

# **Report on Performance**

**Total resources for Outcome 1 (\$'000)**

	<b>Budget Estimate (price) 2000-01</b>	<b>Actual (cost) 2000-01</b>
<b>ADMINISTERED EXPENSES</b>		
Allowance to former Governors-General	508	424
Support to former Governors-General	441	489
State occasions and official visits	3,854	3,416
Women's programmes	8,763	5,923
Prime Minister's official residences	1,850	1,624
Compensation and legal expenses	450	38
Reconciliation process between the Commonwealth and Aboriginals	3,944	7,710
Indigenous affairs litigation	3,300	1,889
CHOGM security	2,424	7,424
<b>Total Administered</b>	<b>25,534</b>	<b>28,937</b>
<b>DEPARTMENTAL PRICE OF OUTPUTS</b>		
<b>Output Group 1 - Economic policy advice and coordination</b>		
Output 1.1 - Economic and Industry Policy	8,242	8,169
Output 1.2 - Olympics Task Force	1,165	1,186
<b>Subtotal Output Group 1</b>	<b>9,408</b>	<b>9,355</b>
<b>Output Group 2 - Social policy advice and coordination</b>		
Output 2.1 - Social Policy	4,444	4,210
Output 2.2 - Office of the Status of Women	5,136	5,083
Output 2.3 - Office of Indigenous Policy	5,123	5,117
<b>Subtotal Output Group 2</b>	<b>14,704</b>	<b>14,410</b>
<b>Output Group 3 - International policy advice and coordination</b>		
Output 3.1 - International Policy	3,747	3,722
<b>Subtotal Output Group 3</b>	<b>3,747</b>	<b>3,722</b>
<b>Output Group 4 - Support services for government operations</b>		
Output 4.1 - Cabinet Secretariat	2,583	2,515
Output 4.2 - Government	6,605	6,528
Output 4.3 - Government Communications	3,492	2,798
Output 4.4 - Support to Official Establishments	480	430
Output 4.5 - Support to Ministerial Offices	3,155	2,786
Output 4.6 - Ceremonial and Hospitality	2,782	2,560
Output 4.7 - CHOGM Task Force	14,089	13,224
<b>Subtotal Output Group 4</b>	<b>33,186</b>	<b>30,841</b>
<b>Total Price / Cost of Outputs</b>	<b>61,044</b>	<b>58,328</b>
<b>TOTAL RESOURCES</b>	<b>86,578</b>	<b>87,265</b>
<b>AVERAGE STAFFING LEVEL</b>	<b>380</b>	<b>358</b>

## **Overview**

Revised performance indicators and assessment measures – covering quality, timeliness, quantity and price of outputs at the department-wide level and at the level of individual outputs – were developed and implemented in 1999–2000, as noted in the department’s 1999–2000 annual report. The financial year 2000–01 is thus the second year in which the department has used those indicators and processes to monitor and report on its performance.

The key department-wide performance indicators and assessment processes are set out in this Overview under the headings ‘Quality’, ‘Timeliness’ and ‘Quantity’. The indicators and processes specific to each of the 11 output units are set out below.

### **Appraising performance**

The department-wide performance indicators link to the department’s Performance Appraisal and Development Scheme, which was recently amended. The revised scheme will be introduced in the first half of financial year 2001–02.

Individual performance agreements will continue to be derived from the organisational goals and objectives of the department, through the agreed annual work plan for each division. This will ensure that employees’ achievements and efforts are closely aligned with the requirements and expectations of the Prime Minister, Ministers Assisting and the department’s Executive.

As well as specifying more clearly what is expected of supervisors and staff members at different levels, the new performance appraisal scheme will emphasise the importance of people management. Senior Executive Service (SES) employees, for example, are expected to give timely recognition for good performance, and take personal responsibility for the effective use of the department’s Performance Appraisal and Development Scheme.

### **Quality**

For most of the department’s output groups, performance is monitored on the basis of:

- the degree of satisfaction of the Prime Minister and other portfolio Ministers, their offices and the departmental Executive, as expressed through formal and informal feedback mechanisms, with the quality and timeliness of advice and the achievement of key tasks; and
- an assessment of outputs against annual divisional work plans and individual performance agreements.

## Results

Feedback from the Prime Minister, other Ministers in the portfolio and their offices was that the department's policy advice was considered to be of a high standard. Ministers also commended the performance of the several task forces led by the department – the Sydney 2000 Games Coordination Task Force, the Commonwealth Heads of Government Meeting (CHOGM) 2001 Task Force and the Welfare Reform Task Force.

In addition, outputs were assessed against annual divisional work plans and individual performance agreements. This was linked to performance pay. For the year ending 30 September 2000 (the end of the most recent appraisal round), 40 of the 43 senior managers eligible to be assessed received performance pay. (More details on the determination of SES remuneration are presented in part five of this report, 'Management and Accountability'.)

### Timeliness and quantity

#### Timeliness

The department aims to meet the following specific deadlines:

- for correspondence on substantive issues from heads of state, Premiers and Chief Ministers, a response is to be prepared within 10 working days;
- for other correspondence, a response is to be prepared within 20 working days;
- the various timing requirements for Freedom of Information (FOI) requests, as specified in the *Freedom of Information Act 1982*, apply;
- the preparation of responses to parliamentary questions on notice must be completed within 60 days for the House of Representatives and 30 days for the Senate; and
- the preparation of briefings must be completed reasonably in advance of when they are required or within such other time periods as may be specified by the Prime Minister, other portfolio Ministers or their offices.

The department noted in its annual report last year that it would be reporting full year statistics for Cabinet minutes for the first time in 2000–01, and the outcome is noted below.

#### Quantity

Based on experience, the department expected to have to:

- process in excess of 110,000 items of ministerial correspondence;
- provide 2,750 briefings to the Prime Minister, other portfolio Ministers and their offices;
- prepare draft answers to 85 parliamentary questions on notice; and

- respond to 25 FOI requests.

The actual 12-month figures are noted below.

## **Cabinet minutes**

*The operational target is to release Cabinet minutes within 24 hours of a Cabinet or committee meeting.*

For the period 1 July 2000 to 30 June 2001, over 94 per cent of Cabinet meeting minutes met this performance target. A small proportion of minutes required additional time to finalise, due mainly to the large volume of business dealt with during the Budget period.

## **Ministerial correspondence**

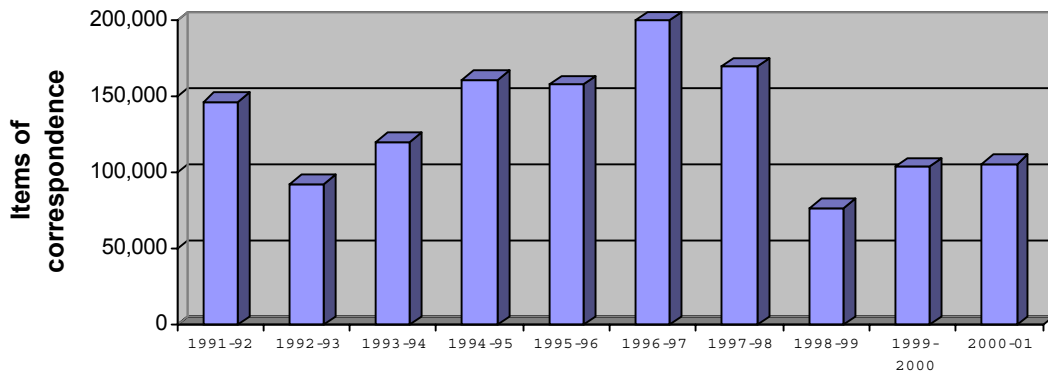
*The operational target is to respond to correspondence on policy issues from federal Ministers, Chief Ministers, heads of government et cetera within 10 working days and all other correspondence within 20 working days. Referral of correspondence to other Ministers should occur within five working days of receipt in the department.*

The department processed approximately 106,000 pieces of correspondence (an average of 425 per day), addressed to the Prime Minister or Ministers Assisting. Approximately 55,000 of these items related to campaigns on topical issues. The largest volume of correspondence related to tax treatment of capital gains (11,966 items), fuel prices (10,278 items), school funding (2,387 items) and in-vitro fertilisation (1,767 items).

Approximately 89 per cent or 93,810 items of correspondence were processed within the department's operational targets.

Some 2,520 briefings (minutes) were provided to the Prime Minister, Parliamentary Secretary and Ministers Assisting the Prime Minister.

The volume of ministerial correspondence received over the past 10 years is shown below.



During the years 1996 and 1997 there was a large quantity of correspondence, on the gun issue, following the Port Arthur massacre in April 1996; childcare funding; and Sydney’s proposed second airport. Since then ministerial correspondence received by the department, particularly in the form of proformas and coupons, has declined.

### Parliamentary questions on notice

*The aim of the department is to respond to parliamentary questions on notice within the number of days set in the Standing Orders of each house, currently 60 days for the House of Representatives and 30 days for the Senate.*

The department received 82 parliamentary questions on notice during 2000–01: 44 from the House of Representatives and 38 from the Senate. The department had 31 questions on hand at 1 July 2000. It lodged responses to 76 questions during the year: responses to 36 House of Representatives questions and responses to 40 Senate questions. The average time taken to lodge responses to questions asked in 2000–01 was 61 days for the House of Representatives and 51 days for the Senate. There were 30 questions on hand at 30 June 2001. Seven questions asked in 2000–01 – two from the House of Representatives and five from the Senate – were transferred to other Ministers.

### Freedom of Information requests

The various timing requirements for Freedom of Information requests are specified in the *Freedom of Information Act 1982*.

The department received 24 FOI requests during 2000–01. The department had three FOI requests on hand at 1 July 2000. Twenty-two FOI requests were finalised during the year and five FOI requests were on hand at 30 June 2001.

### Price

The total price of the department’s outputs in 2000–01 was \$61.9 million.

## Financial performance

### Price of outputs

The department's price of outputs is summarised below.

	\$'000
Appropriation revenue	56,039
Other revenue*	5,891
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Total price	<hr/> 61,930

\*Other revenue includes interest, resources received free of charge, special accounts and other section 31 revenue.

The department's appropriation (\$56.0 million) was higher than usual because of additional funding (\$13.9 million) provided for the staging of CHOGM in October. The department also earned \$5.9 million in revenue from other sources.

The former Office of Indigenous Policy was transferred to the Department of Reconciliation and Aboriginal and Torres Strait Islander Affairs (DORATSIA) in February 2001, reducing the department's appropriation by \$1.3 million in 2000–01 and by \$3.2 million (indexed) ongoing.

In 2000–01 total expenses for the department were \$58.3 million. An operating surplus of \$3.6 million was realised. CHOGM accounted for \$13.2 million of those expenses, special account activities for \$0.8 million and the balance, \$44.3 million, related predominantly to the department's ongoing activities.

A sizeable proportion of the surplus (\$2.5 million) related to the activities of the Campaign Reserve special account, with the balance (\$1.1 million) relating to departmental activities.

The department's cash balance at 30 June 2001 was \$21.7 million – \$6.7 million of this related to special accounts (\$5.4 million in Campaign Reserve). The remainder of the cash balance (\$15.0 million) related to departmental activities. The opening cash balance was \$7.4 million, and CHOGM generated a cash surplus for the year of \$7.7 million.

### Administered expenses

The administered appropriation for 2000–01 was \$29.1 million. Administered expenses were \$28.9 million. The table on page 16 provides the expenses against budget for each of the nine administered items.

In order to better meet the demands of the Partnerships Against Domestic Violence initiative, an amount of \$1.656 million was rephased from 2000–01 to 2001–02 for the Women's programmes item during the 2001–02 Budget process in April 2001.

Funding of \$5 million from the Advance to the Finance Minister was required during June 2001 to enable payment of increased funding to the Queensland Government for security for CHOGM.

The transfer of the Office of Indigenous Policy mentioned above also involved the transfer of \$1.4 million administered funding for Indigenous Litigation from the department to DORATSIA in 2000–01.

### **Purchaser–provider arrangements**

The department is not appropriated funds to deliver outcomes through purchaser–provider arrangements.