

Lucas Clarke

From: Alison Watson <Alison.Watson@premiers.qld.gov.au>
Sent: Friday, 10 March 2017 4:54 PM
To: [redacted]@kpmg.com.au [redacted]@kpmg.com.au
Subject: RFQ DPC-10-2017 - Government Service Delivery
Attachments: RFQ DPC-10-2017 - Government Service Delivery.docx; Supplier Response .docx; Schedule A - RFQ Conditions.docx

Good afternoon

I would like to invite you to prepare a proposal in response to the attached Request for Quote (RFQ) under the Standing Offer Arrangement for the provision of Professional Services (QGCP0878-13). I have attached the following documentation for your consideration including:

- Specification – outlining in detail the scope of work
- Supplier response – for completion, to be returned with your proposal
- RFQ Conditions

Proposals are to be submitted electronically by **5pm on Friday 17 March 2017** to DPC.Procurement2@premiers.qld.gov.au

It would be appreciated if you could please confirm receipt of this email at your earliest convenience.

If you have any queries in regards to this procurement process please contact me.

Regards
Alison



Queensland
Government

Alison Watson
Advisor
Corporate Governance and Procurement
Department of the Premier and Cabinet
P 07 3003 9025 M [redacted]
Level 28, 1 William Street, Brisbane QLD 4000
PO Box 15185, City East, QLD 4002





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**HELP SHAPE
OUR GAMES
VOLUNTEER TODAY!**

Released under RTI - 477

Specification

Request for Quote DPC-10-2017

1. Purpose and Background

The Queensland Government has significantly increased investment in government services. Alongside this, the Queensland public service is continuing to enhance its systems and processes that monitor and track the links between this investment and outcomes.

Effective performance management information is critical for policy and decision-makers; it serves the public interest by ensuring investment and enhancement in service delivery are well-targeted.

The Queensland Government's current Performance Management Framework (PMF) is in place and is subject to ongoing review and continuous improvement. In response to the Queensland Audit Office report No. 18 2013–14, the PMF was formally reviewed and improvements implemented. Notwithstanding this effort, there remains an opportunity to improve the understanding of the impact of changes in inputs on outcomes.

This project, therefore, focuses on driving continuous improvement across the Queensland public service sector in performance management and service delivery. It will (1) ensure existing performance management systems and processes are consistent with leading practice, (2) consider contemporary approaches from other jurisdictions and (3) ensure performance management continues to drive value for money across the sector.

2. Objectives

The objective of this work is to deliver recommendations to government regarding the enhancement of existing performance management systems and processes with a particular emphasis on improving the measurement of inputs and outcomes. This should include recommendations covering:

- i. Design and testing of a new methodology to improve the tracking of outcomes against changes in service inputs and recommendations for the future rollout of this methodology across the sector
- ii. Consideration of existing mechanisms to track outcomes against changes in service inputs
- iii. Consideration of service areas where outcomes can be difficult to identify and assess or where changes to inputs are not well-suited to analysis of outcomes – and recommendations to address these challenges
- iv. Consideration and possible implementation of appropriate, practical and practicable enhancements to existing performance management systems and processes
- v. Critical lessons learned for the successful delivery of (i) through (iv) above.

3. Scope

The scope of work includes, but is not limited to:

- a. How performance is currently assessed, measured and tracked in the Queensland public service, and the strengths, weaknesses, opportunities and challenges the current performance management and measurement regime poses
- b. How similar regimes have been established and operate in other jurisdictions, including lessons learned, good practice and how these might apply in the Queensland context

- c. Established leading practice in the identification of key outcomes or key performance indicators and how this process can drive priority setting within departments and across government
- d. Establishing casual links between investment in inputs and delivery and achievement of outcomes.

Much has already been achieved in performance management in the Queensland public sector and this project seeks to build on those foundations.

Suppliers will be expected to demonstrate understanding of contemporary developments in performance management in public sector contexts and offer relevant insights based on this knowledge. Suppliers are also expected to offer insights based on best practice in private sector performance measurement and management and practical lessons for the Queensland public sector context. Suppliers should also recommend approaches and methodologies that can leverage international networks and knowledge to deliver effective insights.

4. Requirements

Suppliers must demonstrate their ability to meet the timeframes outlined in Section 5 through a methodology/project plan/delivery schedule.

The Customer reserves the right to revise the start and end dates of the project in consultation with the Supplier.

Key Capabilities

Suppliers must demonstrate knowledge and understanding of performance management in the public sector context, including demonstrated success in supporting enhancements in public sector performance management. Suppliers will also need to demonstrate ability to engage with other jurisdictions to gain meaningful insights into the initial establishment and subsequent operation of outcome-focused performance management regimes.

5. Milestones and Payment

The following table details the major milestones of the project and the timeframe for delivery.

The draft report should include a proposed methodology that considers and adapts for the measurement of improved outcomes against changes in service inputs. The draft report should also include a recommended approach to testing this methodology in some identified service area(s).

The final report should include the results of this initial test of the methodology, including any refinements required, and recommendations for the application of the methodology more broadly.

Milestone	Deliverable	Date	Milestone Payment
Commencement	Initial briefing	w/c 3 April	N/A
Milestone 1	Review insights from other jurisdictions	w/c 17 April	N/A
Milestone 2	Draft report and recommendations	w/c 1 May	N/A

Milestone 3	Feedback on draft report and recommendations	w/c 15 May	N/A
Milestone 4	Final report and recommendations	26 May	100%

Payment will only be made upon satisfactory completion of the services and upon receipt of a correctly rendered invoice. The invoice must reference the contract and purchase order number and must include a breakdown of all works claimed under that invoice. All invoices must be GST inclusive with the GST component broken down in the total amount.

6. Reporting

The Project Manager for this work is Mr Rob Lloyd Jones, Department of the Premier and Cabinet. Rob can be contacted on (07) 3003 9281 (direct), [REDACTED] (mobile) or Rob.Lloyd-Jones@premiers.qld.gov.au.

It is expected that, as a minimum, the Supplier will meet with the Project Manager at least weekly to discuss progress and plan activities for the week ahead.

A Project Control Board (PCB) will be established to support this work. It is expected that the Supplier will meet with the PCB at delivery of the Draft and Final Reports, with additional meetings as required. The PCB will consider and provide feedback on all milestone reports.

7. Pricing

Quotes are to provide a firm price to undertake the work specified in this Request for Quote. Suppliers must provide their price to complete this contract, which must include all contract costs and expenses associated with producing the deliverables outlined above.

The price must be presented as an itemised budget covering items such as professional fees (including a fees rate schedule for staff involved in the contract), costs of gathering or extracting information or data, travel and accommodation, administrative costs and any other costs.

All travel and associated expenses must be in accordance with the Public Sector Industrial and Employee Relations Directive 9/11 Domestic Travelling and Relieving Expenses.

8. Submission Inclusions

All quotes submitted are to address the following:

- Certificates of currency for the required insurances
- A signed Authorisation
- A full project methodology/project plan
- CV documents or summaries documenting relevant expertise and experience for all nominated personnel
- A minimum of three (3) reference projects (with nominated referee contacts) of projects of a similar size or scope.

9. Key Performance Indicators

Performance will be assessed based on timely delivery of high quality milestone reports that inform and generate discussion at PCB meetings.

Supplier response

(Supplier to complete and sign and return all sections)

Supplier response to Request for Quote	
Supplier name	<insert>
ACN/ABN	<insert>
Address	<insert>
Postal Address (if different from above)	<insert>
Contact Person	Name: Position: Phone number: Email:
Deviation from the Specifications (if applicable)	<insert>
Pricing information	
Price (including schedule of rates if applicable) is provided in the attached Draft Order	
Declarations	
Conflict of interest	Suppliers must give details of any possible Conflict of interest that exists or may arise in relation to the making and/or acceptance of their quote. If there is nothing to declare, please insert "None". <insert>
Authorisation and execution by Supplier	As the authorised officer named below, I certify that: (a) I am authorised to submit the Supplier's response as the Supplier's representative. (b) The Supplier understands and has complied with the Requirements of the Request for Quote. (c) The Supplier's response is complete, accurate and not misleading in any way. (d) The Supplier has and will maintain insurances as required under QGCPO878-13.
	Name: <insert>
	Position: <insert>
	Signature: <insert>
	Date: <insert>

1. Interpretation

These Request for Quote (RFQ) Conditions may be used where a Customer is seeking quotes to enter into a Contract.

2. Invitation Process

2.1. Supplier acceptance

By submitting a quote, the Supplier:

- (a) accepts these Request for Quote Conditions.
- (b) offers to enter into a Contract with the Customer to provide the Goods, Services and Deliverables,

and the Customer may accept the quote during the Offer Validity Period.

2.2. Customer discretion

The Customer may make any changes to the Invitation Process in its absolute discretion, by notifying the Supplier including by publication on the Queensland Government QTenders website. Without limitation, the Customer may:

- (a) add or change Requirements;
- (b) amend dates including extend the Closing date and time;
- (c) consider or reject a quote received after the Closing date and time;
- (d) accept non-Conforming Offers, alternative or innovative offers, quotes in part, or multiple quotes;
- (e) reject any or all quotes;
- (f) amend the evaluation criteria stipulated in the Request for Quote;
- (g) exercise discretion in evaluating any subjective evaluation criteria;
- (h) negotiate with one or more Suppliers and allow any Supplier to vary its quote;
- (i) interview, negotiate or hold discussions with any Supplier or prospective Supplier on any matter contained (or proposed to be contained) in a quote to the exclusion of others;
- (j) request some or all Suppliers to conduct site visits, provide references and additional information, and/or make themselves available for panel interviews;
- (k) change the terms and conditions applicable to the Invitation Process, including terms of the proposed Contract; or
- (l) cancel the Invitation Process.

The Supplier will not make any claim in connection with a decision by the Customer to exercise or not to exercise any of its rights in relation to the Invitation Process.

3. Alternative offers

The Queensland Government procurement policy promotes an outcome focussed approach, seeking opportunities to innovate and improve value for money. Suppliers are encouraged to submit alternative offers

and innovative offers where they believe that the alternative will promote the Customer's objectives.

4. No reliance on information

The Supplier is responsible for making its own investigation and assessment about all matters relevant to the Request for Quote, the Requirements, the accuracy of all information and documents provided by or on behalf of the Customer, and all other matters relevant to the Supplier's quote.

5. Supplier cost

Participation in the Invitation Process is at the Supplier's cost. The Customer is not required to pay compensation to the Supplier in relation to the Invitation Process in any circumstances, for any reason.

6. Subject to contract

No contract will be formed between the Customer and the Supplier unless and until the Customer accepts the Supplier's quote in writing or both parties sign a contract document.

7. Compliance

The Supplier must:

- (a) **(communication)** direct all enquiries relating to the Request for Quote to the Customer's nominated contact person, and not discuss the Request for Quote with any other person except as required to prepare its quote.
- (b) **(accuracy)** ensure that all information provided as part of its quote is complete, accurate, current, and not misleading.
- (c) **(Laws)** comply with all Laws.
- (d) **(confidentiality)** keep confidential all Confidential Information which it obtains as part of the Invitation Process, not use it except for the purpose of responding to the Request for Quote, and not disclose it except to its Personnel on a need to know basis for the purpose of responding to the Request for Quote, or with the Customer's consent, or to the extent required by Law, or to its professional advisors.
- (e) **(privacy)** if it collects or has access to any Personal Information in connection with the Invitation Process, comply as if it was the Customer with the privacy principles in the Information Privacy Act or the Australian Privacy Principles in the Privacy Act, as applicable, in relation to that Personal Information and comply with all reasonable directions of the Customer relating to the Personal Information;
- (f) **(no publicity)** not make any public announcements or advertisement relating to the Invitation Process.
- (g) **(competitive neutrality)** if the Supplier is a government owned business, local government, or Commonwealth, State or Territory or authority, price its quote to comply with the competitive neutrality principles of the Supplier's jurisdiction.

- (h) **(personnel)** ensure that its personnel also comply with these requirements.
- (i) **(accuracy of information)** ensure that all representations, warranties, declarations, statements, information and documents (“information”) made or provided by the Supplier in connection with the Invitation Process are complete, accurate, up-to-date and not misleading in any way. The Supplier must immediately tell the Customer if any information is or becomes incomplete, inaccurate, out-of-date or misleading in any way.
8. Anti-competitive conduct, conflict of interest and criminal organisations

8.1. Anti-competitive conduct

The Supplier warrants that neither it, nor its Personnel have engaged in any collusive, anti-competitive or similar conduct in connection with the Invitation Process or any actual or potential contract with any entity for goods and services similar to the Goods and Services.

8.2. Conflict of Interest

The Supplier warrants that it and its Personnel do not hold any office or possess any property, are not engaged in any business or activity and do not have any obligations whereby a Conflict of Interest is created, or may appear to be created, in conflict with its obligations under these RFQ Conditions or the proposed Contract, except as disclosed in the Supplier’s quote.

The Supplier warrants that it will not, and it will ensure that its personnel do not, place themselves in a position that may give rise to a Conflict of Interest between the interest of the Customer and the Supplier’s interests during the Invitation Process.

The Supplier warrants that it will immediately notify the Customer if any Conflict of Interest arises after lodgement of the Supplier’s quote.

8.3. Criminal organisation

The Supplier warrants that neither it or its Personnel:

- (a) have been convicted of an offence under the Criminal Code where one of the elements of the

offence is that the person is a participant in a criminal organisation within the meaning of section 60A(3) of the Criminal Code; or

- (b) are subject to an order under, or have been convicted of an offence under the Criminal Organisation Act 2009 (Qld).

8.4. Warranties are ongoing

The warranties in this section are provided as at the date of the Supplier’s response to the Request for Quote and on an ongoing basis until the later of the Customer notifying the Supplier that its quote has been rejected and expiry or termination of any Contract entered pursuant to the Invitation Process (“relevant period”).

The Supplier warrants that it will immediately notify the Customer if it becomes aware that any warranty made in this section was inaccurate, incomplete, out-of-date or misleading in any way when made, or becomes inaccurate, incomplete, out-of-date or misleading in any way, during the relevant period.

8.5. Breach of warranty

In addition to any other remedies available to it under Law or contract, the Customer may, in its absolute discretion (but is not required to), immediately disqualify a Supplier that it believes has breached any warranty in this clause.

9. Supplier Confidential Information

The Customer will keep confidential all Confidential Information of the Supplier which it obtains as part of the Invitation Process.

The Customer may use Supplier Confidential Information for the purposes of the Invitation Process.

The Customer may disclose Supplier Confidential Information:

- (a) to its Personnel for the purposes of the Invitation Process;
- (b) as required under the Right to Information Act;

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Milestone	Deliverable	Date	Milestone Payment
Commencement	Initial briefing	w/c 8 May	N/A
Milestone 1	Review insights from other jurisdictions	w/c 22 May	N/A
Milestone 2	Draft report and recommendations	w/c 5 June	N/A

Milestone 3	Feedback on draft report and recommendations	w/c 19 June	N/A
Milestone 4	Final report and recommendations	30 June	100%

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