benchmarking**

Benchmarking is a systematic process of searching for and encouraging the introduction of best practice. The three main forms of benchmarking are: (1) results benchmarking (comparing performance within and between organisations using performance indicators of effectiveness and efficiency); (2) process benchmarking (analysing systems, activities and tasks that turn inputs and outputs into outcomes); and (3) setting best practice standards (establishing goals and standards to which organisations can aspire).

Benchmarking typically involves a number of steps. Whatever the chosen approach or focus, the steps usually include:

- deciding why, when, and what to benchmark
- analysing plans and performance (reviewing objectives and identifying performance indicators and own performance)
- establishing benchmarking partners
- obtaining performance data and analysing differences in performance
- identifying best practice and the most useful improvements
- implementing improvements in practice
- assessing improvements and re-benchmarking (MAB/MIAC 1996).

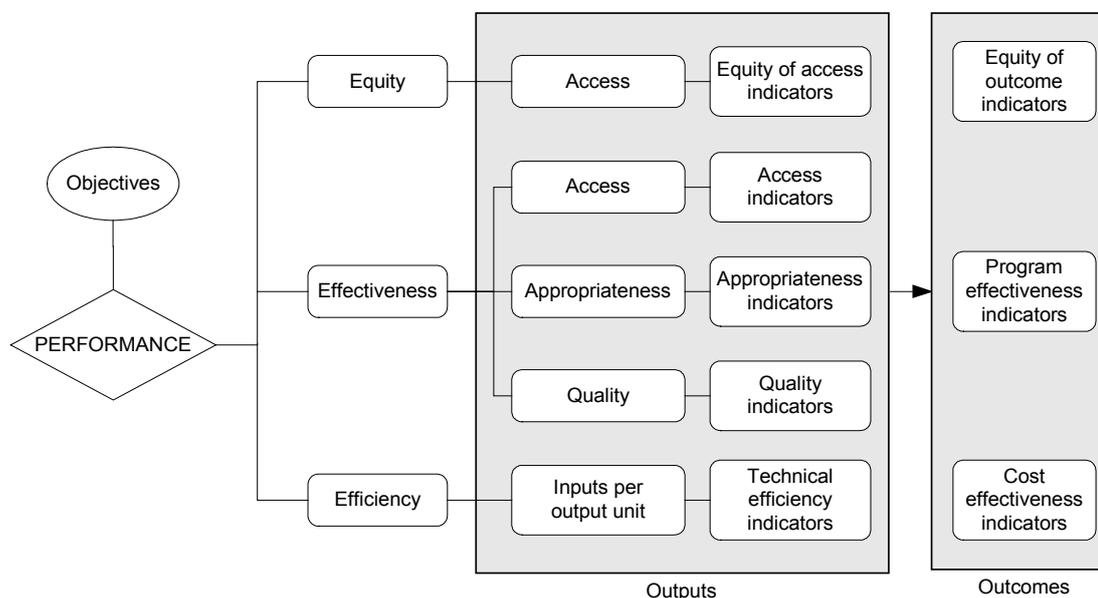
The performance information in RoGS can contribute to many of the above steps in a results benchmarking cycle, and assist governments to implement best practice.

The general performance indicator framework

RoGS' general performance indicator framework is set out in figure 1.2. The framework depicts the Review's focus on outcomes, consistent with demand by governments for outcome oriented performance information. This outcome information is supplemented by information on outputs, grouped under 'equity', 'effectiveness' and 'efficiency' headings.

In response to review of RoGS recommendations, an Independent Reference Group (IRG) reviewed RoGS' general performance indicator framework, and the Steering Committee endorsed the IRG's report in September 2010 (Steering Committee 2010). An extensive literature review and case studies of other performance reporting exercises confirmed that RoGS possesses a robust performance indicator framework (consistent with the findings of the COAG review of RoGS) (COAG 2009).

Figure 1.2 A general framework and examples of performance indicators



The service process

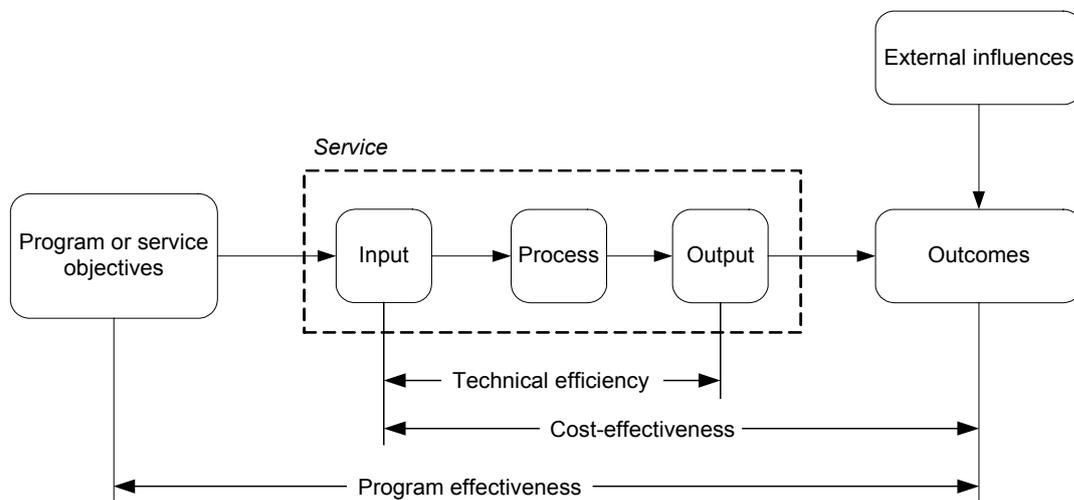
The general framework reflects the service process through which service providers transform inputs into outputs and outcomes in order to achieve desired policy and program objectives.

For each service, governments have a number of objectives that relate to desired outcomes for the community. To achieve these objectives, governments provide services and/or fund service providers. Service providers transform resources (inputs) into services (outputs). The rate at which resources are used to make this transformation is known as ‘technical efficiency’.

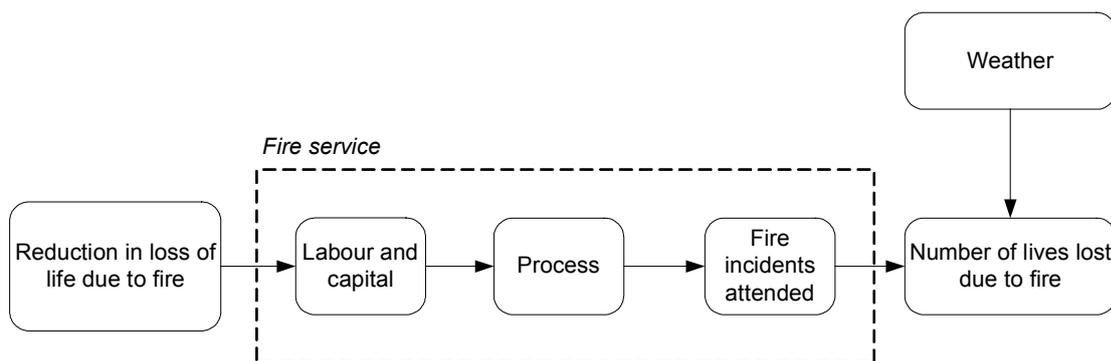
The impact of these outputs on individuals, groups and the community are the outcomes of the service. In RoGS, the rate at which inputs are used to generate outcomes is referred to as ‘cost effectiveness’. Often, outcomes (and to a lesser extent, outputs) are influenced by factors external to the service. Figure 1.3 distinguishes between technical efficiency (the ratio of inputs to outputs) and cost-effectiveness (the ratio of inputs to outcomes), and also recognises that other influences affect overall program effectiveness (the extent to which outcomes achieve the objectives of the service).

Figure 1.3 **Service process**

Example: general model



Example: fire services



Objectives

In each chapter, the objectives for the service are outlined, and performance indicators that measure the achievement of those objectives are reported.

The objectives (or desired outcomes) for each government funded service are similar across jurisdictions, although the priority that each jurisdiction gives to each objective may differ. The Steering Committee’s approach to performance reporting is to focus on the extent to which each shared objective for a service has been met.

Distinguishing outcomes and outputs

Outcome indicators provide information on the impact of a service on the status of an individual or a group. In contrast, outputs are the services delivered.

Outcomes may be short term (intermediate) or longer term (final). The approach in RoGS is to use both short term (or intermediate) and long term (or final) outcome indicators, as appropriate. In school education, for example, learning outcomes at years 3, 5, 7 and 9 may be considered intermediate outcomes, while completion of year 12 or school leaver destinations may be considered more final outcomes.

It is acknowledged that outcomes may be influenced by factors outside the control of governments or agencies delivering services. The approach in RoGS is to explain that government provided services are often only one contributing factor and, where possible, point to data on other factors, including different geographic and demographic characteristics across jurisdictions. (Appendix A contains detailed statistics and short profiles on each State and Territory, which may assist in interpreting the performance indicators presented in RoGS.)

While the aim of the Review is to focus on outcomes, they are often difficult to measure. RoGS therefore includes measures of outputs (which are often easier to measure), with an understanding that there is a relationship between those outputs and desired outcomes, and that the measures of outputs are, in part, proxies for measures of outcomes. Output information is also critical for efficient and effective management of government services, and is often the level of performance information that is of most interest to individuals who access services.

The indicator framework groups output indicators according to the desired characteristics of a service — for example, accessibility, appropriateness or quality (figure 1.2). By contrast, outcome indicators are not grouped according to desired characteristics, as outcomes typically depend on a number of service characteristics and are usually influenced by other service-sectors and extraneous factors.

Equity, effectiveness and efficiency

The Steering Committee takes a comprehensive view of performance reporting, and RoGS' framework gives equal prominence to equity, effectiveness and efficiency, as the three overarching dimensions of performance. There are inherent trade-offs in allocating resources, and dangers in analysing only some aspects of a service. A unit of service may have a high cost but be more effective than a lower cost service, and therefore be more cost effective. Similarly, improving outcomes for a group with special needs may lead to an increase in the average cost per unit of providing a service.

Equity

The term ‘equity’ has a number of interpretations, explained in box 1.6. Equity indicators in RoGS measure how well a service is meeting the needs of particular groups that have special needs or difficulties in accessing government services. While effectiveness indicators are generally absolute measures of performance, equity indicators focus on any gap in performance between special needs groups and the general population. Equity indicators may reflect:

- equity of access — all Australians are expected to have appropriate access to services
- equity of outcome — all Australians are expected to achieve appropriate outcomes from service use.

Box 1.6 **Equity**

Equity is an important concept in economic literature, with two elements:

- horizontal equity — the equal treatment of equals
- vertical equity — the unequal but equitable (‘fair’) treatment of unequals.

In the context of this RoGS:

- *horizontal* equity is exhibited when services are equally accessible to everyone in the community with a similar level of need
- *vertical* equity is exhibited when services account for the special needs of particular groups in the community. This approach may be needed where geographic, cultural or other reasons mean some members of the community have difficulty accessing a standard service.

A number of criteria can be used to classify groups that may have special needs or difficulties in accessing government services. These include:

- language or literacy proficiency
- gender
- age
- physical or mental capacity, including people with disability
- race or ethnicity
- geographic location.

Identifying those service recipients who belong to groups with special needs or access difficulties poses challenges, particularly when relying on client self-identification. If members of such groups are required to identify themselves,

then the accuracy of the data will depend on how members of a group perceive the advantages (or disadvantages) of identification, and whether such perceptions change over time (see for example, SCRGSP 2011). Comparability problems also arise where different data collections and different jurisdictions do not use common definitions of special needs groups.

RoGS often uses the proportion of each target group in the broader community as a point of comparison when examining service delivery to special needs groups. This approach is suitable for services that are provided on a virtually universal basis (for example, school education), but must be treated with caution for other services, where service provision is based on the level of need, which may vary between groups (for example, disability services). Another option is to collect a more accurate profile of need (for example, the estimation of the ‘potential population’ of people with the potential to require specialist disability services at some time).

Where geographic location is used to identify groups with special needs, data are usually disaggregated according to a geographical classification system. Geographical classifications are generally based on population density and/or the distance that residents need to travel to access services. The geographic classification system used in each service area is outlined in chapter 2.

All geographic classification systems are imperfect indicators of the time and cost of reaching a service; for example, they do not consider the client’s capacity to bear the cost of accessing the service (Griffith 1998). Moreover, for some services, classification systems based on distance or population are not useful indicators of access to services — for example, ambulances can sometimes respond more quickly in rural areas over longer distances than in metropolitan areas over shorter distances, because of differences in traffic congestion.

Effectiveness

Effectiveness indicators measure how well the outputs of a service reflect the stated objectives of that service. The reporting framework groups effectiveness indicators according to characteristics that are considered important to the service. For most chapters, these characteristics include access, appropriateness and/or quality.

Access

Access indicators measure how easily the community can obtain a service. In RoGS, access has two main dimensions:

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- undue delay (timeliness) — for example, waiting times for patients in public hospitals and for older people receiving aged care services
 - undue cost (affordability) — for example, the proportion of income spent on particular services, such as out-of-pocket expenses in children’s services.

Appropriateness

Appropriateness indicators measure how well services meet client needs. In primary and community care, for example, a series of indicators measure whether patients with particular health conditions are receiving clinically endorsed treatments.

Appropriateness indicators also seek to identify the extent of any underservicing or overservicing (Renwick and Sadkowsky 1991). Some services have developed measurable standards of service need, against which levels of service can be assessed. The ‘overcrowding’ measure in housing, for example, measures the appropriateness of the size of the dwelling relative to the size and composition of the household. Other services have few measurable standards of service need; for example, the desirable number of medical treatments for particular populations is not known. However, data on differences in service levels can indicate where further work could identify possible underservicing or overservicing.

Quality

Quality indicators reflect the extent to which a service is suited to its purpose and conforms to specifications. Information about quality is particularly important when there is a strong emphasis on increasing efficiency (as indicated by lower unit costs). There is usually more than one way in which to deliver a service, and each alternative has different implications for both cost and quality. Information about quality is needed to ensure all relevant aspects of performance are considered.

The Steering Committee’s approach is to identify and report on aspects of quality, particularly actual or implied competence:

- actual competence can be measured by the frequency of positive (or negative) events resulting from the actions of the service (for example, deaths resulting from health system errors such as an incorrect dose of drugs)
- implied competence can be measured by proxy indicators, such as the extent to which aspects of a service (such as inputs, processes and outputs) conform to specifications — for example, the level of accreditation of public hospitals and aged care facilities.

The reporting framework includes quality as one aspect of effectiveness, and distinguishes it from access and appropriateness (figure 1.2). This distinction is somewhat artificial because these other aspects of service provision also contribute to a meaningful picture of quality.

Efficiency

The IRG's review of RoGS' performance indicator framework (Steering Committee 2010) found that the inclusion of efficiency indicators was a distinguishing aspect of RoGS' framework. Very few performance reporting exercises explicitly assess the efficiency of government services, despite the key links between efficiency and the other aspects of performance.

The concept of efficiency has a number of dimensions. Overall economic efficiency requires satisfaction of technical, allocative and dynamic efficiency:

- technical efficiency requires that goods and services be produced at the lowest possible cost
- allocative efficiency requires the production of the set of goods and services that consumers value most, from a given set of resources
- dynamic efficiency means that, over time, consumers are offered new and better products, and existing products at lower cost.

RoGS focuses on technical (or productive) efficiency. Technical efficiency indicators measure how well services use their resources (inputs) to produce outputs for the purpose of achieving desired outcomes. Government funding per unit of output delivered is a typical indicator of technical efficiency — for example, cost per annual curriculum hour for vocational education and training.

Comparisons of the unit cost of a service should reflect the full cost to government. Problems can occur when some costs are not included or are treated inconsistently across jurisdictions (for example, superannuation, overheads or the user cost of capital). The Steering Committee's approach, where full cost information is not available in the short term, is that:

- data should be calculated consistently across jurisdictions
- data treatment should be fully transparent.

Where there are shortcomings in the data, other indicators of efficiency are used (including partial productivity measures such as staff levels per student in government schools, and administrative costs as a proportion of total expenditure in services for people with disability).

Many factors outside the control of governments may affect the cost of providing services. The Commonwealth Grants Commission, when calculating relativities across states and territories to distribute Australian Government general purpose grants, accounts for influences beyond a jurisdiction's control (called 'disabilities') that affect the jurisdiction's cost of providing services and capacity to raise revenue. These 'disabilities' may include factors such as the size of the jurisdiction, the dispersed nature of the population and the socio-demographic distribution of the population (CGC 2012). RoGS does not make cost adjustments based on any of these factors, but appendix A provides a short statistical profile of each State and Territory, which may assist readers to interpret RoGS' performance indicators.

Cost-effectiveness

Cost-effectiveness indicators (the relationship of inputs to *outcomes*) measure how efficiently the outcomes of a service were achieved. Although no explicit cost-effectiveness indicators are currently reported in RoGS, a theoretical example would be government funding per life (or 'quality adjusted life year') saved through breast cancer screening. Implicit cost effectiveness reporting is achieved in RoGS through combinations of efficiency and effectiveness indicators, and combinations of efficiency and outcomes indicators, as distinct from through separate cost effectiveness indicators.

Variations to the general framework

In the health and emergency management areas of RoGS, the general framework has been adapted to align more closely with the specific objectives and functions of these services. These variations are explained in detail in the Health sector overview (sector overview E) and the Emergency management sector overview (sector overview D) and the Fire and ambulance services chapter (chapter 9).

1.6 Using the data in RoGS

The Steering Committee is progressively introducing data quality information for performance indicators in RoGS. The data quality information for each indicator addresses in detail many of the data issues discussed below.

Data comparability

For each service, the performance indicator framework and indicator interpretation boxes show which data are provided on a comparable basis and which are not directly comparable. Where data are not directly comparable, appropriate qualifying commentary is provided in the text or footnotes. Data may not be directly comparable if:

- definitions or counting rules differ or are so broad that they result in different interpretations (for example, depreciation rules)
- the scope of measurement varies (for example, waiting times for elective surgery)
- data are drawn from samples (such as surveys) and the sample size is too small for statistical reliability.

These issues do not always lead to material differences, and even where the differences are significant, relatively simple adjustments can resolve them in many cases. For example, payroll tax exemption has a material influence on the comparability of unit cost indicators, but cost data are adjusted in most chapters to account for payroll tax (SCRCSSP 1999).

Validation

Data contained in RoGS vary in the extent to which they have been reviewed or validated. A large proportion of reported data are supplied and verified by data collection agencies such as the ABS and the Australian Institute of Health and Welfare. Some data are formally audited in fora external to the Review, such as auditing of agencies' financial statements. At a minimum, all data have been endorsed by the contributor and subjected to peer review by the Working Group for each service.

Timeliness and accuracy

Timeliness of data is an important consideration for policy makers. Sometimes, there is a trade-off between the precision of data and its timely availability — data that are provided in a timely manner have had less time to undergo rigorous validation.

The Steering Committee manages this trade-off between timeliness and precision by publishing available data with appropriate qualifications. Publication increases scrutiny of the data and encourages timely improvements in data quality.

Improving the timeliness and accuracy of the data requires a high level of cooperation between the Steering Committee, data custodians and participating agencies from all jurisdictions. Users of RoGS are also an important source of feedback on potential improvements to RoGS. The Steering Committee welcomes feedback, which can be forwarded to the Secretariat (see the contact details inside the front cover of this RoGS).

Effects of factors beyond the control of agencies

The different environments in which service agencies operate affect the outcomes achieved by the agencies. Any comparison of performance across jurisdictions should consider the potential impact of differences in clients, geography, available inputs and input prices. Relatively high unit costs, for example, can result from inefficient performance, or from a high proportion of special needs clients, geographic dispersal, or a combination of these and other factors. Similarly, a poor result for an effectiveness indicator may have more to do with client characteristics than service performance.

RoGS provides information on some of the differences that might affect service delivery, to assist readers to interpret performance indicator results. This information takes the form of profiles of each service area, footnotes to tables and figures, data quality information (being iteratively introduced for all indicators) and a statistical appendix (appendix A). The statistical appendix provides a range of general descriptive information for each jurisdiction, including the age profile, spatial distribution, income levels and education levels of the population, the tenure of dwellings and cultural heritage (such as Indigenous and ethnic status).

RoGS does not attempt to adjust reported results for differences that can affect service delivery. Users of RoGS will often be better placed to make the necessary judgments, perhaps with the benefit of additional information about the circumstances or priorities of specific jurisdictions.

1.7 Other performance measurement exercises

Related Steering Committee performance measurement exercises

Three other Steering Committee performance measurement exercises are closely related to RoGS:

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- National Agreements and National Partnerships performance reporting under the Intergovernmental Agreement on Federal Financial Relations (IGA)
 - *Overcoming Indigenous Disadvantage: Key Indicators* report
 - *Indigenous Expenditure Report*.

The governance arrangements of these other COAG performance measurement exercises and their relationship with RoGS are outlined below.

National Agreement performance reporting

In 2008, the Steering Committee was requested by COAG to collate information relevant to National Agreement performance indicators and provide this to the COAG Reform Council (CRC) for its analysis (COAG 2008a).

In November 2008, COAG endorsed a new Intergovernmental Agreement on Federal Financial Relations (2009). The IGA included six new National Agreements (NAs):

- *National Healthcare Agreement*
- *National Education Agreement*
- *National Agreement for Skills and Workforce Development*
- *National Disability Agreement*
- *National Affordable Housing Agreement*
- *National Indigenous Reform Agreement*.

COAG also agreed to a new form of payment — National Partnership (NP) payments — to fund specific projects and to facilitate and/or reward states and territories that deliver on nationally significant reforms.

Five of the NAs are associated with a National Specific Purpose Payment (SPP) that can provide funding to the states and territories for the sector covered by the NA. These five SPPs cover health, schools, skills and training, disability services and affordable housing. The *National Indigenous Reform Agreement* is not associated with a specific SPP, but draws together Indigenous elements from the other NAs and is associated with several NP agreements.

Under the reforms, each NA contains the objectives, outcomes, performance indicators, performance benchmarks and policy and reform directions for each sector, and clarifies the respective roles and responsibilities of the Australian and State and Territory governments in the delivery of services (COAG 2012a–f). The

performance of all governments in achieving mutually agreed outcomes and benchmarks specified in each NA is monitored and assessed by the CRC. In February 2011, COAG agreed to reviews of the NA performance indicator frameworks. The reviews have all been completed and the last recommendations relating to indicators were endorsed by COAG in December 2012. The Steering Committee recognises the importance of ensuring that related COAG performance reporting exercises are aligned. The Steering Committee has aligned relevant RoGS' performance indicators with those in related NAs.

The Steering Committee also has a role in NP reporting:

- the *National Partnership Agreement on Hospitals and Health Workforce Reform* (the NP HHWR) (subacute care) specifies that states and territories must provide reports against annual growth targets, measured on a regional basis, to the Steering Committee (COAG 2009)
- to date, the CRC has requested that the Steering Committee collate the required information for assessment against the reward benchmarks for the:
 - *National Partnership Agreement on the Elective Surgery Waiting List Reduction Plan* (Elective Surgery NP) (reporting was completed for this NP in May 2011)
 - *National Partnership Agreement on Essential Vaccines* (Essential Vaccines NP)
 - *National Partnership Agreement on Youth Attainment and Transitions* (NP YAT).

Further, the then MCFFR has stated that the Review Secretariat must be consulted on the design of performance benchmarks for reward payments, and that reviewers of NPs should consult with the Review Secretariat (MCFFR 2010).

Overcoming Indigenous Disadvantage report

In 2002, COAG commissioned the Steering Committee to produce a regular public report on progress in overcoming Indigenous disadvantage. The terms of reference for this report were updated in March 2009. The Steering Committee has consulted widely with Indigenous organisations, governments and researchers in developing the report and the indicator framework on which it was based and has published consultation reports in 2003 and 2006. Five editions of the *Overcoming Indigenous Disadvantage: Key Indicators* (OID) report have been published (SCRGSP 2003, 2005, 2007, 2009, 2011). The sixth edition of the OID report is anticipated to be published in 2014.

In contrast to RoGS, which focuses on the efficiency and effectiveness of specific services, as well as the outcomes of these services, the OID report focuses on priority outcomes for Indigenous Australians. It does not report on individual government services. The reporting framework has two tiers of indicators ‘COAG targets and headline indicators’ for the longer term outcomes sought, and a second tier of ‘strategic areas for change indicators’ that are potentially responsive to government policies and programs in the shorter term.

COAG endorsed an alignment of the OID report framework and the NIRA indicators in March 2009. The Steering Committee is also committed to ensuring alignment with relevant indicators in RoGS.

The Steering Committee undertook a review of the Overcoming Indigenous Disadvantage report in 2012 (ACER 2012). The Steering Committee will consider responses to the OID review’s recommendations in early 2013.

Indigenous Expenditure Report

In December 2007, COAG committed to reporting on expenditure on services to Indigenous Australians. In October 2008, Treasury requested the Secretariat for the Review to provide secretariat services to the Indigenous Expenditure Report (IER) Steering Committee, an arrangement endorsed by COAG in 2009. In February 2011, COAG transferred responsibility for future editions of the IER to the Steering Committee for the Review of Government Service Provision. The former IER Steering Committee is continuing as a working group providing expert advice to the Review Steering Committee.

The IER Steering Committee developed a national framework for collecting and reporting information on government expenditure on services to Indigenous and non-Indigenous Australians. A high-level overview of the reporting approach was endorsed by COAG at its July 2009 meeting. The *2010 Indigenous Expenditure Report*, containing data on the levels and patterns of government expenditure in 2008-09, was published in February 2011. An *Australian Government Supplement* was published in September 2010.

The *2012 Indigenous Expenditure Report* was released in September 2012. The next Indigenous Expenditure Report is planned for release in mid-2014.

Other performance monitoring in Australia and overseas

Performance reporting exercises are undertaken in other countries, using various approaches. The Steering Committee maintains a watching brief on these developments, to identify potential improvements to RoGS reporting.

International case studies of the performance reporting exercises current in 2010 are available in Appendix B of the *Review of the Report on Government Services' performance indicator framework report* (IRG 2010). Many of these exercises remained active in 2012, while others have been superseded by other reporting exercises:

- *Social Report*, New Zealand (Ministry of Social Development 2012)
- *Scotland Performs* (The Scottish Government 2012)
- *Performance Information* (Audit Scotland 2011-12)
- *National Indicator Set*, UK (Audit Commission 2011) no longer active; *Single data list*, UK (Audit Commission 2012) and *Openly Local*, UK (UK local governments 2012)
- *Social Indicators* (United Nations 2012)
- *Community Accounts*, Canada (Government of Newfoundland & Labrador 2012)
- *Virginia Performs*, USA (CoV 2012)
- *Government at a Glance*, OECD (OECD 2011)
- *OECD Factbook* (OECD 2012).

Case studies of Australian State and Territory performance reporting exercises are also available in Appendix C of the Review of the Report on Government Services' performance indicator framework. These exercises remained active in 2012 (except where identified) and the most recent version of each available is identified below:

- *NSW State Plan* (renamed *NSW 2021*) (NSW Government 2011) and its performance report (NSW Department of Premier and Cabinet 2012)
- *Growing Victoria Together* (DPC 2001) — no longer active
- *Toward Q2: Tomorrow's Queensland* (Queensland Government 2011) and the related target delivery plans (Queensland Department of Premier and Cabinet 2012)
- *South Australia's Strategic Plan* (SA Government 2011) and the related progress report (SASPAC 2012)
- *Tasmania Together 2020* (renamed *Tasmania Together*) (TTPB 2011) and its benchmarks (TTPB 2012)

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- *The Canberra Plan* (ACT Government 2008) and its implementation reports (ACT Government 2012a) and progress indicators (ACT Government 2012b)
 - *Territory 2030* (NT Government 2011) and its scorecard (NT Government 2012).

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