

GUIDE TO PERFORMANCE MONITORING AND REPORTING POLICY TEMPLATE**ABOUT THIS POLICY AREA**

This policy guides how the organisation monitors its progress against service goals and its compliance with service agreement obligations.

A written performance monitoring and reporting policy is required as part of Standard 10 (Organisational alignment).

Standard 10 – organisational alignment

The organisation develops, implements and reviews procedures for how it monitors and reports on its obligations under the service agreement and its progress according to operational and strategic plans.

Policy checklist

The following checklist will help you check that an existing policy covers this area adequately.

The policy should:

- say how the organisation will track its progress and comply with the requirements of its service agreement
- say how client and service data will be collected and provided to the department
- say how the organisation documents the use of resources in providing services and activities
- say when and how reporting to management on service achievements will occur
- contain clear procedures and actions
- indicate the timing of any actions
- show when it was approved
- show when it was last reviewed.

COMPLETING YOUR PERFORMANCE MONITORING AND REPORTING POLICY**Using the policy template**

The template provides some example statements. You can adapt these statements and include them in your policy or write your own statements to better suit the operations and services of your organisation.

To customise the policy template, click on the shaded sections **<<Insert text>>** and insert the information that is specific to your organisation.

When you have completed the policy template, delete the shaded instruction sections such as: [Refer to the performance monitoring and reporting policy template guide for questions and/or examples to consider when customising this section.](#)

For further information on using the policy guides, refer to the information in *Using the policy templates and guides*.

Guidelines for each section of your policy

1. Purpose

When identifying the purpose of the policy, consider how it might apply to your particular services and your organisation's service agreement. Do you need to make specific statements to ensure you are inclusive of particular groups, such as Aboriginal and Torres Strait Islander peoples, Australian South Sea Islanders, people from culturally and linguistically diverse backgrounds and people with a disability?

2. Scope

To determine the scope of the policy, consider the following questions:

- Does this policy apply to all your organisation's services and activities or just to those related to the service agreement?
- If you are including aspects of organisational performance other than those related to service delivery and service goals, what are these, and will different procedures apply to them?

3. Policy statement

If you are adopting the policy statement in the template, consider whether there are any additional commitments your organisation wants to make.

In identifying the actions your organisation will take to implement this policy, you should include the following:

- monitoring the progress and achievement of service goals
- complying with service agreement requirements
- collecting and analysing client and service data
- providing reports on service achievements and service data to the board or management committee and to the department
- documenting the model of service showing how resources are applied and how activities are designed to meet the needs of the client group.

4. Procedures

The procedures describe how your organisation achieves the aims and goals you have outlined in your purpose, scope and policy statement.

4.1 Service model

Describe how and where the service model is documented, what the service model documentation should cover, and whose responsibility it is to prepare this documentation. Consider including the following in the description of what could be covered in the service model documentation:

- description of service needs being met
- description of service types being provided
- description of how the service is provided
- target client numbers for each service type
- staff hours allocated to each service type
- staff hours required in addition to direct service hours

- other resources (including costs of equipment) applied to this service model
- ratios of staff hours to client numbers
- cost per unit of service delivery.

4.2 Data collection and analysis

Describe in broad terms the range of data that will be collected for monitoring purposes. This may include:

- numbers of clients seeking service by service type
- numbers of clients being provided with service
- demographic information about clients (age, gender, race etc.)
- hours of service being provided by service type
- staff hours involved in running the service
- cost of service provision (cost of staff hours and other resources being applied)
- outcomes for clients.

4.3 Reporting

Describe how often reports will be provided to the board or management committee, to the department, and to any other stakeholder. Identify broadly what information will be provided in each report type.

5. Other related policies and documents

List the other policies related to the performance monitoring and reporting policy. The policy should be linked to:

- vision, values and planning policy
- organisational authority policy
- budget policy.

6. Review processes

Consider how often the policy should be reviewed and the process for doing this:

- **frequency of review:** Most policies benefit from an annual review. The experience of implementing the policy is used to decide which changes are necessary. Consider reviewing your performance monitoring and reporting policy as part of an annual review of your organisation's governance-related policies or, if your organisation is small, perhaps over a three-year period. Critical incidents may prompt you to review the policy ahead of schedule.
- **responsibility for the review:** In most organisations, the board or management committee would be responsible for reviewing this policy in conjunction with senior staff.
- **process for the review:** Decide which particular staff, volunteers, external people and organisations will provide input to the policy review,
- **decision-making process:** Who will review draft changes to the policy and approve changes? What will be the timeframe for the review process?
- **documentation and communication:** What records of the policy review process are needed? How will changes to the policy be communicated to staff implementing the policy? In a small organisation, this may be as simple as noting the changes at a staff meeting. In a larger organisation, an email memo may be needed.
- **key questions for the review:** Is the policy being implemented? Are procedures being followed? Is the policy clear? What has changed that may prompt a change to the policy? Have particular stakeholders had difficulty with any aspect of the policy? Can their concerns be resolved? How does the policy compare with that of similar organisations?