

### Mapping Outputs to Outcomes

The Government's Priorities highlight the areas for policy focus for the Government's current term. The Government has also endorsed a set of Outcomes which provides the related but more comprehensive frame for agencies in planning and delivering the services (outputs) that will contribute to achieving the Priorities.

The relationship between outputs and outcomes can be complex. It is acknowledged however, that a clear articulation of outcomes is necessary to determine the types of outputs (services) that should be delivered. It is equally important that outputs are clearly specified so that their influence on achieving outcomes can be measured. In the absence of a clear 'mapping' between outputs and outcomes, it is difficult to determine the cause and effect between actions and results. It follows that policy and funding decisions would not be as well informed.

#### Definitions

##### *Outcomes*

Represent dimensions of well being - social, economic and environmental. The Queensland Government has endorsed 8 Outcomes along with 17 Outcome Indicators which will provide a whole of government focus for planning services, allocating resources and measuring the success of current policy directions.

##### *Outputs*

Outputs are the goods and services which have been identified and are delivered by agencies to achieve the outcomes being sought.

Outputs need to be clearly specified. From a government perspective, clarity about the outputs being funded and performance information related to the cost efficiency and cost effectiveness of those services will be crucial in ensuring well informed policy and funding responses from government. From the client or community perspective, transparency about the types of services being delivered and the standards being achieved, will enhance confidence in the way public resources are being allocated.

##### *Accountability for Delivering Outcomes*

The mapping of outputs to outcomes will highlight there are 'clusters' of outputs, delivered by multiple agencies, which will contribute to a particular outcome. For instance, in an effort to enhance road safety, Queensland Police, Emergency Services,

Queensland Transport and Main Roads provide response, education and road design services aimed at reducing road deaths. As the responsibility for delivering the outcome is shared, it would be expected that these agencies would collaborate in prioritising strategies to achieve the best results.

##### *Accountability for Outputs*

While accountability for outcomes would be shared, agencies are responsible for the efficiency and effectiveness with which they deliver their particular outputs.

### Specification of Outputs

An output should be specified in a way which:

- describes the type of service to be delivered
- identifies the recipients (and where relevant beneficiaries) of the activity or service
- states the intended result or benefit (the purpose or objective of the output)

While the types of outputs are multiple, generally they fall into broad categories:

1. Services delivered directly to clients:
  - education/advice
  - regulation/enforcement
  - physical products and services
  - personal support
2. Services which support the delivery of outputs: **whole of government**
  - whole of government policy/planning (state planning)
  - government regulation and review (audit/review)
  - executive support (parliamentary services)
  - custodian services on behalf of government in ensuring equity and participation in decision making for communities (electoral services, ombudsman)
  - independent support to the Governor and Parliament (Governors Office, Legislative Assembly)

##### *Linking Outcome Indicators to Output Performance Measures*

The linking of outputs to outcomes is challenging. Nonetheless, there should be a primary purpose for which an output is established. Further, the cause and effect between an output or action and its ultimate impact or outcome should be able to be tracked through performance measures. The following schedule illustrates how the hierarchical arrangement of indicators provides evidence of the

impact of outputs on outcomes, and also the extent to which outputs are being delivered efficiently and effectively. In some cases the primary purpose is clear.

In some instances, outputs will have secondary, and significant influences on other outcomes:

Example 1	
Outcome	safe and secure communities
Key Outcome Measure	reduction in road transport related fatalities
Output	road safety program (enforcement)
<u>Output Performance measures (results or features of the service being provided)</u>	
Quantity (number client contacts/impacts)	(no./ %) client coverage x program <u>Has the coverage increased over time?</u>
Quality (standard of services) (benchmarked if possible)	currency of technology standard of officer training <u>Have the standards been improving over time?</u>
Cost Efficiency (cost:quantity)	cost of program per capita <u>Has the cost per capita fallen over time?</u>
Cost Effectiveness (cost:outcome)	cost in relation to reduction in road fatalities <u>Have the results improved as costs have increased?</u>

Example 2	
Outcome	safe and secure communities
Outcome Indicator	reduction in road transport related injuries/fatalities
Output	Roads Projects/Network Maintenance
<u>Output Performance Measures (results or features of the service being provided)</u>	
Quantity	km road maintained, enhanced, expanded
Quality (quality/features)	roughness indicators Congestion Road transport related injuries/fatalities
Cost Efficiency	Cost per km
Cost Effectiveness	Cost in relation to improvement in: Economic prosperity
<u>Secondary Impacts</u>	
Impact on: Economic prosperity Access for rural communities Environmental preservation	