

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 |

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|-------------|--|------------|------|
| 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.